



Public Health Workforce Development Project Five Year Plan Update - Action Plan June 2016

Supporting Documents

Maine Public Health Workforce Development Plan – Updated May, 2016 (see attached)

Overview

The Maine Public Health Workforce Development Plan is the result of a multi-year, multi-stakeholder planning process that is now focused on the implementation phase. Initially, in the fall of 2011, the Maine Department of Health and Human Services, Maine CDC and the Hanley Center for Health Leadership joined into a collaborative partnership to lead a planning process focused on improving the capacity and performance of Maine's current and future public health workforce.

A key component of the project and critical, guiding document is the Maine Public Health Workforce Development Project Five Year Plan and Logic Model (July 1, 2013-June 30, 2018). This plan was initially developed in 2013 and updated in May, 2016.

Guiding Principles

- Collaboration and partnership is the method of addressing the strategic objectives and consensus planning goals.
- The process of plan implementation is in phases to allow for a focus of necessary resources to adequately support the three planning phases.
- The process of plan implementation relies on strong evidence that is widely accepted nationally and is recognized as standards of practice by public health practitioners.
- Evaluation processes will stay true to standards of evaluation practice and will be free from bias and political influence.
- Stakeholder engagement is primary in staying in touch with the needs of all consumers, keeping the project timely and to deliver products that are valued.

- Principles of quality improvement will be applied throughout the implementation. Feedback loops, evaluation findings, learner experience, employer satisfaction and improved organizational performance will all inform the implementation and evaluation of this work plan.

Project Strategic Objectives

- Develop a Maine Public Health Workforce Collaborative; a structure to enhance the capacity of Maine's public health workforce and ultimately the performance of Maine's public health system at all levels.
- Identify Maine's public health training needs relative to core public health practice and emerging competencies; stakeholder engagement; data use and translation; performance management and quality improvement techniques/processes.
- Define the evolving role of public health leadership and the application of public health science, in health system transformation design and outcomes.
- Develop a Public Health Workforce Development Plan that includes consideration of transformations occurring in the healthcare delivery system.
- Develop a public health workforce with leading edge skills required to succeed in accomplishing Maine's public health agenda. Effective data systems and a competent workforce provide the foundation for a successful and well integrated performance improvement system.
- Build a highly engaged and competent public health workforce, with exceptional leadership skills to lead change across the health system.

Infrastructure for Plan Development, Implementation and Future Action

The project infrastructure representing public health, academia and health care was initially shaped by an executive oversight team who developed the workforce plan. Implementation of the plan is guided by three strategic working groups

Project Oversight Committee has responsibility for overall project performance, communication and timeliness. This committee is responsible for building and maintaining a sustainable training infrastructure to assure that appropriate attention and direction of public health education and training is high quality, evidence-based, forward focused, collaborative and applies principles of quality improvement.

Curriculum Committee has responsibility for designing and delivery of curriculum that improves the knowledge, skills and abilities of the current and future public health workforce. Foundational to this work are the 10 Essential Public Health Services, the 8 Competencies defined by the Council on Linkages between Academia and Public Health Practice and the findings from data gathered during the planning phase of this project.

Evaluation Committee has responsibility for the development of the evaluation process, tools and detail of measurement for all aspects of the project. This committee works in close

consultation with the other committees in metric development, tracking data and vetting findings. In project period 2016-2018, this committee will have responsibility for a follow up survey of the public health workforce to determine the improvements in the opportunities to increase workforce training and practice of public health.

Public Health Leadership Summit

A strategic component of the project, and principal part of the Maine Public Health Workforce Development five year plan, was a Leadership Summit conducted June 1, 2015.

Summit Goals:

- Assure strong alignment between Maine DHHS/Maine CDC and public health decision-makers, particularly relating to public health workforce development.
- Review of the Maine Public Health Workforce Development Plan progress, recommending necessary revisions and updates.
- Identify leadership competencies needed by Maine's senior public health leaders during a time of unprecedented systems transformation.
- Develop a multi-year strategy for building leadership skills among current and emerging public health leaders.

