

Workforce Development Plan Clermont County Public Health

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 Clermont County Public Health (CCPH). 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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Questions

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Agency Profile

Mission & Vision

Mission:
Striving to improve Clermont County by preventing disease, promoting health, and protecting the environment.

Vision:
Healthy People. Healthy Communities. Healthy Clermont.

Clermont County Public Health is committed to providing the public health services needed in Clermont County in a professional and cost-effective manner. The Strategic Priorities identified in 2015 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 Clermont County Public Health'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 reevaluated. (See *Related Documents: Clermont County Public Health Strategic Plan 2015-2020*)

Location & Population Served

Clermont County Public Health is a local government public health agency that provides public health and environmental health services, regulatory compliance and education/training for approximately 197,000 residents. CCPH is the only local public health jurisdiction in Clermont County. The agency has a staff of 47 public and environmental health professionals. The agency consists of five divisions and provides a wide variety of services to the county.

Clermont County is located in the southwestern portion of Ohio bordering the Ohio River on its southern border. The county is a mix of suburban, rural and agricultural and is designated as Appalachian. There are no major urban areas in the county and the only city is Milford with a population of about 6,680. The county seat is Batavia located in the center of the county and most government services are based out of the Batavia area.

Governance

The Board of Health is the governing body of CCPH. The District Advisory Council appoints four members to the Board of Health and the District Licensing Council appoints the fifth member. The District Advisory Council consists of the chairman of the board of trustees from each township, the mayor from each 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 Clermont County Public Health. The city of Milford contracts with the District Advisory Council for provision of public health services.

Organizational Structure

The agency is directed by a Health Commissioner and a leadership team that is comprised of the Assistant Health Commissioner, Director of Nursing, Director of Plumbing, Director of Environmental Health, and Director of Water and Waste. Directors oversee programs and supervise staff within their respective divisions. Additional supervisors include the Operations Manager, Epidemiologist Specialist, Nursing Administrative Assistant, and Women, Infants and Children (WIC) Director. (See *Related Documents: Organizational Chart*)

Learning Culture

Clermont County Public Health is committed to empowering and enriching employees in order to advance the practice of public health. Clermont County Public Health provides a welcoming learning environment that promotes training in order to increase the proficiency and knowledge of the agency's employees. CCPH 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 CCPH. The Board of Health offers tuition reimbursement for full-time employees enrolled in work-related courses or programs offered by accredited universities, colleges, or technical schools for the purpose of assisting employees in more adequately and effectively carrying out current job assignments and in promotional advancements. (See *Related Documents: Manual of Personnel Policies for Employees of the Clermont County Public Health; Tuition Reimbursement Section 05.11, Trainings, Meetings, and Conferences Section 07.01, Approval of Attendance at Meeting and Conferences Section 07.02*)

Funding

Clermont County Public Health is funded through various sources including inside millage (funding from townships and villages), grants, permits and licenses, contracts for services, and fees for direct services such as immunizations. CCPH includes training in its annual budget for all divisions; however, a set amount is not guaranteed from year to year due to fluctuating funding levels. Training required or recommended by grants is supported by each respective grant.

Workforce Policies

Training and tuition reimbursement policies and procedures are found in the agency Personnel Policy Manual under Chapter 7, Trainings, Meetings and Conferences, Section 05.11, Tuition Reimbursement, and Section 04.08, Reimbursement of Expenses. All policies are approved by the Board of Health.

Workforce Profile

Introduction

This section provides a description of Clermont County Public Health’s current and anticipated future workforce needs.

Current Workforce Demographics

The table below summarizes the demographics of the agency’s current workforce as of June 2015.

Category	# or %
Total # of Employees:	47
# of Full Time Employees:	39
# of Part-time Employees:	8
# of Volunteers (Centers for Disease Control (CDC) Associate/Mature Services Worker’s)	0
Primary Professional Disciplines/Credentials:	
Administration:	10
Clerical/Administrative Support:	10
Nurse:	3
Registered Sanitarian:	8
Epidemiologist:	1
Plumbing Inspector:	2
Dietician:	5
Lactation Coordinator/Breastfeeding Peers:	4
Technicians:	2
Emergency Response Coordinator:	1
Health Educator:	1
Estimated # of Employees < 5 Years from Eligible Retirement:	
Management:	3
Non-Management:	2

Future workforce

Clermont County Public Health experienced the turnover of approximately 19% of staff in the last 12 months. 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. CCPH encourages the promotion of internal staff as much as possible to provide opportunities for advancement of staff. CCPH realizes that career advancement and promotion leads to increased morale and higher levels of employee engagement. In the last 12 months, two staff have been promoted internally. CCPH realizes the need for planned succession and provides opportunities for training and tuition reimbursement for staff that may have an interest in continued growth.

