

**2020 WORKFORCE  
DEVELOPMENT PLAN  
TUSCARAWAS COUNTY  
HEALTH DEPARTMENT**



**Public Health**  
Prevent. Promote. Protect.

Revision Approved by the Board of Health  
in: December 2019

Prior Annual Versions Available

## Introduction

The Tuscarawas County Health Department (TCHD) will make every effort to identify training and educational needs for core competencies to ensure our mission. A trained and competent workforce is essential to be adequately prepared to deal with both public health emergencies as well as daily public health practices.

Employees are encouraged to regularly review the core competencies found at [http://www.phf.org/resourcestools/Documents/Core\\_Competencies\\_for\\_Public\\_Health\\_Professionals\\_2014June.pdf](http://www.phf.org/resourcestools/Documents/Core_Competencies_for_Public_Health_Professionals_2014June.pdf) and use them as a guide in developing annual objectives discussed with their directors during annual performance evaluations. Administration will make every effort to support attendance at continuing education events that build on employee competencies.

This document provides a comprehensive workforce development plan for the Tuscarawas County Health Department (TCHD). It also serves to address the documentation requirement for Accreditation Standard 8.2.1: Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies.

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## Agency Profile

Mission: The mission for Tuscarawas County Health Department has always reflected the overall agency purpose.

### **Mission Statement:**

As a leader in public health, the Tuscarawas County Health Department prevents disease, promotes health and protects the environment and strives to create a healthy equity for all, through education, enforcement and empowerment.

Vision: In the creation of the vision statement for Tuscarawas County Health Department, the developing committee was advised to create a lofty, future-oriented statement that explained what the health department would achieve in a perfect world.

### **Vision Statement:**

Sustainable Environment. Healthier Families. Thriving Communities.

Values: The value statements were created to be the guiding principles for the health department.

### **Values:**

Ethics: Honesty and integrity that create an inclusive environment.

Professionalism: Demonstrate knowledge and skill while providing respectful, courteous treatment to all.

Attitude: Supportive and compassionate to all

Leadership: Accountability for your actions by courageously inspiring others to succeed

Communication: Sharing ideas to promote understanding and information

## **Strategic Priorities:**

1. Fiscal Viability and Sustainability
2. Trusted Source of Information
3. Competent Engaged Workforce
4. Healthy and Safe Community

**Location and Population Served:** The Tuscarawas County Health Department is a local government public agency that provides services to approximately 92,500 residents. The Health Department is one of two health departments in Tuscarawas County and has jurisdiction in all areas outside of the city of New Philadelphia. As of November 13, 2019, the agency has a staff of 59 professionals and 4 part time contracted employees. The agency consists of five bureaus: Bureau of Maternal and Child Health, Bureau of Prevention and Promotion, Bureau of Environmental Health and Preparedness, Bureau of Community Health Services, Bureau of Administrative Services

Tuscarawas County is a rural county located in northeast Ohio and consists of 571 square miles. The largest cities in the county are the city of New Philadelphia and Dover. The county seat is the city of New Philadelphia.

**Governance:** The Board of Health is the governing body for the Health Department. The District Advisory Council appoints five members of the Board of Health and the District Licensing Council appoints one member and the final member is a physician from the community. The District Advisory Council consists of the chairman of the board of trustees from each township, the mayor from each city or village and a representative of the Board of County Commissioners. The Licensing Council consists of representatives from the major Environmental Health programs that are licensed and inspected by the Health Department.

**Organizational Structure:** The agency is directed by a Health Commissioner and a leadership team that is comprised of five Bureau directors.

**Learning Culture:** The Tuscarawas County Health Department is committed to empowering employees to advance the practice of public health. The Health Department will pay the cost of registration for all meetings, trainings, and conferences, when the employee's attendance is required. Paid leave, registration and travel costs may also be granted by the Health Commissioner to an employee at their request for work related education conferences, professional organizational meetings and training seminars that are not required but will provide a benefit to both the employee and the Health Department. All travel outside of the state of Ohio must be Board of Health approved.

**Funding:** The Health Department is funded through a variety of sources including outside millage, grants, permits and licenses, contracts for services and fees for direct services. Training required by grants is supported by each respective grant.