Priority Areas Selected by the Maine Public Health Workforce Development Project Oversight Committee from those identified at the Leadership Summit - and by the Statewide Coordinating Council

- Financial Competency/Management
- Quality Improvement and Performance Improvement - Tools and methods/incorporation into work
- Change Management
- Data Use and Management - strengthen/ communicate value of data; numeracy
- Communication – Marketing; policy development, implementation and monitoring; Strengthen understanding and value of public health across healthcare system and beyond
- Leadership Development - Leading teams; succession planning

Maine Public Health Workforce Development Project

Collaborative Structure for the Future

Action Steps 2016-2018

Current project leadership, represented by Maine CDC and the Hanley Center with the Oversight Committee, have introduced the forthcoming revisions in structure and support for the Maine Public Health Workforce Development Project beginning July 1, 2016.

A new accreditation and workforce development coordinator position has been created within Maine CDC. This role will also include support to the Maine Public Health Workforce Development project as follows:

- Maintaining the Maine Public Health Workforce Development Project collaborative structure to enhance the capacity of Maine's public health workforce and ultimately the performance of Maine's public health system at all levels.
- Planning for and hosting the Oversight, Curriculum, and Evaluation Committees meetings as well as development and dissemination of project information.
- Coordination of a follow up survey of the public health workforce to determine the improvements in opportunities to increase workforce training and practice of the Maine public health workforce. This key project is defined as a priority as proposed in the Public Health Workforce Development Five Year Plan.
- Coordination with the DHHS Staff Education and Training Unit (SETU) to include in any future RFP, website hosting of the Public Health Training modules that are expected to continue to be hosted at the www.maine.gov/pht site.
- Updates to the project Five Year plan and Logic Model as deemed appropriate by the collaborative leadership structure members.

Immediate Action Steps as Defined by Oversight Committee members in May 2016.

Each person attending the May 18, 2016 Oversight Committee meeting outlined how their organization would continue to be involved in support of the Public Health Workforce Development Project. All agreed to continue to be a part of the Oversight Committee and generally to support the use and further development of the online public health training modules and in-person trainings as they become available. There was broad recognition of the value of this collaboration and a desire to keep connected and involved in this work. Various attendees offered their organization's support in ways that capitalize on their skills and resources. There was general agreement that bringing the District Coordinating Councils and Statewide Coordinating Councils into closer communication with the Maine Public Health Workforce Development Project would be a positive strategy in moving forward.

Priority Areas Selected by the Maine Public Health Workforce Development Project Oversight Committee Five Year Plan.

Oversight Committee members provided feedback on the Update to the May, 2016 Maine Public Health Workforce Development Five Year Plan. The purpose of the current update is to report on progress made toward goals and objectives outlined in the Plan and to define how the Plan may be updated for the last two years of the current project. The following recommendations are intended for the Partnership and are not the sole responsibility of any one partner.

Recommendations

- Increase involvement with and contact the State Coordinating Council and District Coordinating Councils to further inform them of the training project and promote use of current and upcoming training modules. Current trainings are appropriate for several audiences within all districts with multiple audiences.
- Follow up with New England Public Health Training Center/Boston University partners regarding recent site visit regarding development and utilization of in-person and/or Webinar trainings as well as online modules.
- Reach out to the Maine Health Access Foundation to learn of support in the form of grants or other funding that may assist with upcoming follow-up survey, development and/or dissemination of project promotion materials.
- Promote ties between professional development and employee performance measures.
- Promote of training modules via Maine healthcare partners with a focus on population health projects.
- Link Work Force Development to the Shared Health Needs Assessment and Planning Process.
- Utilize healthcare system partners to support the growth of both the healthcare and public health workforce by providing training that will inspire and encourage further education.
- Reach out to Maine Public Health Association to provide access to trainings that may serve as a pivot point for those interested in learning about public health,
- Improve evaluation of this five year plan, including adding evaluation elements as needed to fully measure the impact of the plan.
- Continue to promote public health as a profession and community asset by introducing multiple and varied audiences to the current training modules.
- Further engage partners to better coordinate separate public health work force development resources and efforts.