

City of El Paso Department of Public Health



Workforce Development Plan

2013



**Workforce Development Plan
City of El Paso Department of Public Health**

Table of Contents

Section I

Purpose & Introduction.....	2
Agency Profile	3
Governance	6

Section II

Workforce Profile	8
Current Workforce Demographics	9

Section III

Competencies & Education Requirements	11
Other Competencies	12
CE Requirements by discipline	14

Section IV

Training Needs	15
Organization Specific Needs	15
Mandatory Training	16

Section V

Goals, Objectives & Implementation Plan	18
Roles & Responsibilities	18
Training Goals & Objective Plan 2014 - 2018	19

Section VI

Evaluation and Tracking	24
-------------------------------	----

Section VII

Conclusion	25
------------------	----

Section VIII

Appendices	27
------------------	----

I. 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 City of El Paso Department of Public Health. 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
- Workforce Profile
- Competencies & Education Requirements
- Training Needs
- Goals, Objectives, & Implementation Plan
- Evaluation & Tracking
- Conclusion/Other Considerations
- Appendices
- Organizational Chart
- Curricula

Questions

The primary person and department responsible for training and workforce development initiatives, including the maintenance of this plan is Armando Pena, Health Department Human Resources Manager, Human Resources Division.

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Agency Profile

Mission, Vision and Core Values

The City of El Paso Department of Public Health has a mission to work in partnership with people in our community to promote and protect the health of the Borderland. Our strength is rooted in our Core Values:

- honesty and integrity, high level of performance/competence, customer focus, continuous improvement, team work, innovation, fair enforcement of the law, collaboration, communication, embracing change and learning through experience.

El Paso, Texas is located along the border between New Mexico and Texas and serves an international boundary of the United States and Mexico.

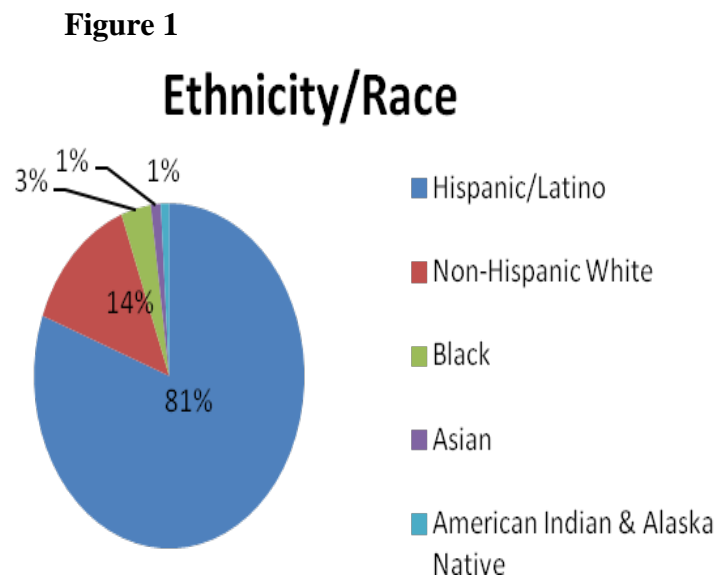
Health, however, has no borders. El Paso has a unique public health situation because it shares immediate geographical proximity to Ciudad Juárez, Chihuahua, Mexico, and has a high percentage of Hispanics, most of whom are Mexican American or of Mexican origin. Monitoring health is vital in preventing disease and essential in agenda-setting, policy-making, health promotion, and education.

In 2013, the Department of Public Health engaged in developing its Strategic Plan using the Managing for Results Strategic Business Planning approach. A new mission, divisions, and programs were developed to become effective in Fiscal Year 2015. The mission is *“To provide research and evaluation, prevention, intervention, and mobilization services to the people of El Paso so they can feel and be healthy, productive, safe, and secure”*. Several issues addressed in the five year plan include: Type-2 Diabetes, Healthcare Reform, Department Identity, Food Safety, Immunizations, Advocacy, and Performance Management.