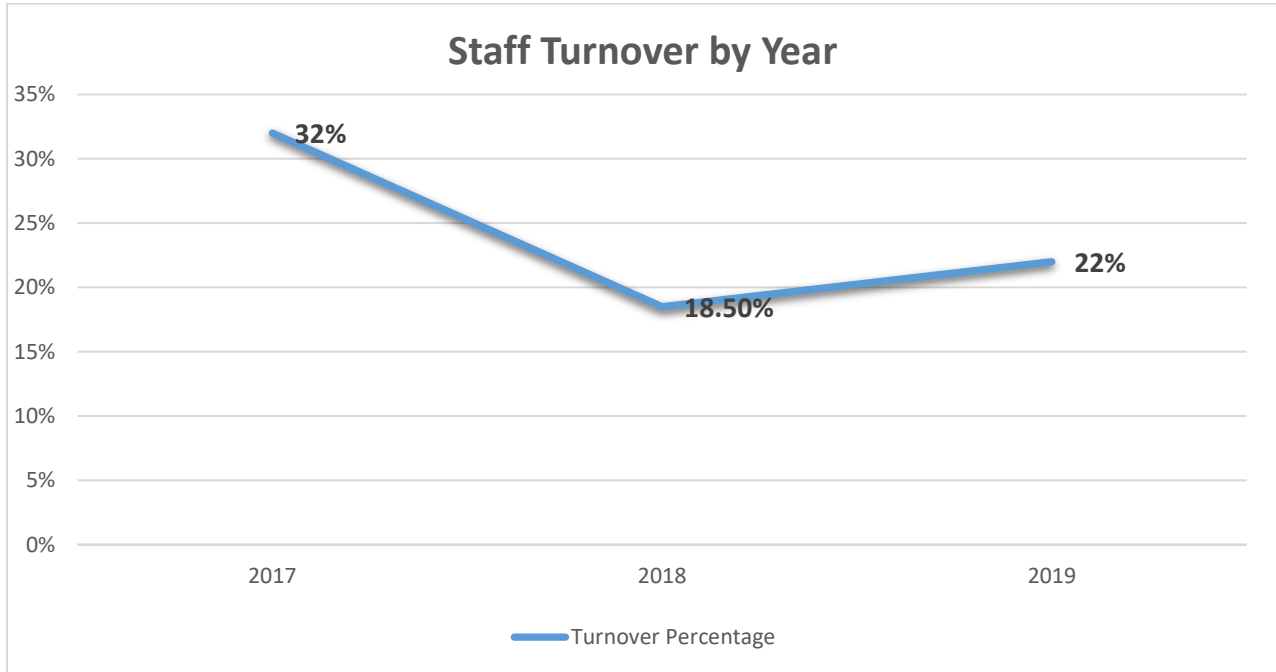
**Workforce Polices:** Training and travel reimbursement policies and procedures are found in the agency’s Personnel Policy Manual.

### 2020 Workforce Profile

(Based on numbers as of November 2019)

Category	Number
Total Number of Employees:	59
Total Number of Full Time Employees:	40
Total Number of Part Time Employees:	12
Governing Board Employees:	7
Gender:	
Female:	49
Male:	10
Staff Proficient in Languages other than English:	3
Primary Professions:	
Administration -6 (10%)	
Governing Board – 7 (12%)	
Clerical/Administrative Support- 21 (36%)	
Nurse- 7 (12%)	
Healthcare Provider – 2 (3%)	
Sanitarian/SIT- 7 (12%)	
Dietitian-2 (3%)	
Emergency Response Coordinator -1 (2%)	
Health Education- 3 (5%)	
Translator-3 (5%)	
Estimated number of employees less than 5 years from retirement:	7 (12%)
Estimated number of employees who plan to seek employee elsewhere (outside of TCHD) in the next 5 years:	7 (12%)
Response rate:	85%

The Health Department could experience up to 24% (14) turnover in the next 5 years due to retirements and/or resignations. From November 2018-November 2019 there was turnover of 11 positions due to resignation and/or retirement (layoffs/program discontinuation excluded from data) which is 22.0% of the total workforce



The Board of Health and administration must assure the resources and dedication to train new employees. Existing staff need to remain competent in technology and education, in addition to continuing to develop vital leadership skills.