Competencies & Education Requirements

Core Competencies for Agency

Clermont County Public Health 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

Other competencies

Clermont County Public Health realizes that the core competencies do not always cover each specific position and may use other competencies. Examples include, but are not limited to:

- *The Quad Council of Public Health Nursing Organizations*

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 in the table below. The Clermont County Board of Health 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
Health Educator (CHES/MCHES)	75 CECH every 5 years
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
International Board Certified Lactation Consultant (IBCLC)	75 CERPs or re-examination every 5 years, re-examination at least once every 10 years
Certified Lactation Consultant (CLC)	18 hours every 3 years
Certified Lactation Specialist (CLS)	Re-examination every 5 years unless IBCLC is obtained within those 5 years
Certified Plumbing Inspector	10 CEUs per year
Certified Pool Operator	Recertification every 5 years
Cardiopulmonary Resuscitation (CPR)	Recertification every 2 years, American Heart Association

Training Needs

Introduction Workforce training needs have been identified through a Workforce Training Needs Assessment conducted by The Ohio State University College of Public Health Practice in 2011. A total of 47 of 52 employees in 2011 responded to the survey for a response rate of 90%.

Training Needs Assessment Results The Workforce Training Needs Assessment suggested the greatest need for staff knowledge and skill development is in the areas of financial planning and management, community dimensions of practice skills, and policy development/program planning. Employees indicated a preference for both face-to-face and online learning opportunities (See *Appendix A: Workforce Training Needs Assessment, 2011*).

Agency-Specific Needs The Clermont County Public Health Strategic Plan 2015 to 2020 outlines four specific Priorities that drive the agency from vision to ideas to goals to success. One of these priorities is “Achieve organizational excellence through highly skilled staff, improved processes, and efficient and effective systems”. Staff identified the following goals from the agency to meet this priority: become an accredited public health agency; develop and implement ideas for programs/service improvements and technological advances that have the potential to improve agency operations; strengthen workforce competency and capacity, and promote a culture of excellence; enhance communication and collaboration within CCPH, and improve employee job satisfaction; and secure funding to achieve strategic planning priorities and fulfill CCPH’s mission. Each year staff complete work plans that have to fall into one of the specific strategic priorities. Work Plans for this priority frequently address accreditation standards, identify learning new processes, completing and/or conducting specific training, expanding staff knowledge base, and investigating new solutions.

Other Training Needs Information Through a series of meetings with division directors, additional training needs and/or recommendations were identified specifically for their employees. Trainings recommended by the directors were a result of direct observation of employees and previous requests for additional training in certain areas by their staff. In general the recommended trainings and identified workforce needs aligned with those identified in the Workforce Training Needs Assessment.

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.

CCPH Training Goals & Objectives 2015 - 2017

Goal	Objectives	Resources	Responsible Party
Orient new employees to public health and the agency	<ul style="list-style-type: none"> • Orient employees to the agency • Train new staff in emergency preparedness • Train new employees in public health • Familiarize new employees with the Ohio Ethics Law • Train new employees on civil rights • Train new employees on cultural diversity and sensitivity 	See new employee orientation training Standard Operating Guideline (SOG)	Directors, Supervisors
Increase awareness of professional development opportunities	<ul style="list-style-type: none"> • Identify training needs • Provide training opportunities for staff • Support staff engagement in community issues • Provide encouragement and motivation to staff 	Workforce Development Plan, email announcements, professional organizations/associations	All staff, Workforce Development Committee
Ensure licensure educational requirements are met	<ul style="list-style-type: none"> • Annually verify compliance with continuing education requirements for staff with licensure/certification requirements • Continue to support employees meeting licensure education requirements by paying registration fees and by granting paid time to attend training. 	Staff required to self-document and report, Certifications/licenses reviewed annually at renewal dates, Manual of Personnel Policies for Employees of the Clermont County Public Health	Administrative Secretary
Support ongoing higher education among staff	<ul style="list-style-type: none"> • Continue to encourage higher education among employees by offering tuition reimbursement • Motivate employees to engage in higher education opportunities for advancement and personal development 	Manual of Personnel Policies for Employees of the Clermont County Public Health	Board of Health, Directors, Supervisors

Goals, Objectives, & Implementation Plan, *continued*

Communication Plan

The Workforce Development Plan will be communicated and disseminated to all staff members through the agency intranet, <http://ccsharepoint/>. 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.

CCPH Curricula & Training Schedule 2015 - 2017

Introduction

This section describes the curricula and training schedule for the Clermont County Public Health. Additional training courses may be identified based on need.

