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***Core strength:  
improving the local  
public health  
workforce***

**Olmsted County**

**Public Health Services**

**2008 Quality Improvement Showcase**

**April 23, 2008**



MDH

Local Public Health Responsibilities

**Assure Adequate Local PH Infrastructure**

NACCHO Operational  
Definition of a Functional  
Local Health Department

Provide Essential Services  
Maintain competent  
public health workforce

OPHS

MLC2 PROJECT

Identify and evaluate desired public  
health competencies and related  
standards for Leadership Council  
positions

- Incorporate public health competencies and standards into our performance management system
- Incorporate the above into our Managing for Results initiative

**Olmsted County**

Managing for Results

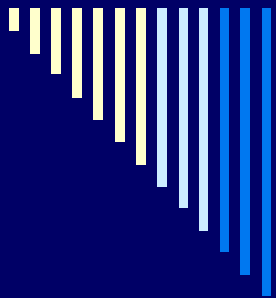
**Develop the Employee**



# Project Proposal

Olmsted County Public Health Services' (OCPHS) project will focus on assuring an adequate local public health infrastructure through the use of continuous improvement principles to develop and maintain a competent public health workforce.

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# Project Steps

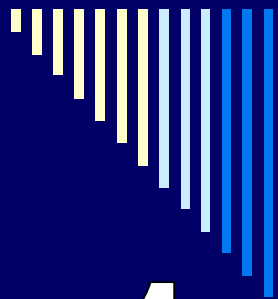
- Utilizing Public Health Competencies
  - Improving the Performance Management Process
  - Integrating Public Health Competencies into the Improved Performance Management Process
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# Problem Statement

**In August 2007 a survey of OCPHS Leadership Council indicated that only 28 percent rated their understanding of the use of public health competencies, in professional development plans and performance appraisal, at 3 or higher**

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# Leadership Council Awareness Survey Results August 2007

1

2

3

4

5

*I have heard about PH  
competencies, but don't  
know specifics about their  
use in professional  
development and  
staff performance  
appraisal*

*I understand PH  
competencies and how  
they can be used for  
professional development  
and staff performance  
appraisal*

*I regularly use PH  
competencies as a  
model for professional  
development and staff  
performance management  
appraisal*

6

4

4

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0



1. Click on one of the buttons below to indicate your understanding of public health competencies and their use in professional development and performance management.

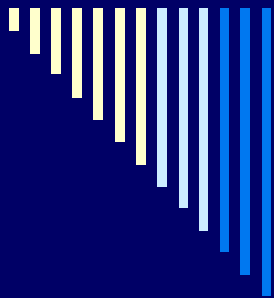
December 2007

	1 = I have heard about PH Competencies, but don't know specifics about their use in professional development and staff performance appraisal	2 = Understanding between 1 and 3	3 = I understand PH competencies and how they can be used for professional development and staff performance appraisal	4 = Understanding between 4 and 5	5 = I regularly us PH competencies as a model for professional development and staff performance appraisal	Rating Average	Response Count
The following selection best describes my understanding of public health competencies and their use in professional development and performance management	7.7% (1)	30.8% (4)	23.1% (3)	23.1% (3)	15.4% (2)	3.08	13

61.6%

August 2007

42.8% (6)    28.6% (4)    28.6% (4)    0%    0%    1.86    14



# Model For Improvement

## ☐ Plan

Utilize the Public Health Core Competencies from the Council on Linkages Between Academia and Public Health Practice as a framework for assessing current proficiency in public health competencies

## ☐ Do

Complete a self-assessment of proficiency in the public health competencies

## ☐ Study

Compare recommended vs. actual proficiency levels

## ☐ Act

Prioritize development & learning needs based on the comparison. Develop & implement training/learning plans



# Improving Performance

## Management

### ☐ Plan

Make record appraisal public health L.C.