### **Competencies & Education Requirements**

**Core Competencies:** The core competencies for Tuscarawas County Health Department uses the Core Competencies for Public Health Professionals as a guide for development of the current and future workforce. The core competencies can be accessed at: [http://www.phf.org/resourcetools/Pages/Core\\_Public\\_Health\\_Competencies.aspx](http://www.phf.org/resourcetools/Pages/Core_Public_Health_Competencies.aspx)

#### **Continuing Education Required by Discipline:**

Discipline	CE Requirements
Nursing	24 hours every 2 years
Registered Sanitarian	18 CEUs per year
Health Educator CHES/MCHES	75 CEUs every 5 years
Physician	100 hours every 2 years

Dietitian	75 CPEUs every 5 years by the Commission on Dietetic Registration, 50 CPEUs every 2 years by the State Medical Board of Ohio
Licensed Pesticide Applicator	5 CEUs every 5 years
Cardiopulmonary Resuscitation CPR	Recertification every 2 years
Tobacco Treatment Specialist	18 CEUs every 2 years
Passenger Safety Instructor	6 CEUs, 5 car seat installation checks, 20 teaching hours every 2 years
Board of Health	2 CEUs annually

**Training Needs**

An employee workforce development assessment was completed in November 2018. This assessment is conducted every 3 years. The next assessment will be conducted in 2021. The Core Competencies for Public Health Professionals (Core Competencies) represent a set of skills desirable for the broad practice of public health that professionals may want to possess as they work to protect and improve the nation's health. The Core Competencies offer a starting point for public health professionals in identifying professional development needs and developing training plans.

These Competency Assessments are based on the 2014 version of the Core Competencies and can help you determine your level of knowledge and skill with respect to each of the eight domains that comprise the Core Competencies.

**Tier 1 Public Health Professionals**

Front Line Staff/Entry Level - Tier 1 competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service, and program support.

**Tier 2 Public Health Professionals**

Department Directors and/or Supervisors - Tier 2 competencies apply to public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing

timelines and work plans; making policy recommendations; and providing technical expertise.

### Tier 3 Public Health Professionals

Senior Management/Executive Level - Tier 3 competencies apply to public health professionals at a senior management level and to leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for overseeing major programs or operations of the organization, setting a strategy and vision for the organization, creating a culture of quality within the organization, and working with the community to improve health. The results are presented in table form below. Results from the assessment are presented in the table below:

Competency	Tier 1 & 2 Averages	2018 Rank	Tier 3 Averages	2018 Rank	Total Averages	2018 Rank
Analytical/ Assessment	2.4	4	2.9	8	2.7	5
2015 Assessment	2.3		2.6		2.5	
Policy Development and Program Planning	2.4	4	3.0	5	2.5	7
2015 Assessment	2.1		2.7		2.4	
Communication	2.6	1	3.2	2	2.9	1
2015 Assessment	2.4		3.8		3.1	
Cultural Competency	2.6	1	3.2	2	2.9	1
2015 Assessment	2.4		2.8		2.9	
Community Dimensions	2.5	3	3.2	2	2.9	1
2015 Assessment	2.3		3.0		2.6	
Public Health Sciences	2.0	8	3.0	5	2.5	7
2015 Assessment	1.9		2.9		2.4	
Financial Planning	2.1	7	3.0	5	2.6	6
2015 Assessment	2.1		2.8		2.5	
Leadership	2.4	4	3.3	1	2.9	1
2015 Assessment	2.3		3.2		2.8	



- 1=None; I am unaware, or have very little knowledge of the item
- 2=Aware I have heard of it; limited knowledge and/or ability to apply the skill
- 3=Knowledgeable I am comfortable with knowledge or ability to apply the skill
- 4=Proficient I am very comfortable, an expert; could teach this to others

Based on the assessment Tier 1 and Tier 2 professionals displayed the greatest need in the Public Health Sciences category. Tier 3 professionals displayed the greatest need in Analytical/ Assessment category. Overall the top 3 needed areas for improvement in staff competencies are Public Health Sciences, Financial Planning and Policy Develop and Program Planning. It must be noted that improvement in all scoring areas was achieved apart from the following:

- Tier 1 and 2 Financial Planning: No Change
- Total Averages Cultural Competency: No Change
- Tier 3 Communication
- Total Averages Communication

### **Goals, Objectives, & Implementation Plan**

#### **Roles and Responsibilities:**

<b>Who</b>	<b>Roles &amp; Responsibilities</b>
<b>Board of Health</b>	Responsible for ensuring resources availability to implement the workforce development plan
<b>Health Commissioner</b>	Responsible to the Board of Health for workforce strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning.
<b>Bureau Directors</b>	Responsible to the Health Commissioner for all employees within their divisions. Assures appropriate training resources and support structures within the division.
<b>All Employees</b>	Ultimately responsible for their own learning and development. Identify opportunities to apply new learning on the job.