Topic	Description	Target Audience	Competencies Addressed	Schedule	Duration	Resources
New Hire Orientation	Introduction to agency, goals, strategic priorities and directions, new hire paperwork, etc.	Mandatory for all Staff		As Hired	4.0 Hours	New employee orientation training SOG
Public Health 101: A Short Course	Online self-study course introducing participants to the history, mission, achievements, structure, challenges and opportunities for public health.	Mandatory for all Staff	Public Health Science 6A1, 6A2, 6A3; Community Dimensions 5A7	As Hired	1.5 Hours	http://www.cphplearn.org The Ohio State Center for Public Health Practice
OSU Center for Public Health CQI for Public Health: The Fundamentals	On-line self-study course introduces the principles of quality improvement and methods for problem-solving, provides details on the application of the Continuous Quality Improvement process, and identifies how to use a team to improve a process in an organization. It consists of three modules that provide the basics of quality improvement in public health.	Mandatory for all Staff		As Hired	3.0 Hours	http://cph.osu.edu/practice/cqi-public-health-fundamentals The Ohio State Center for Public Health Practice
Ohio Ethics Law Summary and Manual of Personnel Policies for Employees of the CCPH Training	All employees must understand the general prohibition of the Ohio Ethics Law which contains provisions restricting conflicts of interest - that involve nepotism, post-employment, representation, influence-peddling, confidentiality, and supplemental compensation. Among other restrictions, the law provides what prohibitions each public official and employee is prohibited from. All employees must read the CCPH Personnel Policy Manual and are required to sign off acknowledging understanding of all policies contained in the manual.	Mandatory for staff		As Hired	6.0 Hours	Ohio Ethics Law and Related Statutes, CCPH Employee Policy Manual
Civil Rights	Understand the Clermont County Public Health policy that its employees not discriminate in any way against any person because of race, creed, color, sex, handicap, age, or national origin.	Mandatory for all staff		As Hired	0.5 Hours	CCPH Employee Statement of Understanding and Compliance with Civil Rights Law
Cultural Diversity and Sensitivity	Explain why understanding cultural differences affects employees of CCPH Define culture and cultural diversity Provide a framework/description of various cultures Provide employees with tools to address the needs of clients and their families from multiple cultures	Mandatory for all staff	Cultural 4A1, 4A2, 4A3, 4A5	As Hired	0.5 Hours	CCPH Cultural Diversity and Sensitivity Study Guide
Recognizing Drug and Alcohol Abuse Training	Enable participants to identify drug and alcohol abuse in coworkers in compliance with the Drug Free Workplace policy.	Mandatory for all staff		As Hired	0.5 Hours	www.pepohio.org

CCPH Curricula & Training Schedule 2015 - 2017

CPR and First Aid Training	To learn the skills of CPR and First Aid for victims of all ages.	Mandatory for nurses; Optional for all other staff		Every two years	5.0 Hours	American Heart Association – BLS for Healthcare Providers book and instructional video, American Heart Association Heartsaver First Aid book and instructional video, American Heart Association Heartsaver Friends and Family CPR book and instructional video.
Bloodborne Pathogen/Universal Precaution Training	Educate staff on types of bloodborne pathogens, as well as prevention measures, and steps for post exposure follow-up.	Mandatory for all Nursing Division staff, Optional for all other staff		Initial/Annually	1.0 Hours	American Heart Association Training Manual
HIPAA: An Overview On-line Course.	CCPH has adopted this Privacy Policy to comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), as well as other federal and state laws protecting the confidentiality of individually identifiable health information. The HIPAA Privacy Rule provides national regulations for the use/disclosure of an individual's health information. OhioTRAIN Course #1041019 https://oh.train.org/DesktopShell.aspx	Mandatory for all staff		Initial/Annually	1.0 Hours	OhioTRAIN Course #1041019 https://oh.train.org/DesktopShell.aspx The policy was developed using the "HIPAA Ohio – Guide to the HIPAA Privacy Rule" from Ohio.gov as a primary reference. This policy outlines major points of the Health Insurance Portability and Accountability Act of 1996, and does not address each detail of the Act. CCPH will comply with all aspects of HIPAA and will refer to the Federal Rule (45 CFR Parts 160 and 164) for additional reference when needed.

CCPH Curricula & Training Schedule 2015 - 2017

Introduction to Applied Financial Management in Public Health	A six module continuing education course that introduces participants to the knowledge and skills needed to successfully manage a local health department fiscal office. Topics include, but are not limited to: key functions of applied financial management, budgeting for programs and agency, integrating with state and local systems, fulfilling statutory requirements and responsibilities, financial analysis and reporting, and risk management.	Mandatory for Fiscal Officer, Health Commissioner, Assistant Health Commissioner, Optional for all other staff		Once	15.0 Hours	Ohio State University (OSU) Public Health Workforce
Leadership Essentials for Health District Success	Leadership course to provide training to those new to Health District leadership.	Optional for Supervisors and Directors		Once	10.0 Hours	Association of Ohio Health Commissioners (AOHC)
Lead Clermont	A basic leadership course offered by the Clermont Chamber of Commerce.	Optional for Supervisors and Directors		Scheduling varies each year	Yearlong commitment	Clermont County Chamber of Commerce
Health Commissioner University	Leadership training for those Health Commissioners and Assistant Health Commissioners new to the position.	Optional for Health Commissioner and Assistant Health Commissioner		Once	3days	Association of Ohio Health Commissioners (AOHC)
Independent Study (IS) -100, Introduction to the Incident Command System (ICS)	Enable participants to demonstrate basic knowledge of the Incident Command System.	Mandatory for all staff. Mandated by Department of Homeland Security (DHS). Independent Study or Classroom course. PRE-REQ: None.	ASPH 1.4, 3.4	Once/ Initial, Refresher determined locally	4.0 Hours	Federal Emergency Management Agency (FEMA) Independent Study Course or Ohio Department of Health
IS-200, Incident Command System (ICS) for Single Resources and Initial Action	Describe the ICS organization appropriate to the complexity of the incident or event. Use ICS to manage an incident or event.	Mandatory for all assigned Point of Dispensing (POD) Management Team members. Mandated by DHS. Independent Study or Classroom course. PRE-REQ: ICS 100	ASPH 1.4, 3.4	Once/Initial	4.0 Hours	FEMA Independent Study Course or Ohio Department of Health

