Massillon
City of Champions
Health Department

Workforce Development Plan

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Workforce Development Plan

Massillon City Health Department

(Rev: 3/16/2019)

Purpose & Introduction

Introduction

Training and development of the workforce is one part of a comprehensive strategy toward agency quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities.

This document provides a comprehensive workforce development plan for the Massillon City Health Department (MCHD). 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.

In This Plan

This workforce development plan contains the following topics:

Agency Profile

Mission & Vision

Mission:

Preventing the spread of disease, promote healthy behaviors, and improve and prolong life.

Vision:

Provide services and promote behaviors resulting in healthy people and a healthy Massillon. Massillon City Health Department is committed to providing the public health services needed in the City of Massillon in a professional and cost-effective manner. The Strategic Priorities identified in 2018 are intended to move the agency forward with everyone pulling in the same direction. These Strategic Priorities are reviewed and updated every five years. Yearly work plans set the Strategic Directions for the year by identifying specific objectives to be achieved. This ensures accountability and provides the roadmap that allows both the public and the staff to determine if the desired objectives and then, ultimately, the identified goals have been completed. While Massillon City Health Department's mission is clear, the road to fulfilling that mission changes as the county faces new disasters, new emerging infections and as the role of public health is re-evaluated.

(See Related Documents: Massillon City Health Department Strategic Plan 2018-2022)

Location & Population Served:

Massillon City health department is a local government public health agency that provides public health and environmental health services, regulatory compliance and education/ training for approximately 32,000 residents. The agency has a staff of 9 public and environmental health professionals. The agency consists of four divisions and provides a wide variety of services to the city.

The City of Massillon is located in the North-East central portion of Ohio. The population of Massillon, Ohio is 87% white, 7.11% black, and 2.84% Hispanic.

Governance:

The Massillon City Health Department is governed by a Board of Health comprised of 5 members, appointed by the Mayor and confirmed by City Council. Per Ohio Administrative Code 3707.342, all board members must complete 2 hours of Continuing Education annually. Areas of training include, but are not limited to:

Ethics

Public health Principles

Cultural Diversity

Organizational Structure:

The agency is directed by a Health Commissioner and a leadership team that is comprised of the Director of Nursing, Director of Environmental Health, WIC Director, and Registrar of Vital Statistics. Directors oversee these programs and supervise staff within their respective divisions.

(See related documents: Organizational Chart)

Learning Culture:

Massillon City Health Department is committed to empowering and enriching employees in order to advance the practice of public health. Massillon City Health Department provides a welcoming learning environment that promotes training in order to increase the proficiency and knowledge of the agency's employees. MCHD will pay the cost of registration for all meetings, training, and conferences, when the employee's attendance is required. Paid leave, registrations and travel costs may also be granted by the Health Commissioner to an employee at their request for work related education conferences, professional organization meetings and training seminars that are not required but will provide a benefit to both the employee and to MCHD. The Board of health also pays for all professional registrations and licenses required to insure current status of professional credentials.

Funding:

MCHD is funded through various sources including funding from The City of Massillon, grants, permits and licenses, contracts for services, and fees for direct services such as immunizations. An Annual Report is generated to reflect revenue and expenditures.

Workforce Profile

Introduction:

This section provides a description of MCHD's current and anticipated future workforce needs.

Current Workforce Demographics

The table below summarizes the demographics of the agency's current workforce as of March 2018.

Category # or %

Total # of Employees: 9

# of Full Time Employees: 8

# of Part-time Employees: 1

Primary Professional Disciplines/Credentials:

Administration: 1

Clerical/Administrative Support: 3

Nurse: 2

Registered Sanitarian:1

Dietician: 1

Medical Director: 1

Estimated number of employees less than 5 years from Eligible Retirement:

Management: 0

Non-Management: 1

Future Workforce:

Workforce development is pivotal in the continued success of the agency. The Board of Health and agency administration must assure the resources and dedication to train new employees, ensure existing staff stay progressive with new technology, education and information and develop leadership skills. MCHD realizes the need for planned succession and provides opportunities for training for staff that may have an interest in continued growth. MCHD encourages educational opportunities and participation in professional organizations and community coalitions, boards, and task forces to enhance job performance and networking with community partners.