Location & Population Served

Located on the U.S./Mexico border in the world's largest bi-national metropolitan area with a total population of nearly three million people, the City of El Paso Department of Public Health (DPH) serves a diverse and dynamic region. Recent U.S. Census Bureau estimates indicate that 827,398 people live in El Paso County. Recognizing that a variety of socio-demographic characteristics influence health, the information presented here is meant to provide insight regarding the population served by the DPH. Key facts to consider:

Figure 1



Language Barriers:

- 74.1% of the population report speaking a language other than English at home (in most cases Spanish)
- 30.16% of this population are linguistically isolated (speak English less than very well and speak another language at home)

Workforce Development Plan City of El Paso Department of Public Health

Selected Population Characteristics

Table 1

Living below poverty level	25%
Children living in poverty	36%
Percentage of the population under age 18 years	29.7%
Percentage of population aged 65 years or over	10.3%
High school graduate or higher	72%
Median household income	\$38,259

Other Selected Determinants of Health

Table 2

Persons age 25+ with a Bachelor's degree or higher	19.8%
High school students graduating within 4 years	80.7%
Adults with no high school diploma or equivalent	29%
Adults receiving sufficient social and emotional support all or most of the time	73.2%
Receive Supplemental Nutrition Assistance Program (SNAP) benefits	25.12%
Adults with no health insurance coverage	30.02%
Adults with no consistent source of primary care	41%
Adults who have never been screened for HIV	59.9%
Adults who consume too few fruits and vegetables	77.5%
Adults who are physically inactive	28.5%
Adults who smoke some days or everyday	13%

Overall, the population is predominantly Hispanic and likely to speak Spanish at home. Many people consider themselves bilingual and bicultural. El Paso County is one of the most socio-economically challenged counties in the U.S., with a below average educational attainment. Our population is likely to be uninsured and to lack access to routine healthcare services. Tables 1 & 2.



Workforce Development Plan City of El Paso Department of Public Health

Governance

The Department of Public Health is a City of El Paso Department as a part of the Health and Safety Portfolio. The City manager carries out policy and provides administrative procedures while Council sets out policy. The Health Director reports to the Deputy City Manager. There is no Board of Health or Advisory Committee. A Health Authority performs functions as prescribed under Section 121.024 of the Texas Health Code and is responsible for performing duties necessary to implement and enforce laws to protect the public health.

The Department of Public Health, through the City of El Paso, has contractual agreements with the El Paso County and five municipalities within the County (Anthony, Clint, Horizon, Socorro, and Vinton). This allows essential public health services throughout El Paso County. Over 69% of the budget is funded through federal, state, and local grants.

Organizational structure

The structure of the Department of Public Health is made up of divisions and programs.

- Administrative Division – Office of the Director, Human Resources, Grants, Financial Services, Health Authority
- Disease Control - Epidemiology, Code Compliance, Food permits, Laboratory Preparedness Safety, Preparedness, Laboratory
- Clinical – Sexually Transmitted Diseases, Tuberculosis, Immunizations
- Dental
- Health Promotion – Women, Infants, and Children program, Health Training and Promotions, 2-1-1

Appendix A Organizational Chart

Learning culture

Performance management and quality improvement are key to sustainability, forward movement, and employee satisfaction. Workforce development for all employees will ensure staff achieves the desired public health and discipline-specific competencies needed for service delivery, customer satisfaction, and efficient internal processes. Many current employees do not have a public health background and improving the core competencies will help them understand the premises of public health and compliment their desire to “help others.” The Department of Public Health supports learning on all levels and offers job-specific training, in-house training on various topics and access to training through webinars, conferences, and tuition assistance to pursue higher education. The City of El Paso’s Tuition Reimbursement Plan offers 80% tuition reimbursement as an incentive for City employees to pursue higher education. In addition leadership development is achieved through the Executive Leadership Development Cohort Program offered by the City Human Resources Department.



Workforce Development Plan City of El Paso Department of Public Health

Funding

Funding for the Department of Public Health funding is comprised of 69% grants and 31% from the general fund. Funding from the general fund and grant funded individual programs are available to support training. Program staff follow polices and procedures to attend conferences, workshops and other training opportunities funded by their specific programs. The DPH's general fund training budget for the current year totals \$43,444. The City of El Paso Human Resources Department, in addition, provides training for all DPH staff, in a wide variety of topics.