CCPH Curricula & Training Schedule 2015 - 2017

IS-250, Emergency Support Function 15 (ESF 15) External Affairs: A New Approach to Emergency Communication and Information Distribution	Understand how ESF 15 is activated and how the External Affairs concept helps make incident communication more integrated, comprehensive and empowered.	Local Health District (LHD) PIOs. Mandated by DHS. Independent Study or Classroom course. PRE-REQ: None		Once/ Initial, Refresher determined locally	1.0 Hours	FEMA Independent Study Course
IS-300 Intermediate Incident Command System (ICS)	Describe how the National Incident Management System (NIMS) Command and Management component supports the management of expanding incidents. Describe the incident/event management process for supervisors and expanding incidents as prescribed by ICS. Implement the incident management process on a simulated Type 3 incident. Develop an Incident Action Plan for a simulated incident.	Mandatory for all Leadership Personnel. Mandated by DHS. Classroom course with Field Exercise. PRE-REQ: ICS 200		Once/ Initial, Refresher determined locally	4.0 Hours	FEMA Emergency Management Institute or Ohio Emergency Management Agency (OEMA)
IS-400 Advanced Incident Command System (ICS)	Explain how major incidents engender special management challenges. Describe the circumstances in which an Area Command is established. Describe the circumstances in which multiagency coordination systems are established.	Mandatory for all Leadership Personnel. Mandated by DHS. Classroom course with Field Exercise. PRE-REQ: ICS 300		Once/ Initial, Refresher determined locally	4.0 Hours	FEMA Emergency Management Institute or OEMA
IS-700, National Incident Management System (NIMS), An Introduction	Describe the key concepts and principles underlying NIMS. Identify the benefits of using NIMS as a national response model.	Mandatory for all personnel. Mandated by DHS. Independent Study or Classroom course. PRE-REQ: ICS 100	ASPH 1.4, 3.4	Once/ Initial, Refresher determined locally	4.0 Hours	FEMA Independent Study Course
IS-702, National Incident Management System (NIMS), Public Information Systems	Facilitate NIMS compliance by providing the basic information and tools needed to apply NIMS public information systems and protocols during incident management.	Mandatory for Management, POD Directors and LHD Public Information Officers (PIO). Mandated by DHS. Independent Study PRE-		Once/ Initial, Refresher determined locally	3.0 Hours	FEMA Independent Study Course

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		REQ: IS-700a Recommended				
IS-703, National Incident Management System (NIMS), Resource Management	Establish systems for describing, inventorying, requesting, and tracking resources. Activate these systems prior to and during an incident. Dispatch resources prior to and during an incident. Deactivate or recall resources during or after incidents.	Mandatory for all Management Personnel and POD Directors. Mandated by DHS. Independent Study PRE-REQ: IS-700a Recommended		Once/ Initial, Refresher determined locally	3.5 Hours	FEMA Independent Study Course
IS-704, National Incident Management System (NIMS), Communications and Information Management	Identify the components of NIMS Communications and Information Management. Identify capabilities required to achieve effective communications and information management. Assess the communications and information management capability of your jurisdiction or agency. Describe processes and forms for managing incident information flow. Identify strategies for continually improving communications and information management systems and maintaining their readiness.	Mandatory for all Management Personnel and POD Directors. Mandated by DHS. Independent Study PRE-REQ: IS-700a Recommended		Once/ Initial, Refresher determined locally	2.0 Hours	FEMA Independent Study Course
IS-800, National Response Plan (NRP), An Introduction	Describes the purpose of the National Response Framework. Describe the response doctrine of the National Response Framework. Describe the roles and responsibilities of entities as specified in the National Response Framework. Describe the actions that support national response. Describe the response organizations used for multiagency coordination. Describe how planning relates to national preparedness.	Mandatory for all Leadership Personnel. Mandated by DHS. Independent Study or Classroom course. PRE-REQ: ICS 100, 200		Once/ Initial	4.0 Hours	FEMA Independent Study Course
Multi-Agency Radio Communications System (MARCS)/Two Way Radios	Provide guidance to instill among users the knowledge to employ MARCS handheld, base station and two way radios during normal day-to-day and emergency application periods. Provide step-by-step use procedures, common radio communication practices, communication etiquette and procedures for drills.	Provided by the Emergency Planner. PRE-REQ: None		Initial, Refresher determined locally in conjunction with exercises and POD management training	1.0 Hours	Determined Locally/ Use of SOG