Competencies & Education Requirements

Core Competencies for Agency:

MCHD has identified the Council on Linkages Core Competencies for Public Health Professionals as a guide for development of the current and future workforce. The core competencies can be accessed using the following link:

http://www.phf.org/resourcestools/Pages/Core_Public_Health_Competencies.aspx

Continuing Education (CE) Required by Discipline

Multiple public health-related disciplines require continuing education for ongoing licensing/practice. Licensures held by staff, and their associated CE requirements, are shown below. MCHD provides financial support and paid time for employees to obtain continuing education credits required for appropriate licenses and certifications.

Discipline Ohio CE Requirements: (as of August 2013)

Nursing-   24 contact hours every 2 years

Registered Sanitarian-   18 CEUs per year

Physician-   100 hours every 2 years

Dietitian (RD, LD)-   75 CPEUs every 5 years by the Commission on Dietetic
Registration

(CDR), 50 CPEUs every 2 years by the Ohio Board of Dietetics (OBD).

Licensed Pesticide Applicator-   5 CEUs every 3 years

Training Needs:

Introduction:

Workforce training needs have been identified through a workforce training needs assessment provided by the Ohio State University Public Health Practice. A total of 8 employees, all full time, responded to the survey.

Needs Assessment Results:

The Workforce training needs assessment suggested the greatest need for staff knowledge and skill development was in the areas of analytical and assessment skills and Public Health sciences. Both Face-to-face and online tools can be utilized.

Agency Specific Needs:

The values of MCHD, as stated in the Strategic Plan, are focused on three critical areas, community health equity, disease prevention, and education. To address training on health equity all staff members attend and will continue to attend cultural diversity training from Stark Mental Health and Recovery Services series on different cultures in the Stark County community. The entire staff is also taking Spanish language lessons to better serve our non-English speaking citizens.

Other Training Needs Information:

In Public Health practice questions arise about ethical issues, such as gifts to staff members, concerning ethics and sunshine, or open records laws. Ethics and open records trainings are required annually by the City of Massillon administration for all employees and are presented by the Ohio Ethics Commission.

Training Barriers and Solutions

Through management staff meetings and employee satisfaction surveys, several barriers were addressed in training, environment, and staff satisfaction.

The first barrier identified was a lack of adequate funding for staff, all departments could be considered understaffed. Solutions could materialize if MCHD could find a rent-free property to relieve the budget of rental fees. Grant opportunities could eb pursued, also staffing assistance could be utilized from area organizations such as Mature Services and area colleges: Kent State University, Malone College and Akron University.

Staff also addressed the need for employee recognition and advancement, especially for employees who excel in services and quality to citizens. A new Employee Recognition Policy has been adopted to recognize excellence and achievement and to raise employee morale.

Goals, Objectives, & Implementation Plan

Introduction

This section provides information regarding training goals and objectives of the agency, as well as resources, roles, and responsibilities related to the implementation of the plan.

Roles & responsibilities

The table below lists positions responsible for the implementation of this plan as well as the associated roles and responsibilities.

Who	Roles & Responsibilities
Board of Health	Ultimately responsible for ensuring resource availability to implement the workforce development plan.
Health Commissioner	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. Identifies high potential employees as part of agency succession plan.
Division/Department Directors	Responsible to the Health Commissioner for all employees within their divisions. Supports, coaches, and mentors supervisors and employees to assure that appropriate training resources and support structures are available within the division. Identifies high potential employees as part of agency succession plan.
Supervisors	Responsible to their Director and employees to ensure that individual and agency-based training initiatives are implemented. Works with employee to identify training needs and provides assistance in obtaining training (i.e., time away from work, coaching, tuition reimbursement, circulation of training opportunities). Identifies high potential employees as part of agency succession plan.
All Employees	Ultimately responsible for their own learning and development. Work with supervisor to identify and engage in training and development opportunities that meet their individual as well as agency-based needs. Identify opportunities to apply new learning on the job.

MCHD Training Goals & Objectives

2018 - 2022

Goal	Objectives	Resources	Responsible Party
Orient new employees to public health and the city	Familiarize new employees with the city, Ohio Ethics Law, Civil Rights, and cultural diversity	Massillon Civil Service Commission	Civil Service Officer
Increase awareness of professional development opportunities	Identify training needs, provide training, support engagement in community issues and provide encouragement	Workforce development Plan, email, professional organizations	Supervisors
Ensure licensure educational requirements are met	Annually verify CE requirements and continue to support licensure by paying fees	Staff required to document, certifications & licenses to be reviewed annually	Health Commissioner

Communication Plan

The Workforce Development Plan will be communicated and disseminated to all staff Members. Additionally, the plan will be approved by the Board of Health and will be presented in the next quarterly staff meeting following approval. When the plan is revised or edited, staff will be notified via email and the electronic document will be updated.