Policy

- All new employees shall complete training within provided deadlines.
- All employees must obtain approval from their supervisor prior to attending training; this includes requests for funding.
- All supervisors will allow time for their staff to attend training.
- All new and existing DPH employees must complete National Incident Management System (NIMS) training to competently and confidently respond to any multi-hazard incident.

To address the diversity of positions and specialties employed, the DPH has established program-specific policies and procedures. In addition to these policies, the DPH Administrative Procedure Manual provides guidance on approving external staff development conferences and seminars, tuition reimbursement for employees seeking degreed education, and both required and elective training sessions available through the City of El Paso Human Resources - Organizational Development Division.

As required by the Public Health Emergency Preparedness (PHEP) grant, the DPH Emergency Preparedness Division also maintains and updates annually a Multi-Year Training and Exercise Plan. This Plan is written in collaboration with the Department of State Health Services (DSHS) - Community Preparedness and serves as a roadmap to accomplish the priorities described in the PHEP grant by following a coordinated Homeland Security strategy that combines enhanced planning, innovative training, and realistic exercises to strengthen our communities' emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing DPH with a means of attaining, practicing, validating, and improving capabilities.

II. Workforce Profile

Introduction

CURRENT AND FUTURE WORKFORCE NEEDS

Future Workforce

The current and future workforce needs of the DPH reflect those of other local health departments throughout the country. One of the key needs is the difficulty in hiring public health professionals due to uncompetitive pay. In addition, over the past two years the DPH had a difficult time replacing key management and senior leader positions with qualified candidates from inside the organization.

Our workforce provides essential public health services which require the employment of public health professionals such as: specialized directors/managers, nurses, physicians, epidemiologists, laboratory technicians, health educators, nutritionists, registered dieticians, international board certified lactation consultants, information system specialists, public information specialists, and administrative personnel. Many of these professionals are required to maintain specialized certifications and/or valid occupational licenses. Additionally, our public health professionals are often required to obtain skill-based training specific to the geographic location, state/local regulatory requirements, socio-economic and other cultural elements present in the community.

The greater El Paso region encompasses an estimated population of 2.7 million. Between 2000 and 2040, the population of El Paso County is projected to grow by 69.7 percent. Based on these projections, the demand for public health services should increase at a steady rate. In general, our local higher education institutions are providing a healthy pool of qualified candidates with public health-related undergraduate and graduate degrees. There are currently five (5) local higher education institutions providing health-related degrees and numerous on-line options and non-traditional institutions which are contributing to our pool of public health professionals. These numbers are reflected in our Department's workforce by approximately 69% of our employees holding a 4-year college degree or higher. However, approximately 98 employees are within five (5) years of full-retirement age. Based on historical patterns and prevailing economic conditions a 30% actual departure rate for those meeting retirement-age criteria would be a realistic projection. We can project an average of six (6) employee retirements per year over the next five years.

In order to maintain current service levels and address future growth, we will have to focus resources on workforce development including succession planning and knowledge transfer. One of the primary mechanisms that will support our workforce development initiative will be the development and implementation of a training curriculum and program. This training program will incorporate national "public health" standards, regional public health requirements, emerging community needs and trends. All Department employees will be required to attend a variety of courses to enhance their knowledge, skills and abilities. Employees will also participate in symposiums, conferences and on-the-job internships to prepare them for leadership positions both within the Department and the community.

**Workforce Development Plan
City of El Paso Department of Public Health**

Current Workforce Demographics

Table 3

Category	# or %
Total # of Employees:	256
# of FTE:	256
% Paid by Grants/Contracts:	72%
Gender:	
Female:	214
Male:	42
Race:	
Hispanic:	223
American Indian / Alaska Native:	1
Asian:	1
African American:	5
Hawaiian:	1
Caucasian:	22
More than One Race:	2
Other:	1
Age:	
< 20:	0
20 – 29:	23
30 – 30:	63
40 – 49:	72
50 – 59:	68
>60:	30

**Workforce Development Plan
City of El Paso Department of Public Health**

Table 3 continued

Primary Professional Disciplines/Credentials:	
2-1-1 I&R Specialists	5
Dental Assistants	4
Dentists	4
Disease Surveillance Specialists	3
Epidemiologists	3
Food Inspectors	19
Health Educators	11
HIV Education Specialists	5
Hygienists	2
International Board Certified Lactation Consultant	1
Licensed Vocational Nurses	7
Medical Assistants	11
Microbiologists	11
Nutritionists	14
Pharmacists	1
Physicians	3
Public Health Specialists	23
Registered Dieticians	2
Registered Nurses	10
Retention Rate per 5 or 10 Years:	93%
Employees < 5 Years from Retirement:	
Management:	8
Non-Management:	90

Table 3 summarizes the demographics of the DPH's current workforce as of June 2013.