**Goals and Objectives:**

<b>Goal</b>	<b>Objectives</b>	<b>Resources</b>	<b>Responsible Party</b>
<b>Orient new employees to public health and the agency</b>	<ul style="list-style-type: none"> <li>• Orient employees to TCHD</li> <li>• Train staff in basic emergency preparedness</li> <li>• Train new employees on cultural diversity</li> <li>• Train new employees on HIPPA compliance</li> </ul>	TCHD Personnel Policy, FEMA Training, HIPPA mandates	Directors
<b>Ensure licensure educational requirements are met</b>	<ul style="list-style-type: none"> <li>• Verify compliance with continuing education requirements</li> <li>• Verify that licenses are current</li> </ul>	Licenses reviewed on monthly basis	Administrative Assistant
<b>Increase awareness of professional development opportunities</b>	<ul style="list-style-type: none"> <li>• Identify training needs</li> <li>• Provide training opportunities</li> </ul>	Workforce Development Plan, Workforce Needs Assessment	CQI Committee

**Implementation:** The workforce development plan will be posted on our website under the employee login section at [www.tchdnow.org](http://www.tchdnow.org). Additionally, the plan will be approved by the Board of Health and presented in department staff meetings. When the plan is revised staff will be notified via email and the electronic document will be updated.

## Training Schedule 2020

Topic	Description	Target Audience	Schedule	Duration	Resources
New Hire Orientation	Introduction to the agency, new hire paperwork, personnel policy manual	Mandatory for staff	As hired; within 30 calendar days of hire	7.0 - 10.0 hours	New employee training, TCHD personnel manual; new employee checklist due to administrative assistant 30 days post hire  <b>Conducted by Bureau Director and Human Resources</b>
HIPAA	HIPAA Awareness	Mandatory for all staff	As hired; within 90 calendar days of hire	0.5	<a href="https://www.train.org/odh/home">https://www.train.org/odh/home</a>  <a href="https://www.train.org/odh/course/1047429/">https://www.train.org/odh/course/1047429/</a>
Public Health 101	This on-line self-study course consists of seven short modules that will introduce participants to the history, mission, achievements, structure, challenges and opportunities for Public Health in the United States and Ohio.	Mandatory for all staff	As hired; within 90 calendar days of hire  Must be completed by all staff in 2020	1.5	<a href="https://www.train.org/odh/home">https://www.train.org/odh/home</a>  <a href="https://www.train.org/odh/course/1070153/">https://www.train.org/odh/course/1070153/</a>
CPR and First Aid Training	To learn CPR and basic first aid	Mandatory for all nurses and AAP	Every 2 years	4.0 hours	American Heart Association; Director of Nursing to schedule  <b>Organized by Director of Nursing</b>
Bloodborne Pathogen	Educate staff on types of	Mandatory for all staff	Annually	1.0 hour	American Heart Association Training

Universal Precaution Training	bloodborne pathogens as well as prevention measures, and steps for post exposure follow up				Manual, completed at divisional level  <b>Organized by Director of Nursing</b>
Health Equity	This course introduces health disparities facing rural America and some of the determinants of health that factor into the health status or rural communities.	Mandatory for all staff	As hired; within 90 calendar days of hire  Must be completed by all staff in 2020	.5 hours	<a href="https://www.train.org/odh/home">https://www.train.org/odh/home</a>  <a href="https://www.train.org/odh/course/1078208/">https://www.train.org/odh/course/1078208/</a>
HIPAA and Confidentiality Compliance	Employees will be familiar with HIPAA Privacy Rule	Mandatory clinical staff	Annually	0.5 hours	Federal Rule 45 CFR Parts 160 and 164; completed at a divisional level  <b>Provided by: Director of Nursing</b>
Health Commissioner University	Leadership training for Health Commissioner	Optional but encouraged for Health Commissioner	Once	3 days	<b>Provided by: Association of Health Commissioners (AOHC)</b>
Leadership Essentials for Health District Success	Leadership training	Optional but encouraged for Health Commissioner and Department Directors	Once	10.0 hours	<b>Provided by: Association of Health Commissioners (AOHC)</b>
Independent Study ICS 100 Introduction to the Incident	Basic knowledge of ICS	Mandatory for all staff	Once	4.0 hours	Federal Emergency Management (FEMA)