Curriculum and Training Matrix

The 2018-2022 Training matrix for MCHD is an attachment of the Employee Training Policy A Required Training Matrix.

Massillon
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Health Department

			MCHD TRAINING SCHEDULE			
Department	**Position**	**Training Required**	**Description**	**Competencies Addressed**	**Frequency**	**Resources for Training**
All	New Hires except for seasonal Hires	IS-100.b	Introduction to Incident Command System - Structure on how the CCHD would operate in an emergency	Organizational: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires within six (6) months of start date	Log on to https://oh.train.org/DesktopShell.aspx and search for IS-100.b (sponsored by FEMA)
All	New Hires except for seasonal Hires	IS-700.a	National Incident Management System (NIMS) overview	Organizational: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires within six (6) months of start date	Log on to https://oh.train.org/DesktopShell.aspx and search for IS-700.a (sponsored by FEMA)
All	New Hires: Limited review for seasonal Hires	MCHD Employee Policies, City Policies	City handbook	Organizational: All of the MCHD organizational competencies may apply to different policies	New Hires (except seasonal hires) within ninety (90) days of start date; seasonal hires as directed; or as needed thereafter	Massillon Civil Service
All	New Hires except for seasonal Hires	MCHD	Review the QI Plan training documents to understand the MCHD QI infrastructure	Organizational: 4A1, 4A2, 4A3, 4A4, 4A5	New Hires within six (6) months of start	MCHD QI Plan
All	New Hires except for seasonal Hires	Ohio Ethics Training	Areas of ethics law training: conflict of interest, gifts, nepotism, post employment and sales to agencies	Organizational: 3A2, 3A3; Core: 8A1	One (1) hour of training completed annually by classroom training, webinars or e-training.	Ohio Ethics Commission http://www.ethics.ohio.gov/education
EH	EH Director	ICS 400	This course provides training for personnel who require advanced application of the Incident Command	Core 1C5, 2C2, 3C2, 5C2	New Hires	Ohio EMA, FEMA, Ohio Train

			System (ICS). This course expands upon information covered in ICS100 through ICS 300 courses, which are prerequisites for the ICS 400 course.			
EH	Sanitarian I, II, III	Food service training	This on the job training program as well as various continuing education classroom opportunities is designed to give the new hire or cross training employee the working knowledge into food service inspection, licensing and similar activities. OJT is obtained first for approximately 3 weeks with a senior food service inspector prior to attending any number of conferences offered through ODH, ODA, and OEHA	Core 1A1, 1A11, 2A7, 3A2,4A6, 6A2, 7A9	Annual	Director of EH, Ohio Department of Health, Ohio Department of Agriculture
EH	Sanitarian I, II, III	Nuisance training	This on the job training program as well as various continuing education classroom opportunities is designed to give the new hire or cross training employee the working knowledge into nuisance inspection, and similar activities. OJT is obtained first for approximately 1 week with a senior inspector prior to	Core 1A1, 1A11, 2A7, 3A2,4A6, 6A2, 7A9	Annual	Director of EH, Ohio Department of Health, Ohio Department of Agriculture

			attending any number of conferences offered through ODH, OEPA			
EH	Sanitarian I, II, III, EH Director	ICS 200	ICS 200 is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.	Core 5B1, 7B12, 8B7	New Hires	Ohio EMA, FEMA, Ohio Train
EH	Sanitarian I, II, III, EH Director	ICS 800	The course introduces participants to the concepts and principles of the National Response Framework	Core 5B1, 7B12, 8B7	New Hires	Ohio EMA, FEMA, Ohio Train
EH	Sanitarian III, EH Director	ICS 300	This course provides training for personnel who require advanced application of the Incident Command System (ICS). This course expands upon information covered in ICS100 through ICS 200 courses.	Core 1C5, 2C2, 3C2, 5C2	New Hires	Ohio EMA, FEMA, Ohio Train
Nursing	Clinical staff only (excludes clerical, office manager, dental program manager, health services coordinator)	American Health Association CPR	Training in Cardiopulmonary Resuscitation	Accountability: 2A1, 2A4; Occupational Health & Safety: 5A1-5A6, 5B2, 5B3;	Every 2 years	American Heart Association (AHA)