III. Competencies & Education Requirements

Core Competencies for Agency

In 2013, the City of El Paso Department of Public Health adapted the core competencies established in 2011 by the Council of Linkages Core Competencies for Public Health Professional to serve as a guide for professional development. These core competencies are considered to be the national standard to guide the development of the current and future workforce.

The core competencies are organized into domains reflecting skills areas within public health as well as tiers representing career stages of public health professionals.

The adapted core competencies are divided into 8 domains of knowledge and skill:

1. Analytical Assessment
2. Policy Development/Program Planning skill
3. Communication Skills
4. Cultural Competencies
5. Community Dimensions of practice Skills
6. Public Health Sciences skills
7. Financial Planning and Management Skills
8. Leadership & Systems Thinking Skills

The core competencies are represented in three tiers, which reflect stages of public health career development:

1. Tier 1 - Entry Level Tier competencies
2. Tier 2 - Program Management/Supervisory level
3. Tier 3 – Senior Management/Executive

The organization of the core competencies which are divided into three tiers provides guidance in identifying appropriate competencies for public health professionals. The individual competencies within the tiers, build upon each other describing desired skills for professional at progressive stages of their careers.



Workforce Development Plan City of El Paso Department of Public Health

Other Competencies

In addition to public health essential core competencies, the DPH has developed a framework consisting of four focus areas that integrate other professional competencies. This framework is used to plan and develop workforce development strategies and is incorporated into writing DPH functional competency-based job descriptions.

Organizational Competencies

All DPH employees would be expected to follow these organizational or agency level competencies. These competencies were selected from the following sources: departmental mission, vision, values and goals and any other areas of importance to the organization.

Organizational competency areas:

- o Customer Service
- o Accountability
- o Research / Science-based
- o Continuous Quality Improvement
- o Occupational Health and Safety
- o Emergency Preparedness

Manager/Supervisor/Executive level Competencies

These competencies are specific to employees who are managers, supervisors or leaders at the executive level. In most, but not all cases the position may supervise one or more employees.

Competency Areas:

- o Managing Performance
- o Managing Resources
- o Leadership and Systems Thinking Skills
- o Public Health and Crisis Leadership Competency Framework

Job/Program Specific Competencies

The *Council on Linkages Core Competencies for Public Health Professionals*) is the primary competency set used in the job specific category. The delineation of the three tiers, used to define the type of position, is incorporated into the workforce development planning strategy.

1. Tier 1 - Front line employee
2. Tier 2 - Mid-level employee
3. Tier 3 - Senior management leadership

- The competencies in the job specific category reflect the functional part of the employee's job or the minimum level of expected practice.

- Competencies from other disciplines will also be utilized in this category, such as those that do not require certification or licensure.



**Workforce Development Plan
City of El Paso Department of Public Health**

Professional Competencies

These competencies are discipline specific and may not be utilized for all positions. This category would require advanced knowledge in a field of study.

- This competency category would only be used for those employees who need to maintain a certificate or license that requires continuing education in order to do a critical requirement of their job.

- See table 4 'CEU required by discipline' for a list of professional competency areas the DPH supports in developing workforce development planning strategies.

Multiple DPH disciplines require Continuing Education Units (CEU) for ongoing license and certification for practice. It is the employee's responsibility to obtain the necessary CEUs to meet the required licensures and/or certifications. The disciplines requiring CEUs are listed in table 4.