CCPH Curricula & Training Schedule 2015 - 2017

Emergency Response Plan (ERP) Awareness	Provide an overview of the Emergency Response Plan (ERP) currently on file and active within the organization; detailing expectations of personnel and responsibilities associated with the specific tasks and missions assigned; explanations of specific threats or hazards and preparedness issues; personnel readiness; partners and stakeholders; support requirements.	Mandatory for all personnel PRE-REQ: None		Initial, Annually	0.5 Hours	Determined Locally
Ohio Public Health Communication System (OPHCS)	Provide guidance on use of OPHCS during day-to-day and emergency applications. Provide step-by-step procedures for sending and receiving alerts, database use and procedures for use and drills.	Mandatory for all personnel with OPHCS licenses. PRE-REQ: None		Initial, Refresher determined locally	1.0 Hours	Determined Locally/ Use of SOG
Continuity of Operations	Provide an overview of the Continuity of Operations Plan (COOP); detailing expectations of personnel and responsibilities associated with the plan.	Mandatory for all personnel.		Initial, Refresher determined locally	0.5 Hours	Determined Locally
Professional Development Series for Emergency Preparedness	Provide a well-rounded set of fundamentals for those in the emergency management profession.	Mandatory for all members of the Executive Monthly Planning Group PRE-REQ: None		Once/Initial	Seven Courses	FEMA Independent Study Course
21 st Century Communications	Provide guidance on the use of the 21 st Century Communications System. Provide step-by-step procedures for creating queries, contacts and campaigns, and how to activate the campaign.	Mandatory for all personnel who will be responsible for performing a 21 st Century Callout		Once/Initial	2.0 Hours	Determined Locally/ Use of SOG
Communicable Disease Investigation and Surveillance Training	Familiarize participants with routine disease investigation and surveillance activities, and increase their individual level of preparedness for participation in disease outbreak investigations to include: mechanisms to receive reports, resources, diagnosis confirmation, documentation, interviews, notifications, outbreak determinations, data analysis, prevention and control measures, follow-up evaluation, after-action activities.	Mandatory for Nursing and Environmental Health Staff. * Other staff may attend with the authorization of the Epidemiologist/ Communicable Disease Investigator. PRE-REQ: None		Annually	3.0 Hours	Local Course, Ohio Department of Health (ODH) Infectious Disease Control Manual, rev 5/15; Control of Communicable Diseases Manual, 18th Ed; American Academy of Pediatrics Red Book, 29th Edition.

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Strategic National Stockpile Inventory Management System	Familiarize participants with the inventory management system through a detailed introduction of the components and requirements to utilize the system. Provide participants an opportunity to process themselves through as a simulated POD patient environment utilizing the inventory management system, including: patient registration, consultation/administration functions.	Mandatory for all POD Management Team members and corresponding POD support personnel, PRE-REQ: None		Initial, Just-In-Time and in conjunction with other trainings	1.0 Hour	Local Course
Points of Dispensing (POD) Management Team Training	Provide guidance and instruction in individual roles and responsibilities of each team position; equip participants with skills, knowledge, and resources to carry out the full spectrum of dispensing facility responsibilities; administration and management skills in functional areas; leadership; include simulation/scenario Tabletop exercise (TTX).	Mandatory for all assigned POD Management Team members, PRE-REQ: IS-100, 200, 700		Annually	4.0 Hours	Local Course
Department Operations Center (DOC) or Emergency Operations Center (EOC)	Activities that use information and business management systems to facilitate day-to-day and emergency operations in support of operational missions. Command and Control functions of response operations. Includes use of radio communications, IM/IT (Information Management/Information Technology), and other technology systems.	Mandatory for all Leadership Personnel and Personnel assigned to deployable positions.			0.5 Hours	Determined Locally
Emergency Vaccine Management SOG	To protect the vaccine inventory and to minimize potential loss of vaccine when a situation occurs that may compromise safe vaccine storage, such as equipment failure, power outage or natural disaster.	Mandatory for Health Commissioner, Assistant Health Commissioner, Director of Nursing, and All Immunization Nurses, Director of Water and Waste, and Director of Environmental Health		Annually	2.0 Hours	CDC Vaccine Storage and Handling Tool Kit, Versatrak Users Guide, Sensaphone Model 1104 User Manual, Thermo Fisher Scientific Model 3678 User's Manual, Thermo Fisher Scientific Forma Monitor/Alarm System 1534 User's Manual