Nursing	All	Cultural Competency	Training to understand a patient's diverse values, beliefs, and behaviors, and customize treatment to meet the patients' social, **cultural**, and linguistic needs.	Customer Focus: 1A1, 1A2, 1A3, 1A4, 1A5, 1B1, 1B2, 1B3, 1B4; Equity, Ethics, & Fairness: 3A1, 3A2, 3A3, 3A4, 3A5, 3B1, 3B2, 3B3, 3B5; Communication Skills: 3A1, 3A2, 3B1, 3B2, 3C1, 3C2; Cultural Competency Skills: 4A1-4A7, 4B1-4B8, 4C1-4C8, Leadership & Systems Thinking Skills: 8A1, 8B1, 8C1;	Annual	odh.ohio.gov
Nursing	All	HIPAA	Training on the Health Insurance Portability and Privacy rule of 1996 that provides data privacy and security provisions for safeguarding medical information	Accountability: 2A1, 2A2, 2A3, 2A4, 2A8; Equity Ethics & Fairness: 3A2; Continuous Quality Improvement: 4A5; Leadership & Systems Thinking Skills: 8A1, 8B1, 8C1	Annual	hhs.gov
Nursing	All clinical staff (excludes clerical staff & Office manager)	OSHA Blood borne Pathogens	Bloodborne pathogens are infectious microorganisms present in blood that can cause disease in humans. These pathogens include, but are not limited to, hepatitis B virus (HBV), hepatitis C virus (HCV), and human immunodeficiency virus (HIV), the virus that causes AIDS.	Accountability: 2A1, 2A2, 2A3, 2A4, 2A8; Equity Ethics & Fairness: 3A2; Continuous Quality Improvement: 4A5; Leadership & Systems Thinking Skills: 8A1, 8B1, 8C1	Annual	osha.gov
Nursing	All Nurses	Renew nursing license	Nursing license requirements in the State of Ohio	Accountability: 2A1, 2A2, 2A3, 2A4, 2A8; Equity Ethics & Fairness: 3A2; Continuous Quality Improvement: 4A5; Community Dimensions of Practice Skills: 5A7; Public Health Science Skills: 6B3, 6B4, 6B5; Leadership &	Every 2 years	nursing.ohio.gov

				Systems Thinking Skills: 8A1, 8B1, 8C1		
Nursing	Clerical and Nurses	MAC	The Medicaid Administrative Claiming (MAC) Program provides reimbursement to Local Health Departments (LHDs) for administrative activities that directly support efforts to identify and enroll eligible clients into Medicaid, to bring them services covered by Medicaid, to remove barriers to accessing Medicaid services and to reduce gaps in Medicaid services		Annual	odh.ohio.gov
Nursing	DON, Staff Nurse II, Staff Nurse III	ICS 200	ICS 200 is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). ICS-200 provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.	Emergency Preparedness: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires	Ohio TRAIN
Nursing	DON, Staff Nurse III	ICS 300	This course provides training for personnel who require advanced application of the Incident Command System (ICS). This course	Emergency Preparedness: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires	Ohio TRAIN

Nursing			expands upon information covered in the ICS 100 and ICS 200 courses.			
Nursing	DON, Staff Nurse III	ICS 400	This course provides training for personnel who require advanced application of the Incident Command System (ICS). This course expands upon information covered in ICS 100 through ICS 300 courses, which are prerequisites for the ICS 400 course.	Emergency Preparedness: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires	Ohio TRAIN
Nursing	DON, Staff Nurse III	ICS 800	The course introduces participants to the concepts and principles of the National Response Framework	Emergency Preparedness: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New Hires	Ohio TRAIN
Nursing	DON, Staff Nurse III, Communic able Disease Nurse, DIS, STD Follow-up Nurse	ODRS Training	The Ohio Disease Reporting System (ODRS) provides real-time secured access for state and local public health practitioners to report infectious diseases. ODRS allows local health departments with jurisdictional responsibility and relevant ODH program staff to have immediate access to infectious disease reports on a 24/7/365 basis for disease control and disease surveillance purposes. This assures cases of significant	Analytical/Assessm ent Skills: 1A2-1A10, 1B1-1B10;	New to position	odh.ohio.gov

