Session # 4249  Strategies for
State Oral Health Program Workforce Capacity Development

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Based on the ASTDD Best Practice Approach Report:
State Oral Health Program Workforce Capacity Development
Handout

**Figure 1. 10 Essential PH Services to Promote Oral Health in the US**

**Assessment**

1. Assess oral health status and implement an oral health surveillance system
2. Analyze determinants of oral health and respond to health hazards in the community
3. Assess public perceptions about oral health issues and educate/empower them to achieve and maintain optimal oral health

**Policy Development**

4. Mobilize community partners to leverage resources and advocate for/act on oral health issues
5. Develop and implement policies and systematic plans that support state and community oral health efforts

**Assurance**

6. Review, educate about and enforce laws and regulations that promote oral health and ensure safe oral health practices
7. Reduce barriers to care and assure utilization of personal and population-based oral health services
8. Assure an adequate and competent public and private oral health workforce
9. Evaluate effectiveness, accessibility and quality of personal and population-based oral health promotion activities and oral health services
10. Conduct and review research for new insights

Source: [ASTDD State Guidelines: Section II (1)](http://example.com)
Figure 2. ASTDD Competencies for State Oral Health Programs

Guiding Principles
State Oral Health Program Competencies should reflect the following principles throughout the program rather than devoting a single competency to each concept:

1. Integrating oral health and general health
2. Programming for all life stages (lifespan approach)
3. Recognizing and reducing oral health disparities
4. Identifying, leveraging and using resources
5. Social responsibility to advocate for/serve underserved populations
6. Demonstrating an understanding and respect for other professions, their goals and roles
7. Respecting diversity and attaining cultural competency, including fostering health literacy
8. Dedication to lifelong learning and quality improvement.

Competency Domains

Domain 1. **Build Support**: State oral health programs establish strong working relationships with stakeholders to build support for oral health through promotion, disease prevention and control.

Domain 2. **Plan and Evaluate Programs**: State oral health programs develop and implement evidence-based interventions and conduct evaluations to ensure ongoing feedback and program effectiveness.

Domain 3. **Influence Policies and Systems Change**: State oral health programs promote and implement strategies to inform, enhance or change the health-related policies of organizations or governmental entities capable of affecting the health of populations.

Domain 4. **Manage People**: State oral health programs oversee and support the optimal performance and growth of team members.

Domain 5. **Manage Programs and Resources**: State oral health programs ensure the administrative, financial and staff support necessary to sustain activities and to build opportunities.

Domain 6. **Use Public Health Science**: State oral health programs gather, analyze, interpret and disseminate data and research findings to assure that oral disease prevention and control approaches are evidence-based.

Domain 7. **Lead Strategically**: State oral health programs create strategic vision, serve as a catalyst for change and demonstrate program accomplishments.
Figure 3.

Factors Affecting the Public Health Workforce

Composition and Numbers of Workers
- Insufficient number of current workers
- Inadequate workforce data
- Inadequate information about disciplines
- Imbalance of disciplines
- Imbalance of governmental and non-governmental workers
- Lack of awareness of PH careers
- Aging workforce
- Economic crisis - furloughs, layoffs
- Keeping up with technology
- Diminishing fed/state/local funds
- Unclear fed/state/local roles
- Insufficient quality improvement
- Expanding mission
- Underdeveloped partnerships
- Legislation/Policy

Competency of Workers
- Incomplete competencies
- Inadequate training needs assessments
- Locking system for continuous learning
- Insufficient investment in training
- Inadequate training evaluations
- Insufficient PH curriculum for clinicians
- Workers need new skills

Lack of the right number of people with the right skills in the right place at the right time

Contextual Environment
- Working conditions
- Quality of leadership, supervision
- Inadequate tools
- Lack of organization support
- Uncompetitive salaries
- Erosion of benefits and pensions
- Unclear career paths
- Lack understanding of the larger system
- Recruitment challenges
- Insufficient retention strategies
- Incomplete workforce planning

Work Environment
- Insufficient quality improvement
- Expanding mission
- Underdeveloped partnerships
- Legislation/Policy

Centers for Disease Control and Prevention (CDC), 2010
Figure 4. The National Public Health Workforce Strategic Roadmap

Purpose:
Strengthen the public health and healthcare workforce to improve the public's health

A. Enhance the education system at multiple levels
   A1. Integrate population health into healthcare professional education
   A2. Expand practice-based population health in schools and programs of public health
   A3. Focus on faculty development
   A4. Enhance inter-professional education and teams
   A5. Influence boards, certifications, and licensure of individuals, and accreditation of educational institutions

B. Increase capability of existing workforce
   B1. Define target skills and competencies across disciplines
   B2. Expand training for the identified skills and competencies
   B3. Expand use of technology for ongoing and just-in-time learning
   B4. Develop robust leader and leadership development offerings

C. Improve pathways for public health careers
   C1. Recruit professionals into public health from disciplines outside traditional fields
   C2. Expand pipeline programs that promote public health as a career choice
   C3. Improve retention strategies for existing public health professionals
   C4. Modernize hiring and promotion rules and incentives

D. Strengthen systems and organizational capacity to support the workforce
   D1. Define the numbers and types of workers needed
   D2. Establish professional standards for public health disciplines
   D3. Promote organizational culture that supports workforce development

Cross-cutting Strategies:
Leverage efforts across multiple stakeholders and constituencies
Adopt shared leadership
Advance systems for measurement, evaluation, and continuous improvement
Promote sustainable financing and effective policies to support workforce development

Developed by CDC's Division of Scientific Education and Professional Development with partner input