DRIVING THE FUTURE

An assessment of the North Carolina local public health workforce

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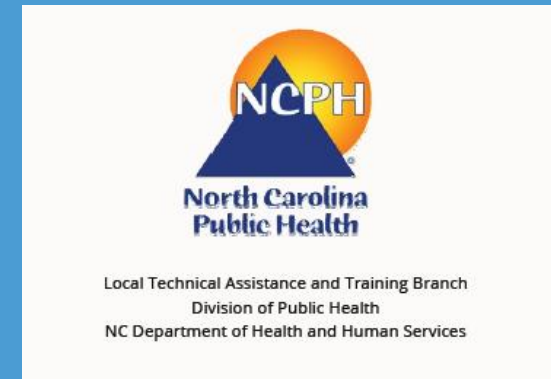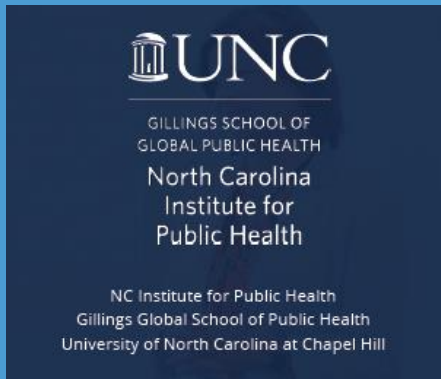GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH
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Overview

- Describe assessment and share results
  - Workforce characteristics
  - Training needs
- What's changed?

Partnership

+ stakeholder groups across North Carolina

Survey Design & Implementation

- Modeled after PHWINS

- Also used terms and framework from Core Competencies for Public Health Professionals
  - Drilled down into KSAs (knowledge, skills, attitudes)

- Draft survey reviewed, piloted by stakeholders

- Disseminated February-March 2019 via email listservs and social media

Survey Completions

2,116 total responses representing over

25%

of all staff at NC local health departments

82 out of **84**

NC local health departments responded

55% of respondents fully completed the survey

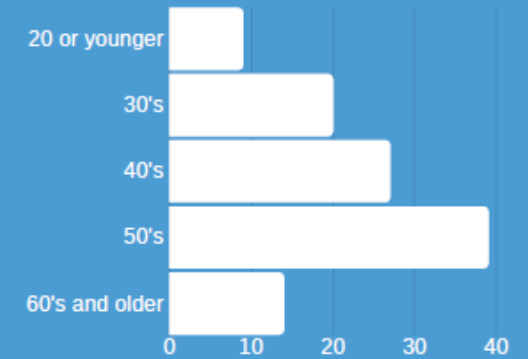survey reports from

1,800

informative responses
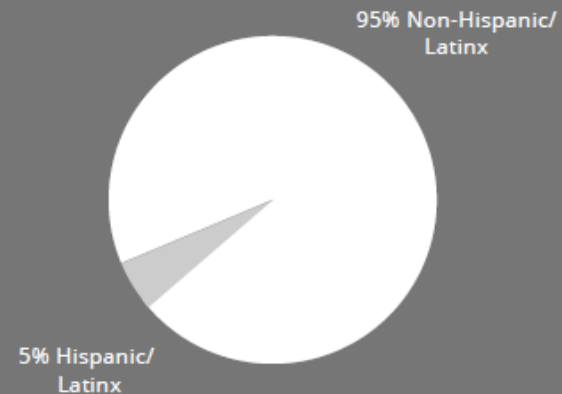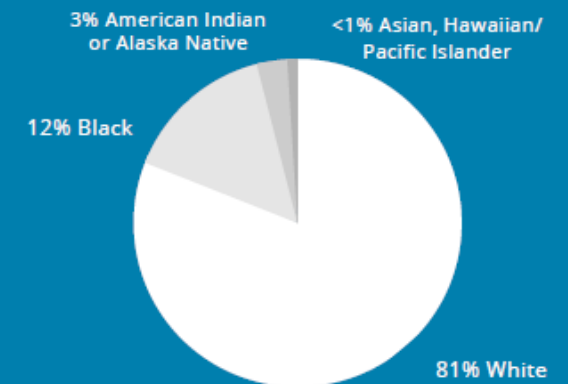
Professional Roles