			public health importance receive immediate attention and public health response. Infection preventionists, individual health care providers and laboratories can also become ODRS users for infectious disease reporting purposes.			
Nursing	DON, Staff Nurse III, MD, Office Manager, Communicable Disease Nurse, DIS, STD Follow-up Nurse	OPHCS Training	The Ohio Public Health Communication System (OPHCS) is a secure web-based highly reliable, persistant messaging and alerting system that uses email, fax, phone, pagers and other messaging modalities to support 24/7/365 notification and alerting. This system is used by the Ohio Department of Health, Local Health Departments, Hospitals, and other public health partners. The system is used for distribution of health alerts, prevention guidelines, disease investigation efforts and preparedness planning.	Emergency Preparedness: 6A1, 6A2, 6A3, 6B1, 6B2, 6B3, 6B4, 6B5	New to position	odh.ohio.gov
Nursing	Nurses	Ohio Department of Health Trainings	Variety of topics		As required	Ohio TRAIN

VS	All Public Health Clerks (except for Seasonal Help), the Deputy Registrar (Executive Assistant) and Local Registrar	Birth Affidavit Training	Process on how to complete the Birth Affidavit form if there are any errors on a birth certificate - Online training.	Core: 1.A.2, 1.A.4	New Hires or as needed	ODH - Vital Statistics Division
VS	All Public Health Clerks (except for Seasonal Help), the Deputy Registrar (Executive Assistant) and Local Registrar	Entering a Death Record Training	Process on how to register a death certificate - Online training.	Core: 1.A.2, 1.A.4	New Hires or as needed	ODH - Vital Statistics Division
VS	All Public Health Clerks (except for Seasonal Help), the Deputy Registrar (Executive Assistant) and Local Registrar	Fetal Death Training	Process on how to register a fetal death certificate. - Online training	Core: 1.A.2, 1.A.4	New Hires or as needed	ODH - Vital Statistics Division
VS/Admin	Any one issuing birth certificates, which includes Public Health Clerks, Fiscal Officer, Local Registrar and Deputy Registrar (Executive Assistant)	Central Issuance Training	Process on how to register a birth certificate	Core: 1.A.2, 1.A.4	New Hires	ODH - Vital Statistics Division
WIC	All	The majority of required trainings are outlined in the State of Ohio WIC Policy and Procedure Manual (PPM). Additional trainings may be assigned by Supervisors on an as needed basis.	The State PPM is the main training document for all WIC Staff. If this PPM is updated before the Agency's Training Matrix, WIC Staff should defer to the State manual as this document is guided by Federal requirements.		Trainings may be repeated or assigned to staff on an as needed basis	

WIC	All	Civil Rights	Each WIC staff person must receive annual civil rights training that covers topics described in the State WIC PPM, Section 111.6	Core: 3A2, 4A1, 4A2, 4A4, 4A5	New Hires & Annual	State WIC PPM, Section 111.6 WIC Supervisors will provide training materials annually for staff
WIC	All	Conflict of Interest Statement	Conflict of Interest Statements list situations that are prohibited as well as defining Illegal Use of Program Funds, Assets, and Property	Core: 7A3, 8A1	New Hires & Annual	State WIC PPM, Section 113.2 State WIC PPM, Appendix 100, "Ohio WIC Program Employee Confict of Interest and Misuse or Illegal Use of Program Funds, Assets, or Property Understanding"
WIC	All	Information Systems Security Training (ISS)	ISS addresses all aspects of systems security, including email, passwords, security threats, and ethical use of computers.	Core: 7A3	New Hires	WIC All Projects Letter (APL) 2013-077 WIC Supervisor will provide training materials annually for staff.
WIC	All	Value Enhanced Nutrition Education (VENA)	VENA trainings, along with annual staff observations, are completed to ensure staff provide participant centered service. Training is also aimed at rapport building and cultural awareness skills; critical thinking and improved health outcomes.	Core: 3A1, 3A2, 3A5, 3A6, 3A7, 4A5	New Hires (required in the first 6 weeks)	State WIC PPM, Section 114.10 VENA Trainings are completed in the WIC Works System; Position-specific module requirements are listed in the State PPM, Appendix 100 VENA Training Protocol.
WIC	WIC Director	New Directors Training (Required/Provided by ODH)	One-day training designed to provide an overview of the WIC program requirements ranging from grant application preparation to vendor relations.	Organizational: 1B1-1B4, 2B2, 2B3	For New Directors with at least one month experience	State WIC PPM, Section 114.1. To arrange this training, project directors should contact their State WIC Nutrition and Administrative Services (NAS) Consultant.
WIC	Certifying Health Professionals	New Health Professionals (Required/Provided by ODH)	Provides a general overview of the certification process, nutrition education and counseling,	Dietician Competency	New Hires	State WIC PPM, Section 114.2