**Workforce Development Plan
City of El Paso Department of Public Health**

CE required by Discipline

Table 4

Discipline	Texas CE Requirements (as of 2013)
Dentist	24 hours every year
Health Education & Prevention Specialist	75 CECH every 5 year
Health Education Supervisor, CHES	75 CECH every 5 years
Health Educator (CHES/MCHES)	75 CECH every 5 years
Health Services Supervisor, CHES	75 CECH every 5 years
International Board Certified Lactation Consultant	57 CERP every 5 years/75 CECH every 5 years
Licensed Vocational Nurse	20 hours every 2 years
Registered Nurse	20 contact hours every 2 years
Nutrition Services Manager – Registered Dietician	75 CEUs every 5 years
Pharmacist	30 hours every year
Physician	24 Hours every 2 years
Training Specialist, CHES	75 CECH every 5 years

Discipline	Other Non-CEU Requirements (as of 2013)
2-1-1 Database Manager	20 hours every 2 years
2-1-1 I&R Specialist	20 hours every 2 years
Code Compliance Manager	12 hours every 2 years
Dental Assistant	6 hours every year
Food Safety Inspector	12 hours every 2 years
Food Safety Supervisor	12 hours every 2 years
Hygienist	12 hours every 2 years

V. Training Needs

Introduction

This section provides a description of mandatory training and, identified training needs for the DPH in addition to targets for achieving specific competencies among staff. The training needs incorporate results from training needs assessments, identified and required training needed for all staff (organizational level), and training to meet professional competency requirements. The City of El Paso Department of Public Health will conduct an organization-wide public health training needs assessment at least once every five years.

Training Needs Assessment Results

To further prepare and organize training and educational development at the DPH, surveys and assessments are conducted to obtain feedback from staff. In the last five years, the DPH has conducted 2 different needs assessments, each with a different goal.

One survey used is a 3- tier survey to assess public health core competency training needs of its entire staff. The survey was developed by North Carolina Public Health Academy, University of North Carolina, modified by the Public Health Foundation and issued by the Council on Linkages.

The second survey was conducted in 2009 and aimed at assessing personal-professional enhancement training needs. The survey identified specific training areas employees felt would be beneficial for the organization, in addition to providing personal benefit, while improving their job performance.

Organization-Specific Needs

The DPH Strategic Plan established a Mission, Vision, Values, Goals and Strategic Priorities for the organization, including Workforce Development. The organization-specific needs are in alignment with DPH's Strategic Plan, as well as other departmental priorities.

- Competency-based training is aligned with the DPH Core Values: honesty and integrity, high level of performance/competence, customer focus, continuous improvement, team work, innovation, fair enforcement of the law, collaboration, communication, embracing change and learning through experience.
- Competency-based training is aligned with the following departmental priorities: Continuous Quality Improvement, Occupational Health and Safety, and Emergency Preparedness

The identified agency specific training priorities are incorporated into the *DPH Training Curriculum Plan*, as well as other human resources initiatives, such as the development of functional competency-based job descriptions for all employees.

Workforce Development Plan City of El Paso Department of Public Health

Discipline-Specific Training

The El Paso DPH assessed the professional (or discipline) specific competencies representative of the department. These require an advanced knowledge in a field of study and would include those employees who need to maintain a certificate or license that requires continuing education in order to do a critical requirement of their job. A complete list of the discipline-specific positions is located on page 12 of this Plan.

Mandatory Training

Table 5 lists training required by the DPH, state and federal mandate.

Table 5

Training	Who	Frequency
Bloodborne Pathogens	Nursing, Clinical, Lab and WIC Staff	Annually
Cash Handling Workshop	All staff handling money	One time
Cash Management for Supervisors	All supervisory staff supervising staff that handles money	One time
Compensation	All Staff	One time New Employee Orientation (NEO)
CPR	Nurses and physicians, dental assistants, disease intervention specialists, WIC Staff	Every 2 years
Defensive Driving	Staff required to drive	Every 3 years
Drug Free Workplace	All Staff	One time
Ethics	All Staff	One time (NEO)
Health & Safety Procedures	All Staff	Monthly
HIPAA	All staff	Annually
ICS 100	All new employees	One time
ICS 200	All new employees	One time
ICS 300	All new employees in supervisory positions and designated staff	One time