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Emergency Medication Training	To outline nursing responsibilities and procedures for the management of clients experiencing anaphylaxis, or suspected anaphylaxis, in Clermont County Public Health immunization clinics, in off-site immunization clinics staffed by nurses employed by Clermont County Public Health, or in the home or office setting where Public Health Nurses are administering medications.	Mandatory for all nurses		Initial	2.0 Hours	Clermont County Public Health Emergency Medical Protocol for Management of Anaphylactic Reactions in Children and Adults, Virginia Department of Health Nursing Directives and Guidelines for Emergency Treatment of Anaphylaxes, Santa Clara County Public Health Department – Emergency Treatment for Anaphylactic Reactions, Medline Plus, emedicinehealth, American Heart Association
Respiratory Protection Program (Fit Testing)	Educate staff about CCPH's respiratory program. To outline nursing responsibilities for the management of clients experiencing infectious respiratory illness, or suspected illness. To properly test and fit all nurses and other staff as needed with an appropriate N95 mask.	Mandatory for all nurses and other staff as appropriate		Annually	4.0 hours	CCPH's Respiratory Protection protocol, 3M FT-30 Qualitative Fit Test Apparatus kit
Personal Protective Equipment (PPE) Training	To familiarize nursing staff with appropriate PPE, and ensure effective donning and doffing of all PPE.	Mandatory for all nurses and other staff as appropriate		Annually	2.0 Hours	Centers for Disease Control and Prevention (CDC) Guidance on Personal Protective Equipment (PPE) for Healthcare Workers : http://www.cdc.gov/vhf/ebola/healthcare-us/ppe/guidance.html ; CDC Personal Protective Equipment Training: http://www.cdc.gov/vhf/ebola/healthcare-us/ppe/training.html ; Ebola Personal Protective Equipment Donning and Doffing Procedures: http://www.cdc.gov/vhf/ebola/hcp/ppe-

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						training/index.html
Tuberculosis Training	Educate all Nursing Division staff about basic tuberculosis (TB) concepts.	Mandatory for all Nursing Division Staff		Initial/ Annually	1.0 Hours	CDC Core Curriculum on Tuberculosis: What the Clinician Should Know, CDC TB 101 for Health Care Workers, CDC TB Fact Sheets
Archibus	To instruct and update staff with Archibus access on utilization of the system.	Mandatory for Emergency Response and Administrative Staff with access to the system.		Annually	1.0 Hours	Archibus Website (http://hamcoifm.asset-fm.com/ifm-hcty/) , and the Public Health Emergency Management Inventory/ Grant Management Manual
Ohio Disease Reporting System (ODRS)	To instruct staff on utilization of the system and any system updates.	Mandatory for designated staff.		Annually	2.0 Hours	Ohio Disease Reporting System (ODRS), ODRS Training Manual
EpiCenter	Instruct staff of EpiCenter functionality and alert response.	Mandatory for designated staff.		Annually	1.0 Hours	EpiCenter website and training manual
WIC New Directors Training	Provides new WIC Directors with an overview of the WIC program requirements ranging from request for proposal (RFP) preparation to vendor relations	Mandatory for WIC Program Director		Initially	1 day	WIC State Program
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. Staff must sign an Ohio WIC Program Employee Conflict of Interest and Misuse or Illegal Use of Program Funds, Assets, or Property Understanding form.	Mandatory for all WIC Program staff		Annually	form reviewed and signed	Ohio WIC policy and procedure manual
WIC Civil Rights	Teaches staff civil rights related laws, regulations, procedures, and directives.	Mandatory for all WIC Program staff		Annually	less than 1.0 hour	Civil Rights Compliance Training program on compact disk provided by WIC State Program

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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 outline of the necessary staff competencies.	Mandatory for all WIC Program staff		Initially	1 hour	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online) ; Course ID 1040962
WIC New Health Professional Training	Provides a general overview of the certification process, nutrition education and counseling, breastfeeding education and promotion activities, and food issuance.	Mandatory for Certifying Health Professionals; Optional for WIC Program Director		Initially, as needed	1 day	WIC State Program
WIC Support Staff Training	Addresses a variety of topics found in the program's policy and procedure manual, which includes outreach, referrals, certification process, core customer service principles, and other clinic functions such as voter registration, scheduling, and inventory.	Recommended for WIC Support Staff, Optional for WIC Program Director		Initially, as needed	1 day	WIC State Program
WIC Grow and Glow Training	Addresses adult learning strategies; core breastfeeding competencies for staff and help staff understand their important role as part of the family's "Circle of Care" that helps mothers achieve their breastfeeding goals.	Mandatory for Certifying Health Professionals, Breastfeeding Coordinators, Peer Helpers; Optional for WIC Director, Support Staff		Initially, as needed	6 hours	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online)
WIC University	Familiarizes users with basic WIC system software functions.	Mandatory for Certifying Health Professionals; Recommended for WIC Support Staff		As needed	1 day	WIC State Program
WIC Breastfeeding and Nutrition Clinical Skills Development Workshops	Allows small group experiential learning. Clinical skills developed are intended to increase staff members' confidence levels.	Optional for Certifying Health Professionals, Breastfeeding Coordinators		As needed	1 day	WIC State Program