### ☐ Do

Begin their ap

### ☐ Study

Discuss how and make rec

### ☐ Act

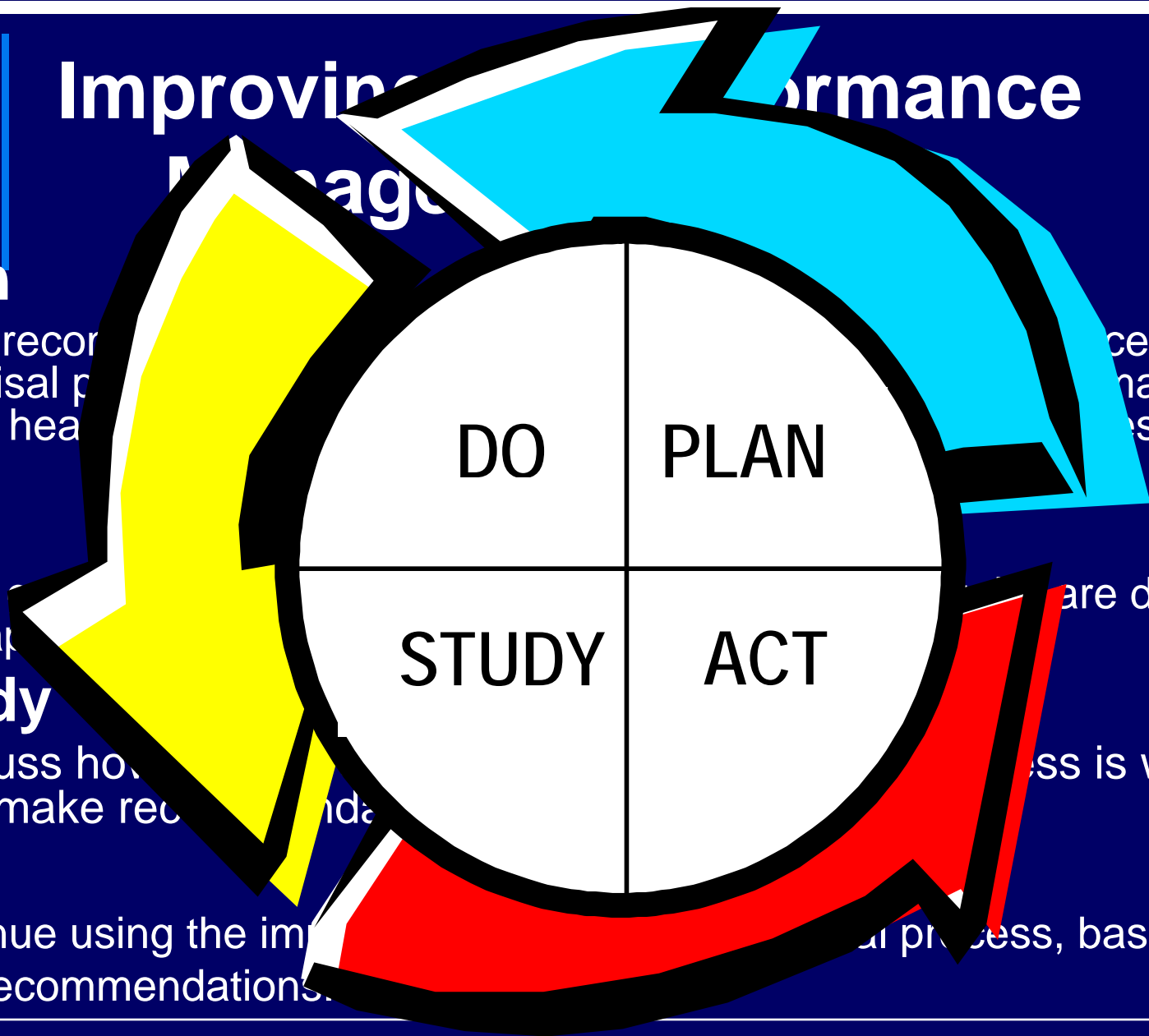
Continue using the im  
new recommendations.

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## Project Positives

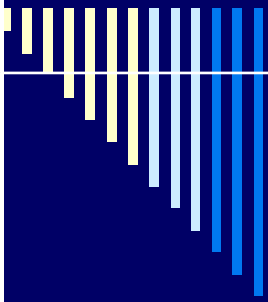
Potential to  
enhance the  
Performance  
appraisal  
process and  
goal setting

## Supporting Factors

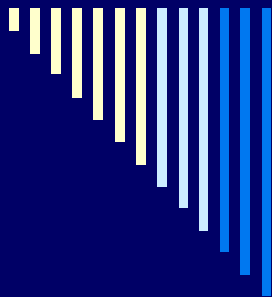
- Having regular, engaging conversations
- Increasing awareness about how to set incremental goals
- The process allows development for each individual even though everyone is at a different stage of professional development
- The process forces you to take a step back and think about development goals




## Project Challenges



- ❑ We haven't been this forward thinking about development;
- ❑ it's a challenging shift in thinking
- ❑ Difficulty finding time to have the meetings
- ❑ Unsure what to include in the Development Plan
- ❑ Need clear PH goals to build development strategies upon
- ❑ Participants thought it was easier to think about developing other people than thinking about their own development



## Outcome Statement

Short-Term	Intermediate (Impact)	Long-term (Impact)
<p>Increase managers' understanding of PH competencies and their use in professional development and performance Management</p> <p><b>END OF MLC2 PROJECT</b></p> <p>Increase staff understanding of PH competencies</p>	<p>Adjust process as needed for roll-out to all staff</p> <p>Increase managers' ability to effectively develop PH competencies in their staff</p>	<p>Increase staff ability to meet specific PH competencies as shown through increased PH competency ratings in performance appraisals. Maximize PH competency within our agency. (maintain a competent public health workforce)</p>  <p><b>Public Health</b> <small>Protect. Promote. Prevent.</small></p> <p><b>PUBLIC HEALTH OUTCOME</b> Improved PH system performance Improved population health</p>

Performance Management by Quarters  
Coaching & Developing  
Monitoring performance and goals  
Employee works development plan

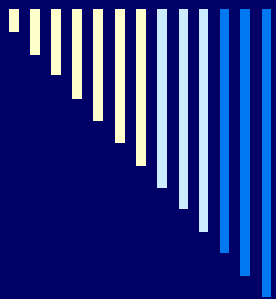
Goal Setting Step now includes quarterly meetings with supervisor

**PERFORMANCE  
MANAGEMENT BY  
QUARTERS**

**Eight Core Competency Domains  
for Public Health Professionals**

Incorporated into the improved performance appraisal process

Annually, supervisor schedules performance appraisal, sending out self-evaluation form



# QUESTIONS?

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