

Prioritizing Core Competencies for our Health Commissioner
Questions marked with an asterisk (*) are mandatory.

We are in the process of developing a job description for our Health Commissioner. The Council on Social and Behavioral Sciences of the Ohio State Board of Health has identified 86 core competencies in eight domains for senior management and leadership positions in public health.

Please help us in identifying which of these competencies are most important for the Health Commissioner to possess or acquire in the next three years by completing this brief survey by Friday, August 5, 2011. Thank you.

1 * Policy Development/Program Planning Skills (please rate each competency on a scale of 1-10)

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|-----------|---|---|---|---|---|---|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| Important | | | | | | | | | Important |

Evaluates information relevant to specific public health policy issues

Identifies policy options for the organization using knowledge of Ohio public health law

Critiques the feasibility and expected outcomes of various policy options

Critiques selected policy options using data and information

Develops policy for the organization with guidance from the Board of Health

Critiques decision analyses that result in policy development and program planning

Ensures public health programs are consistent with public health laws and regulations

Ensures that public health laws are enforced fairly and consistently

Implements plans and programs consistent with policies

Ensures the consistency of policy integration into organizational plans, procedures, structures, and programs

Critiques mechanisms to evaluate programs for their effectiveness and quality

Oversees public health informatics practices and procedures

Implements organizational and system-wide strategies for continuous quality improvement

Integrates emerging trends of the fiscal, social and political environment into public health strategic planning

2 *** Analytical/Assessment Skills** (please rate each competency on a scale of 1-10)

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|--------------------|---|---|---|---|---|---|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least Important | | | | | | | | | Most Important |

Reviews health status assessments of populations and their related determinants of health conducted by the Board of Health and other organizations

Describes the characteristics of a population-based health problem

Evaluates variables that measure public health conditions

Critiques methods and instruments for collecting valid and reliable quantitative and qualitative data

Expands access to public health data and information for the Board of Health, staff and public

Evaluates the integrity and comparability of data

Rectifies gaps in data sources used for decision-making

Ensures the application of ethical principles in the collection, maintenance, use, and dissemination of data and information

Integrates the findings from quantitative and qualitative data into organizational operations

Determines community specific trends from quantitative and qualitative data

Uses information technology effectively to collect, store, and retrieve data

3 * Communication Skills (please rate each competency on a scale of 1-10)

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|-----------|---|---|---|---|---|---|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| Important | | | | | | | | | Important |

Ensures that the health literacy of populations served is considered throughout all communication strategies

Communicates in writing and orally, in person, and through electronic means, with linguistic and cultural proficiency

Ensures that the public health organization seeks input from other organizations and individuals

Ensures a variety of approaches are considered and used to disseminate public health information

Interprets demographic, statistical, programmatic, and scientific information for use by professional and lay audiences

Applies communication and group dynamic strategies in interactions with individuals and groups

Communicates the role of the local health department to other entities within the public health system

4 * Cultural Competency Skills (please rate each competency on a scale of 1-10)

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|-----------|---|---|---|---|---|---|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| Important | | | | | | | | | Important |

Ensures that the organization has strategies for interacting with persons from diverse backgrounds

Ensures the consideration of the role of cultural, social, and behavioral factors in the accessibility, availability, acceptability and delivery of public health services

Responds to diverse needs that are the result of cultural differences

Assesses the dynamic forces that contribute to cultural diversity

Promotes diversity in the public health workforce

Ensures the organization's cultural competence

5 * Community Dimensions of Practice Skills (please rate each competency on a scale of 1-10)

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|-----------|---|---|---|---|---|---|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| important | | | | | | | | | Important |

Evaluates the community linkages and relationships among multiple factors (or determinants) affecting health

Encourages community-based participatory research efforts within the public health organization

Establishes linkages with key stakeholders

Ensures the collaboration and partnerships of key stakeholders through the development of formal and informal agreements

Maintains partnerships with key stakeholders, especially elected officials from the townships and municipalities served by the Board of Health

Uses group processes effectively to advance community involvement

Integrates the role of governmental and non-governmental organizations in the delivery of public health services

Negotiates for the use of community assets and resources through MOUs and other formal and informal agreements

Ensures community input when developing public health policies and programs

Defends public health policies, programs, and resources

Evaluates the effectiveness of community engagement strategies on public health policies, programs, and resources

6 * Public Health Sciences Skills (please rate each competency on a scale of 1-10)

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|--------------------|---|---|---|---|---|---|---|---|-------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least Important | | | | | | | | | Most Important |

Explains lessons to be learned from prominent events in the history of public health in relation to current events in public health

Incorporates the Core Public Health Functions and Ten Essential Services of Public Health into the practice of the public health sciences

Applies the basic public health sciences (including, but not limited to biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral health sciences) to public health policies and programs

Integrates a review of the scientific evidence related to a public health issue, concern, or, intervention into public health practice

Synthesizes scientific evidence from a variety of text and electronic sources

Critiques the limitations of research findings

Advises on the laws, regulations, policies and procedures for the ethical practice of public health and conduct of research

Contributes to building the scientific base of public health by participating in practice-based research, publications, presentations, and sharing of best practices

Establishes partnerships with academic and other organizations to expand the public health science base and disseminate research findings

7 * Financial Planning and Management Skills (please rate each competency on a scale of 1-10)

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| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| Important | | | | | | | | | Important |

Leverages the interrelationships of local, state, and federal public health and health care systems for public health program management

Leverages the organizational structures, functions, and authorities of local, state, and federal public health agencies for public health program management

Manages partnerships with agencies within the federal, state, and local levels of government that have authority over public health situations or with specific issues, such as emergency events

Assists the Board of Health in managing its governance, proceedings, member orientation and continuing education

Defends a programmatic and organizational budget

Ensures that programs are managed within current and forecasted budget constraints

Critiques strategies for determining budget priorities

Recommends budgetary priorities for the organization

Evaluates program performance

Uses evaluation results to improve performance

Reviews proposals for funding from external sources

Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

Integrates public health informatics skills into program and business operations

Reviews contracts and other agreements for the provision of services

Includes the use of cost-effectiveness, cost-benefit, and cost-utility analyses in programmatic prioritization and decision making

Incorporates data and information to improve organizational processes and performance

Establishes a performance management system

8 * Leadership and Systems Thinking Skills (please rate each competency on a scale of 1-10)

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|-----------|---|---|---|---|---|---|---|---|-----------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Least | | | | | | | | | Most |
| Important | | | | | | | | | Important |

Incorporates ethical standards of practice into all interactions with organizations, communities, and individuals

Integrates systems thinking into public health practice

Partners with stakeholders to determine key values and a shared vision as guiding principles for community action

Resolves internal and external problems that may affect the delivery of public health services

Advocates for individual, team and organizational learning opportunities within the organization

Promotes mentoring, peer advising, coaching or other personal development opportunities for staff, including him or herself

Ensures the measuring, reporting and continuous improvement of organizational performance

Ensures organizational practices are in concert with changes in the public health system, and the larger social, political, and economic environment

Ensures the effective management of organizational change