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WIC Certified Lactation Consultant Training	Verifies competency in breastfeeding and human lactation support, which includes an effective working knowledge of assessing the latching and feeding process, providing corrective interventions, counseling mothers, and understanding and applying knowledge of milk production including in special circumstances.	Optional for Breastfeeding Coordinators, Health Professionals, Breastfeeding Peer Helpers		Initially	45 Hours	Healthy Children's Center for Breastfeeding or Lactation Education Consultants
WIC Loving Support Peer Counselor Training	Introduces peer helpers to their role as part of the WIC team supporting new mothers. Equips peer helpers with skills in counseling and breastfeeding management to promote breastfeeding and address common problems.	Mandatory for Breastfeeding Peer Helpers		Initially	3 days	http://www.nal.usda.gov/wicworks/Learning_Center/support_peer.html
WIC 101	Provides an overview of the history, mission and services of the WIC program.	Mandatory for WIC Health Professionals, WIC Support Staff, Breastfeeding Peer Helpers; Recommended for Breastfeeding Coordinators		Initially	.5 Hours	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online) ; Course ID 1040957
WIC Counseling Skills	Teaches about using facilitated discussion, introducing motivational interviewing and applying motivational interviewing.	Mandatory for WIC Health Professionals, Breastfeeding Peer Helpers; Recommended for Breastfeeding Coordinators		Initially	1 Hour	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online) ; Course ID 1040959
WIC Reaching Participants Through WIC	Teaches about getting the word out, connecting participants with support services and making nutrition education fun and attractive.	Mandatory for WIC Health Professionals, WIC Support Staff		Initially	1 Hour	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online) ; Course ID 1040960
WIC Feeding Infants: Nourishing Attitudes and Techniques	Teaches about infant formula basics, feeding infants 0-6 months and feeding infants 6-12 months	Mandatory for WIC Health Professionals		Initially	1 Hour	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online) ; Course ID 1040961

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WIC Communicating with Participants	Teaches about providing quality customer service, communicating with limited literacy audiences and working in a multicultural environment.	Mandatory for WIC Support Staff, Breastfeeding Peer Helpers ; Recommended for Breastfeeding Coordinators		Initially	1 Hour	WIC Works Resource System - Ohio Train (http://wicworks.nal.usda.gov/wic-learning-online); Course ID 1040958
WIC Breastfeeding Coordinator Meeting	Provides Breastfeeding Coordinators with information on current evidence based practices and allows staff to learn about other WIC programs.	Mandatory for WIC Breastfeeding Coordinators		Annually	1 day	WIC State Program
WIC Systems Security Training	Teaches how to protect state and local WIC information and information systems.	Mandatory for all WIC Program staff		Annually	½ hour	WIC Systems Security Training on compact disk provided by State WIC program
Annual Hematological Competency Training	Teaches procedures for obtaining blood samples and/or performing hemoglobin tests	Mandatory for all WIC Program staff		Annually		Follow WIC policy section 267 and operating manuals for Hemocue and Masimo Pronto machines. (Refer to SOG titled Anthropometric Measurements and Hemoglobin Tests)
Alcohol Screening and Brief Intervention training	Teaches how to screen all pregnant WIC participants for alcohol use, provide brief interventions to all who screen positive, follow those receiving brief interventions during pregnancy, and refer them to treatment services.	Mandatory for all WIC Health Professionals		Annually	2 hours	Ohio Train Course ID 1044743
Ohio Environmental Health Association RS Prep Course	Two-day review session with training materials for SITs preparing to take the examination to become a Registered Sanitarian.	Strongly recommended for Environmental Health Division and Water and Waste Division staff		Within 1 year of hire	2 Days	OEHA Annual Education Conference

