

# *Public Health Workforce Continuity and Development*

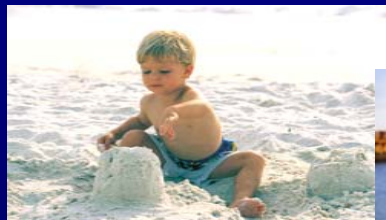


Earl Hunter  
Commissioner

*APHA Meeting  
November 5, 2007*

## *Mission*

We promote and protect the health of  
the public and the environment



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South Carolina Department of Health and Environmental Control

# Objectives

- Examine why workforce continuity & development is important
- Describe the workforce trends and challenges facing public health
- Highlight some workforce development Strategies
- Describe Health Services Work Force Continuity and Development Plan
- Summary

# Why Workforce Continuity and Development?

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“State governments could lose more than 30% of their workforce to retirement, private sector employers, and alternative careers by 2006 and that health agencies would be hit hardest.”

*State Employer Worker Shortages: The Impending Crisis. Council Of State Governments and the National Association of State Personnel Executives. 2002*

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# Why Workforce Continuity & Development ?

- “Assuring the health of the public depends in large part on the efforts of well-trained professionals (IOM Report: The Future of the Public’s Health in the 21<sup>st</sup> Century)
- The extent to which we are able to address the complex challenges of the 21<sup>st</sup> century and make additional improvements in the health of the public depends, in large part, upon the quality and preparedness of our public health workforce. (IOM Report: Who Will Keep the Public Healthy, 2004)

# Workforce Trends and Challenges Facing Public Health

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# Four Trends Impacting the Public Health Workforce

1. Rapidly aging workforce
2. High percentage of the public health workforce is eligible for retirement
3. Chronic shortages in professional areas such as public health nursing, epidemiology, laboratory science and environmental health
4. Less people doing more work



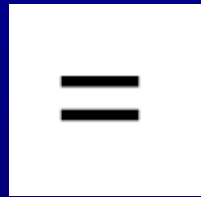
# Correlation between Lack of Understanding of Public Health and Workforce Shortage

■ Lack of understanding

■ Lack of visibility

■ No defined value

■ No sense of urgency



Funding deficiencies, non-competitive salaries, low field recruitment, low state health agency recruitment, high turnover.

(2007 ASTHO State Public Health Workforce Report-Soon to be published)

# Workforce Development Strategies

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# Strategies to Address the Workforce Challenges

- Increasing pay and benefit
- Offering flexible work schedules and telecommuting opportunities
- Providing professional training
- Training future public health leaders
- Marketing public health careers at high school and on college campuses
- Partnering with educational institutions
- Using information technology and the internet for recruitment

# SCDHEC Health Services

- Multitude of Challenges
  - Aging workforce
  - TERI
  - Retirement eligible
  - Private Sector Competition

# Strategic Direction

- Agency 2006 – 2010 Strategic Goals
  - *Goal 5 - Improve organizational capacity and quality.*
  - **Strategic Goal 5-A:** Provide continuous development of a competent and diverse workforce
    - **Obj - 5-A-1:** Develop and implement a workforce plan in each deputy area that identifies areas of critical need, gaps, core competencies and training needs.
    - **Obj - 5-A-2:** Provide adequate workforce capacity building and knowledge transfer.

# SCDHEC's HEALTH SERVICES Workforce Continuity & Development Plan

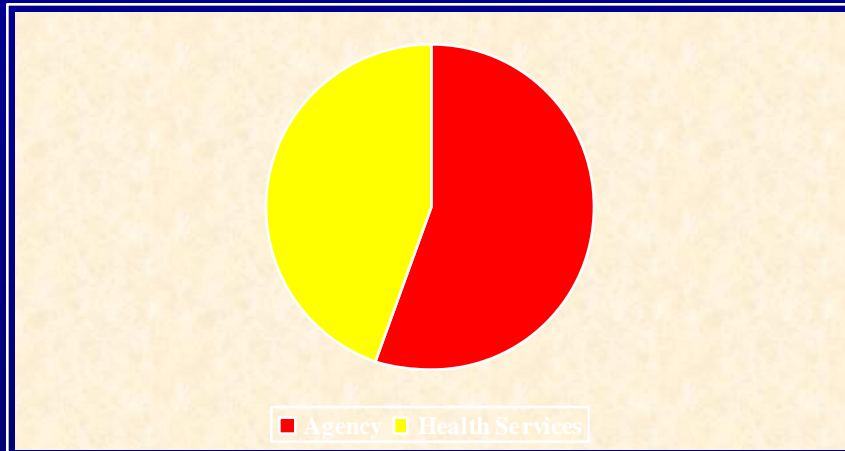
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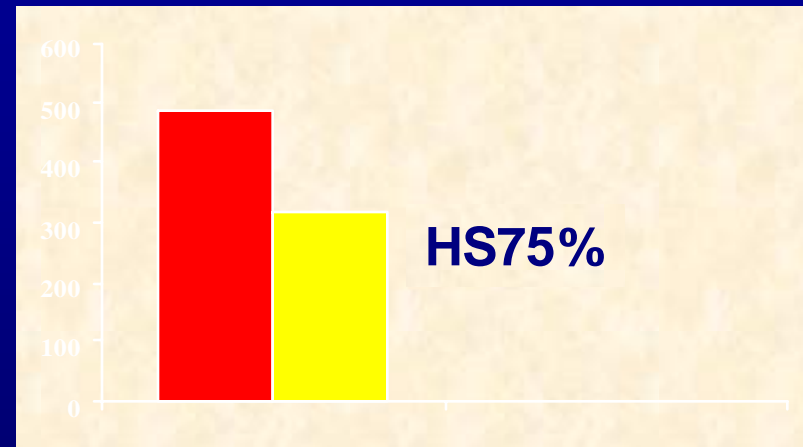
# Work Force Assessment 2004