Command System					<b>Independent Study Course; online</b>
ICS 200, Incident Command System for Single Resources and Initial Action	Describe the ICS organization. Use ICS to manage an event	Mandatory for Nursing, Environmental SIT and Sanitarians, all Department Directors, Public Health Emergency Planning (PHEP) Coordinator	Once	4.0 hours	Federal Emergency Management (FEMA) <b>Independent Study Course, Online</b>
ICS 300, Intermediate ICS	Describe how the NIMS Command and Management concept supports the management of expanding incidents	Mandatory for all Department Directors, PHEP Coordinator, environmental health sanitarians and SITs, communicable disease nurses	Once	4.0 hour	Federal Emergency Management (FEMA) <b>Classroom course; Prerequisites required</b>
ICS 400 Advanced ICS	Explain how major incidences engender special management challenges	Mandatory for all Department Directors, PHEP Coordinator	Once	4.0 hours	Federal Emergency Management (FEMA) <b>Classroom course; Prerequisites required</b>
ICS 700, NIMS Introduction	Describe key concepts of NIMS	Mandatory for all staff	Once	4.0 hours	Federal Emergency Management (FEMA) <b>Independent Study Course; online</b>
ICS 29 NIMS Public Information System	Facilitate NIMS compliance by providing the basic information and tools need to apply NIMS	Mandatory for all Department Directors, PHEP Coordinator,	Once	3.0 hours	Federal Emergency Management (FEMA) <b>Independent Study Course; online</b>

	during incident management	sanitarians and SITs			
ICS 800 National Response Plan	Describes the purpose of the National Response Framework	Mandatory for all staff	Once	4.0 hours	Federal Emergency Management (FEMA) <b>Independent Study Course; online</b>
MARCS Radio Communication	Provides guidance to install among users the knowledge to employ MARCS handheld, base station and two way radios during normal day to day and emergency application periods.	Mandatory for Department Directors, PHEP Coordinator; Environmental Staff	Once; Refresher as needed	1.0 hour	<b>Provided by Environmental Health Director</b>
Ohio Public Health Communication System (OPHCS)	Provides guidance on use of OPHCS during day to day and emergency applications. Provides step by step procedures for sending and receiving alerts, database use and drills.	Mandatory for all personnel with OPHCS accounts	Once; refresher as needed	1.0 hour	Users must update profiles every 30 days, online training manual <b>User account provided by PHEP coordinator</b>
Continuity of Operations (COOP Plan)	Provide an overview of COOP detailing expectations of personnel and responsibilities associated with the plan.	Mandatory for all staff	When revision is approved by Board of Health	0.5 hours	<b>Facilitated by PHEP coordinator; can be a self-directed course</b>
Communicable Disease Investigation	Familiarize participants with routine disease investigation, and	Mandatory for all Nursing and	Annually	1.0 hours	ODH Infection Control Manual

and Surveillance Training	increase their individual level of preparedness for participation with disease outbreak	Environmental Staff			<b>Provided by Director of Nursing</b>
Immunization: You Call The Shots Training	Describe Vaccine for Children (VFC) program requirements, describe VFC billing practices, describe examples of fraud and abuse in the VFC program	Mandatory for all public health nurses and any VFC Staff	Annually	1 hour	CDC Website: <a href="https://www.cdc.gov/vaccines/ed/youcalltheshots.html">https://www.cdc.gov/vaccines/ed/youcalltheshots.html</a>  <b>Independent Study Course; online</b>
Tuberculosis Training	Educate nursing staff about basic TB concepts	Mandatory for all clinic staff	Annually	0.5 hours	CDC Core Curriculum on TB  <b>Provided by Director of Nursing</b>
Women Infant and Children (WIC) Policy and Procedure (Orientation) Training	Provides an overview of the history, mission and services provided by WIC program	Mandatory for all WIC certifying health professionals	Once	0.5 hours	Ohio WIC Policy and Procedure Manual
WIC New Directors Training	Provides new WIC Directors with an overview of the WIC program requirements ranging from RFP preparation to vendor relations	Mandatory for all WIC Directors	Once	1 day	WIC State Program
WIC Civil Rights Training	Teaches staff civil rights related laws, regulations, procedures and directives	Mandatory for all WIC staff	Annually	0.5 hours	Civil rights compliance training program on CD