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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, automatic feeding equipment, and government requirements.	Strongly recommended for Environmental Health Division staff		Within 2 years of hire	14-16 Hours	National Swimming Pool Foundation (NSPF) (http://www.nspf.org/en/CPO.aspx)
Ohio Environmental Health Association (OEHA) Conferences	OEHA conference offered twice a year covering various environmental health topics.	Optional for Environmental Health Division and Water and Waste Division staff		As needed	Varies	Ohio Environmental Health Association (OEHA)
Midwest Workshop in Environmental Health	Annual conference covering various environmental health topics including food safety, sewage treatment systems, private water systems, recreation programs, indoor environments and general environmental and public health. Topics and sessions offered during the conference vary each year.	Optional for Environmental Health Division and Water and Waste Division staff		As needed	Varies based on sessions attended	Ohio Department of Health
Grant Management Information System Training	An introduction to the Ohio Department of Health's Grant Management Information System including reporting and tracking grant activity.	Recommended for select staff responsible for managing grants.	Community Dimensions 5A1, 5A2, 5A3, 5A4, 5A5, 5A6, 5A8; Financial Planning and Management Skills 7A9, 7A12, 7A13	Once/ As needed		Ohio Department of Health offers a course, or training can be conducted in house.
Family Medical Leave Act Training	This course provides an overview of the Family Medical Leave Act in order to better understand the policy and distinguish between employee and employer obligations.	Optional for Nursing Division Director.		Once	1.75 Hours	Ohio Train; Fundamentals of Absence Management (ID#1032464)
Workplace Safety in Emergency Situations	An introduction to safety policies and procedures for the Family Support Center (FSC) in emergency situations. The training is offered since the FSC houses various other county agencies in which members of the public could produce hostile and/or threatening situations.	Recommended for Nursing Division Staff.		Annually	1.0 Hours	Deputy assigned to FSC building by Clermont County.

Evaluation and Tracking

Introduction

Evaluation of training will provide the Clermont County Public Health with useful feedback regarding its efforts, including content, delivery, vendor preferences, and training effectiveness. Accurate evaluation tracking is necessary, particularly for professional continuing education documentation and quality improvement purposes. This section describes how evaluation and tracking of training will be conducted.

Evaluation

The Clermont County Public Health will evaluate internal and external trainings using several methods contingent upon the type of training and the training provider. Surveys, evaluation, and feedback regarding the courses will be used to measure success of the trainings. Clermont County Public Health will monitor trainings using an evaluation process based on the Kirkpatrick Model. Participants will be asked about their initial reaction to the training (whether they feel it's useful, if they liked the instructors/format, what could be improved), surveyed to measure changes in knowledge, skills, and attitudes, and will be monitored on the job to see if the skills have transferred from the training to their work. Clermont County Public Health has adopted a standard evaluation form that must be filled out after attending training, or if conducting training the form must be completed by participants. See Appendix B.

Tracking

Training will be tracked using various techniques based on the type of training course. Completion documents/certificate records may be tracked electronically or by hard copy depending on requirements for continuing education requirements. Training is tracked in-house in each employee's personnel file. Employees are encouraged to use Ohio TRAIN as a resource for tracking personal training. Located at <http://oh.train.org>, the system has the ability to create and maintain personal learning records, perform course searches, and provide the ability to register for courses online.

Conclusion / Other Considerations

Other Agency Documents and Plans

In addition to this Workforce Development Plan, Clermont County Public Health has developed related documents including a standard operating guideline for new employee orientation, a strategic plan that supports workforce development, and the Employee Personnel Policy Manual that 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.

Authorship

This plan was updated by the following individuals and approved by the Clermont County Board of Health on September 8, 2015.

Kevin Jester, Director of Plumbing
Tim Kelly, Assistant Health Commissioner
Carol Kisner, Administrative Assistant
Jackie Lindner, Nursing Supervisor
Amanda Myers, Operations Manager
Julianne Nesbit, Health Commissioner
Rob Perry, Director of Environmental Health
Katherine Schneider, WIC Program Director
Robert Wildey, Director of Water and Waste

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)	http://www.neha.org/CEweb/CE.asp : environmental health-related training opportunities and resources
Ohio EHA	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 : <i>Guide to Strategically Planning Training and Measuring Results</i> to support agencies in establishing a training and workforce development plan

Related Documents

**Clermont
County Public
Health Strategic
Plan 2015-2020**

The Clermont County Public Health Strategic Plan 2015-2020 is available on the CCPH website.

**Organizational
Chart**

The most recent version of the CCPH organizational chart can be found in the New Employee Orientation Packet.

**Manual of
Personnel
Policies for
Employees of
the Clermont
County Public
Health**

Training and tuition reimbursement policies and procedures are found in the Manual of Personnel Policies for Employees of Clermont County Public Health (Tuition Reimbursement Section 05.11, Trainings, Meetings, and Conferences Section 07.01, Approval of Attendance at Meeting and Conferences Section 07.02). The Manual of Personnel Policies can be found on the intranet at <http://ccsharepoint/>.

Appendix A: Workforce Training Needs Assessment, 2011

Click the icon below to open the Workforce Training Needs Assessment, 2011.



Adobe Acrobat
Document

Appendix B: Evaluation Training Form

Clermont County Health District

Training Evaluation & Feedback

course title & date _____

	a lot	some	a little	none	highlights and/or suggested improvements
Enjoyment: Did I enjoy the course?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
New knowledge and ideas: Did I learn what I needed to, and did I get some new ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Applying the learning: Will I use the information and ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effect on results: Do I think that the ideas and information will improve my effectiveness and my results?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Provide specific examples of what you learned at the training and any additional comments concerning the training.

Name _____

Date _____

Form must be filled out after attending training. If conducting training, form must be filled out by all participants.