			breastfeeding education and promotion activities, and food issuance.			
WIC	Certifying Health Professionals	WIC University (Required/Provided by ODH)	One-day training designed to familiarize users with basic WIC system software functions	Core: 7A3	Trainees should have at least one (1) month, and less than six (6) months WIC Program experience	State WIC PPM, Section 114.7 Supervisors should contact the State WIC Nutritionand Administrative Services (NAS) Consultant to register staff
WIC	Peer Helpers	USDA Training Program: Loving Support Through Peer Counseling Training	This report curriculum is divided into major sections. It defines a paraprofessional breastfeeding	Core: 3A2, 4A5 Organizational: 2A1, 2A8, 3A1, 3A2	New Hires	State WIC PPM, Section 406 Loving Support Training is provided by the Breastfeeding Coordinator
WIC	Breastfeeding Coordinators, Certifying Health Professionals, Peer Helpers	Glow and Grow	This training is completed on the Ohio Train website to ensure that WIC staff attain a level of proficiency in the skills required to promote and support breastfeeding	Core: 3A3, 3A6, 5A1, 5A5, 5A8, 5A9	New Hires	State WIC PPM, Section 113 Ohio Train website - search for "Ohio WIC Grow and Glow"
WIC	Breasfeeding Coordinator, Dietitians & Peer Helpers	Breast Pump Training	After initial training, all staff who issues pumps must receive an annual update on how to assemble and clean the pumps	Core: 5A8	New Hire & Annual	State WIC PPM, Section 405. The Breastfeeding Coordinator provides training information to all necessary staff on an annual basis
WIC	WIC Assistants, Certifying Health Professionals, Breastfeeding Coordinator	OSHA Blood borne Pathogens	Bloodborne pathogens are infectious microorganisms present in blood that can cause disease in humans. These pathogens include, but are not limited to, hepatitis B virus (HBV), hepatitis C virus (HCV), and human immunodeficiency virus (HIV), the virus that causes AIDS.	Accountability: 2A1, 2A2, 2A3, 2A4, 2A8; Equity Ethics & Fairness; 3A2; Continuous Quality Improvement: 4A5; Leadership & Systems Thinking Skills: 8A1, 8B1, 8C1	Annual	osha.gov

WIC	Breastfeeding Coordinators, Certifying Health Professionals	Depression newsletter	USDA feels that all WIC Health Professionals should know: the prevalence & impact of depression on health outcomes, where to refer families for help, and how to use VENA skills to obtain information	Organizational: 4A4, 4A5	New Hires	State WIC APL #2015-067 The Depression Newsletter within this APL serves as the Ohio WC training. Supervisors will provide these materials to staff. Training references will be maintained in the New Health Professional Training Binder.
WIC	WIC Assistants & others	Lap Competency Training	Annual review of WIC laboratory	Organizational: 4A4, 4A5, 5A1-5A6	New Hires & Annual	State WIC PPM, Sections 263, 264, 267 WIC Supervisors will provide annual trainings regarding required procedures and policy updates.

Implementation and Monitoring

Introduction:

This section provides information regarding communication, evaluation, tracking and monitoring of the WFD Plan.

Communication

Employees of MCHD will have access to the plan via the MCHD website. This plan shall be reviewed with new employees within 90 days of hire and all staff shall revisit the plan as it is updated. Employees will be made aware via email when updates are made.

Training Evaluation

a) Any training that is completed in-house will have a standard evaluation form given to participants after the training, developed as part of the workforce development goals. The evaluation form and the feedback from this form shall be used to plan future trainings and speakers.

b) For training not hosted by MCHD, the evaluation method provided should be utilized.

Roles and Responsibilities

a) MCHD is committed to establish a standing Workforce Development Team in 2018, as reflected in the workforce development goals. The team will consist of 4 members. The members will be comprised one member from each division, so that all divisions are represented.

Conclusion / Other Considerations

Other Agency Documents and Plans

In addition to this Workforce Development Plan, MCHD has developed a strategic plan that supports workforce development and provides policies to support workforce development.

Review of Plan

This plan will be reviewed annually by supervisors and staff and updates will be made to the plan as needed. Updates to the plan will be approved by the Board of Health anytime revisions are made and at a minimum of every two years.