Occupations	Primary Roles	Secondary Roles
• Nurse (35%) • Admin support (20%) • Other (11%) • Manager/leader (10%)	• Clinical services (23%) • Administration (18%) • MCH (14%)	• Accreditation (20%) • Health promotion (16%) • Preparedness (16%)

• Two-thirds had >2 roles; average # of roles: 3.7

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Workforce Shifts

- Considering leaving organization in next 5 years?
  - Not leaving (47%)
  - Not sure (25%)

32%
SENIOR LEADERS

27%
SUPERVISORS/ MANAGERS

Plan to retire in the next five years

Assessing Training Needs

- 8 strategic skill set domains:

  - Systems thinking
  - Change management
  - Persuasive communication
  - Data analytics

  - Problem solving
  - Diversity and inclusion
  - Resource management
  - Policy engagement

- Specific skills asked for each of 3 tiers (frontline, manager, agency leads) within domains

- Other topics included:
  - Leadership skills, cross-cutting skills, Public Health 3.0

1
How important is this item in your day-to-day work?

2
How important do you think the skill will be for your day-to-day work in 3-5 years?

3
What is your skill level for this item?

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Strategic Skill Domains - Gaps

- Gaps identified by ranking Low Skill + High Importance

	HIGHEST SKILL GAP		
RANK	**TIER 1**	**TIER 2**	**TIER 3**
1	Change Management	Resource Management	Data Analytics
2	Policy Engagement	Change Management	Policy Engagement
3	Data Analytics	Policy Engagement	Diversity & Inclusion

- Majority of the workforce indicated strategic skills are important in their current daily work (Tier 1 – 65%, Tier 2 – 84%, Tier 3 - 96%) with increasing importance in their future work

Strategic Skills Gaps

TOP 10 SKILL GAPS ACROSS ALL STRATEGIC DOMAINS

Rank	Knowledge, Skill or Attribute	Strategic Domain
1	Use economic evaluation methods to identify, measure and value costs, quality and outcomes of public health interventions and programs	CHANGE MANAGEMENT
2	Familiarity with and use of problem-solving models such as design thinking	PROBLEM SOLVING
3	Assess the external drivers in your environment (e.g., physical, political, social, fiscal, etc.) that may influence public health programs and services	CHANGE MANAGEMENT
4	Address legal, policy, fiscal and other barriers to collaboration	SYSTEMS THINKING
5	Understand and address barriers to implementation of new programs and services	PROBLEM SOLVING

Strategic Skills Gaps

TOP 10 SKILL GAPS ACROSS ALL STRATEGIC DOMAINS

Rank	Knowledge, Skill or Attribute	Strategic Domain
6	Monitor and evaluate results of new and ongoing interventions and strategies	PROBLEM SOLVING
7	Access public health data systems	DATA ANALYSIS
8	Document processes for making decisions and taking collective action	PROBLEM SOLVING
9	Identify gaps in data	DATA ANALYSIS
10	Find supportive professional and personal networks	CHANGE MANAGEMENT

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Other Skill Items

- Over 50% of respondents indicated the importance of skills related to Medicaid Transformation in NC

- >90% ranked 10 leadership skills as having high importance; high proficiency

- Low awareness of Public Health 3.0 concepts (57% unaware/somewhat aware) but high perceived importance (> 71%)
  - #1 ranked 3.0 skill: utilizing timely, reliable and granular data and metrics to measure success and impact

Training Supports & Resources

- High motivation to seek out trainings (75%)
- Training opportunities
  - 70% from supervisors
  - 57% from NC Division of Public Health
- Most familiar training providers:
  - Local AHECs (81%), NCIPH (76%), NCDPH (66%), NCPHA (65%)
- Accessed training within previous two years
  - AHEC (49%), NCIPH (38%), NCDPH (nursing) 30%, NCDPH (non-nursing) 25%, NCPHA (21%)
- Barriers – cost, time off work (>50%); staffing coverage (31%)

What's Changed?

- All things COVID
- Updated frameworks:
  - Strategic Skills (2020)
  - 10 Essential Public Health Services (2020)
  - Public Health Core Competencies (2021)
- Discussions in NC around Foundational Capabilities

Closing

Full report + supplements online
- Nursing
- Behavioral Health
- Oral Health
- Accreditation Staff

https://go.unc.edu/workforceassessment

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