WIC Conflict of Interest Training	Ensures there is no conflict of interest in certifying WIC applicants and WIC program funds, assets, and property must be used for WIC purposes only. Must sign understanding form.	Mandatory for all WIC staff	Annually	Form reviewed and signed	Ohio WIC Policy and Procedure Manual
WIC New Health Professional Training	Provides general overview of the certification process, nutrition education and counseling, breastfeeding education and promotion activities and food issuance.	Mandatory for WIC certifying health professionals and breastfeeding coordinators	Once	1 day	WIC State Program
WIC Grow and Glow Breastfeeding Training	Addresses adult learning strategies; core breastfeeding competencies for staff and help staff understand their important role as part of the family	Mandatory for WIC certifying health professionals; breastfeeding coordinators; breastfeeding peer helpers	Once	6 hours	Ohio Train- online
WIC Value Enhanced Nutrition Assessment (VENA) Training	Provides a process for completing a comprehensive WIC nutrition assessment, including the content of such an assessment and an	Mandatory for all WIC staff	Once	1 hour	WIC Works Resource System- online



	outline of the necessary staff competencies				
WIC Hematological Competency		Mandatory for WIC Support Staff	Annual	1 hour	Provided by Director of WIC
WIC Anthropometric Competency		Mandatory for WIC Support Staff	Annual	1 hour	Provided by Director of WIC
WIC Systems Security		Mandatory for all WIC staff	Annual	0.5 hour	WIC Information System Security Training on CD
WIC Alcohol Screening and Brief Interventions (ASBI)		Mandatory for WIC certifying health professionals	Once	1 hour	Ohio Trains- online
<i>Depression</i> Newsletter		Mandatory for WIC certifying health professionals and breastfeeding coordinators	Once	1 hour	Self-study course; see Director of WIC for more information
WIC Loving Support Peer Counselor Training	Introduces peer helpers to their role as part of the WIC team supporting new mothers.	Mandatory for WIC breastfeeding peer helpers	Once	3 days	<a href="https://www.nal.usda.gov/wicworks/learning_center/support_peer.html">https://www.nal.usda.gov/wicworks/learning_center/support_peer.html</a>
Certified Pool Operator Training	To provide individuals with the basic knowledge, techniques, and skills of pool and spa operations including pool and spa chemistry, testing, treatment, filtration, maintenance and	Required for any environmental Staff inspecting pools	Within 2 years of hire	14-16 hours	National Swimming Pool Foundations <a href="https://www.Nspf.org/en/CPO.aspx">https://www.Nspf.org/en/CPO.aspx</a>

	government requirements				
Level 2 Food Operator Training	Provides information on safe food operations	Required for any FSO staff	Once		
Family Planning Grant required trainings	See list in manual	Any family planning staff	Once		<b>Provided by Director of Nursing</b>
Human trafficking and sexual coercion		All family planning staff	Annually		Provided by Director of Nursing
Emergency Operations Plans	Internal EOP training	All Staff	When revisions are approved by Board of Health		<b>Provided by PHEP Coordinator</b>
Continuous Quality Improvement	CQI for Public Health: The Fundamentals	All Staff	Once; within 180 calendar days of hire		<a href="https://www.train.org/odh/home">https://www.train.org/odh/home</a> <a href="https://www.train.org/odh/course/1070037/">https://www.train.org/odh/course/1070037/</a>

### **Evaluation and Tracking**

Tuscarawas County Health Department will evaluate both internal and external trainings using several methods which include surveys, evaluations and feedback. Completion documents and certificate records may be tracked electronically or by hard copy depending on the education requirement. Trainings are also tracked by placing completion documents in employee’s personnel file. Evaluation Training Form can be found in the appendix.

### **Conclusion**

This workforce development plan will be reviewed on an annual basis by the Health Commissioners and Department Directors. Updates to the plan will be made as needed. Anytime there are updates, the Board of Health will be required to approve before the changes are made effective.