Additional Workforce Development Resources

Introduction   The following table is a list of resources providing access to workforce knowledge and skill development opportunities. Employees wishing to seek additional training opportunities are encouraged to utilize these resources to locate courses.

Resource	Location & Description
Area Health Education Centers (AHEC)	http://www.ohioahec.net/intEducation.html : List of regional AHEC sites across Ohio and training opportunities; current focus is primarily health literacy and health communications
Association of Ohio Health Commissioners (AOHC)	http://www.aohc.net/displaycommon.cfm?an=4 : Offers conferences, health commissioner, and leader training
Association of State and Territorial Health Officials (ASTHO)	http://www.astho.org/Programs.aspx : Supports workforce and leadership development efforts that result in a strong, well-staffed public health agency
Centers for Disease Control and Prevention (CDC)	http://www.cdc.gov/Learning/ : Online programs and toolkits for public health issues; links to domestic and international public health agency training programs
Competency Sets	http://www.phf.org/resourcestools/Pages/Core_Public_Health_Competencies.aspx ; http://www.apha.org/ ; http://www.nchec.org/credentialing/docs/nch-mr-tab3-110.htm ; http://c.ymcdn.com/sites/www.cste.org/resource/resmgr/Workforce/CompleteAECDocument.pdf?hhSearchTerms=workforce+and+development http://www.asph.org/
Federal Emergency Management Agency (FEMA)	http://training.fema.gov/ : training opportunities to prepare professionals and non-professionals to address the many forms of domestic emergencies; NIMS training plan: http://www.fema.gov/pdf/emergency/nims/nims_training_program.pdf
John Glenn School of Public Affairs	http://glennschool.osu.edu/training/training.html : MAPS (Management Advancement for the Public Service) training for professionals at all levels in the public and nonprofit sectors
Kirkpatrick Evaluation Model	http://www.kirkpatrickpartners.com/ : training evaluation – related resources
Licensing Boards	http://www.nchec.org/renewal-and-recertification ; http://www.phpcb.org/content/recert.htm ; http://sanitarian.ohio.gov/ http://www.dietetics.ohio.gov/guides.stm ; http://www.ohnurses.org/ ; http://med.ohio.gov/ ; http://www.cswmft.ohio.gov/

National Association of County and City Health Officials (NACCHO)	http://www.naccho.org/topics/workforce/ : offers a variety of workshops and trainings, supports leadership development and core competency efforts, and engages in national policy discussions to address pressing public health workforce issues
National Environmental Health Association (NEHA) Ohio EHA	http://www.neha.org/CEweb/CE.asp : environmental health-related training opportunities and resources http://www.ohioeha.org/

Ohio Emergency Management Agency (OEMA)	http://ema.ohio.gov/training.aspx : emergency response-related training opportunities offered in Columbus at the State Emergency Operations Center or around the state at local training facilities
Ohio Nurses Association (ONA)	http://www.ohnurses.org/education/#CE : Continuing education opportunities for nurses
Ohio Public Health Association (OPHA)	http://www.ohiopha.org/ : Annual public health combined conference as well as various conferences/events
Ohio Public Health Training Center, OSU College of Public Health Center for Public Health Practice	http://cph.osu.edu/ : Live and online competency-based training opportunities and other developmental resources for public health practitioners; Learning Content Management System can be accessed here: https://www.cphplearn.org/default.asp
Public Health Foundation	http://www.phf.org/focusareas/workforcedevelopment/pages/default.aspx : Array of services, resources, and programs that public health practitioners and academics can use to strengthen the workforce
Public Health Training Center Network	http://www.aspph.org/educate/research-training-centers/ : Network of 37 public health training centers (including Ohio PHTC); various continuing education offerings
Society for Public Health Education (SOPHE) Ohio SOPHE	http://www.sophe.org/ : SOPHE, including its chapters, is a designated multiple event provider of CE by the National Commission for Health Education Credentialing http://www.ohiosophe.org/
TRAIN Ohio TRAIN	www.train.org : public health-related continuing education opportunities offered by affiliates from across the country, including Ohio. https://oh.train.org/DesktopShell.aspx
US Office of Personnel Management	https://www.opm.gov/policy-data-oversight/human-capital-management/reference-materials/leadership-knowledge-management/measuringresults.pdf : *Guide to Strategically Planning Training and Measuring Results* to support agencies in establishing a training and workforce development plan