## Agency Employees



**Agency – 5,000**  
**HS – 3,700**

## TERI



**Agency – 486**  
**HS – 318**

**An additional 165 employees eligible to retire in Health Services**

# Work Force Assessment

## Health Services 2004

### IMPACT OF TERI

- 5 out of 9 members of the Senior Leadership Team
- 5 out of 10 employees working in the Division of Tuberculosis
- 51 Environmental Health Managers statewide
- 75 Nurses statewide, with 12 in the former Pee Dee public health district

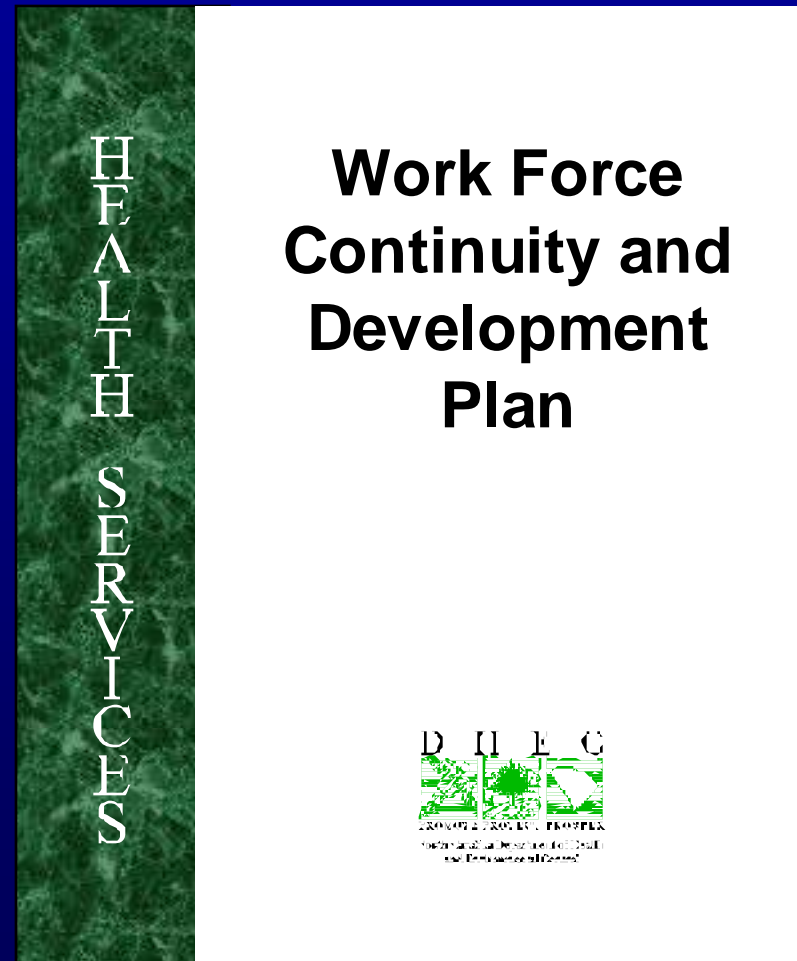


# HS Human Resources Committee

- Established in April 2004
- Representation from Central Office and Local Public Health Regions
- Cross section of professional disciplines (Human Resources/Personnel Services, Nutrition, Finance, Social Work, Administration, Nursing, Environmental Health)
- Charge
  - Serve as a problem-solving team in addressing critical human resource issues

# First Priority

- Develop a work force capacity plan for Health Services to ensure that we have employees with the skills, knowledge and abilities (competencies) to meet public health challenges and threats to our communities in the 21<sup>st</sup> Century.



# Work Force Continuity and Development Plan

- Serves as a systematic proactive effort to ensure management/leadership continuity
- Encourages individual advancement by cultivating and nurturing internal talent through planned management/leadership development activities
- Serves as a tool to develop Health Services' work force in critical job categories
- Includes different strategies Health Services will employ to meet its work force needs
- Establishes applicable policies and procedures for the plan and links activities to the Agency's Strategic Plan and Health Services' Performance Management System

# Eight Key Strategies

1. Formal Academic Education
2. Leadership Training and Development
3. Core Public Health Training
4. Mentoring
5. Job Shadowing
6. Job Rotation
7. Coaching
8. Recruitment and Retention

# Implementation

## April 2004

Charter Team

- Gap analysis
- Core competency analysis
- Job descriptions
- Sample road maps
- Plan development
- Policy and resource development

Short Term Action Plan

- Address immediate needs first TERI 5 year bench mark
- Mentoring program for Key leadership positions
- Knowledge transfer

## July 2006

- Plan launched to management staff
- Identify trainers to train all DHEC supervisory staff

## Sept 2006

- Train staff
- Training completion target date Jan 2007

## October 2006

- Local plans developed
- Completion date – **March 2007**

## July 2007 & ongoing

- Full Implementation
- Monitoring & evaluation

# Summary

- Reminder: State governments could lose more than 30% of their workforce by 2006... and health care agencies could be hit the hardest
- ...If current workforce demographic trends go unchecked, they will have an adverse affect on the capacity of state health agencies to carry our their mission..
- Consider developing and implementing a Workforce Continuity & Development Initiative for your Agency
- Desired Results...

# Desired Results

Have the right **PEOPLE**, with the right **SKILLS**, in the right **PLACE**, at the right **TIME**, doing the right **THINGS!!!**



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# THE END



## Questions



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