**Workforce Development Plan
City of El Paso Department of Public Health**

Table 5 continued

ICS 400	All new employees in supervisory positions and designated staff	One time
ICS 700	All new employees	One time
ICS 800	All new employees in supervisory positions and designated staff	One time
Introduction to Continuity of Operations Plan (COOP)	All Staff	One time
Introduction to Strategic Planning Stockpile (SNS)	All Staff	One time
Home Preparedness	All Staff	One time
New employee training (City of El Paso and DPH)	All staff	One time (NEO)
People Soft Financials	All Staff	One time (NEO)
Performance evaluation	All Staff	One time (NEO)
Programs & Services	All Staff	One time (NEO)
Referral for Victims of, domestic violence an/or human trafficking	Nursing Staff 2-1-1 Staff	Annual
Reporting abuse of children, the elderly and disabled persons	Clinical, dental, call center staff	Annual
Rules & Procedures	All Staff	One time (NEO)
Sexual Harassment Prevention	All Staff	One time (NEO)
Sustainability program	All Staff	One time (NEO)
Violence in the Workplace	All Staff	One time (NEO)
Work Standards	All Staff	One time (NEO)

V. 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.

Goals and objectives are divided into four categories: 1) Organization-specific competencies; 2) Public health core competencies; 3) Discipline-specific/professional competencies; 4) program-specific competencies.

Roles & Responsibilities

The table 6 below lists individuals responsible for the implementation of this plan as well as the associated roles and responsibilities.

Table 6

Who	Roles & Responsibilities
Health Director	Ultimately responsible for ensuring resource availability to implement the workforce development plan.
Assistant Health Director	Responsible to the Health Director 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.
Human Resources	Provide guidance to the Health Director regarding workforce development and assist in creating a culture that is conducive and supportive of learning. Works with Division and program managers to find appropriate training/development opportunities for staff. Provide guidance to the Directors with coaching, mentoring and succession planning. Responsible for informing supervisors of workforce development needs, plans, and issues.
Health Deputy Director/ Division Managers/ Chief Nursing Officer/Senior Dentist	Responsible to the Assistant Health Director for all employees within their divisions. Supports, coaches, and mentors supervisors and/or 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 Program Manager and employees to ensure that individual and agency-based training initiatives are implemented. Works with employee to develop an individualized learning plan and supports the implementation of the plan (i.e. time away from work, coaching, opportunities for application, tuition reimbursement). 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.

City of El Paso Training Goals & Objectives 2014 - 2018

Goal	Objectives	Target Audience	Resources	Responsible Party
CITY-ORGANIZATION-SPECIFIC COMPETENCIES				
New DPH staff will complete City mandatory training as required by City policy within one month of hire.	<ul style="list-style-type: none"> a. HR will register new DPH employees for mandatory City training. b. HR will notify new DPH employees and their supervisors of training registration. c. HR will track and document attendance at mandatory City training. 	New employees	Internal	Human Resources City
New DPH staff will complete DPH mandatory training as required by DPH policy within three months.	<ul style="list-style-type: none"> a. DPH HR will register new DPH employees for mandatory department wide training. b. DPH HR will notify new DPH employees and their supervisor of training registration. c. PHP will notify new DPH employees and their supervisors of required online and in-person ICS training. d. HR will track and document attendance at mandatory DPH training. e. DPH PHP program will track and document completion of training. 	New employees	Internal	DPH – HR, PHP
All DPH staff will complete Quality Improvement training	<ul style="list-style-type: none"> a. HR will register new DPH employees for mandatory City training. b. HR will notify new DPH employees and their supervisors of training registration. c. HR will track and document attendance at mandatory City training. 	New employees	Internal	Human Resources City

**City of El Paso Training Goals & Objectives
2014 - 2018**

Goal	Objectives	Target Audience	Resources	Responsible Party
PUBLIC HEALTH CORE COMPETENCIES				
Ensure all DPH staff is trained in the eight (8) PH Core Competencies.	<ul style="list-style-type: none"> a. By 2014, key training team will be “certified” on core competency teaching skills. b. By 2014, Workforce Development Training Team will implement Public Health 101 training classes. c. By 2015, all current DPH staff will attend required Public Health 101 training. d. By 2015, WDTT will ensure all DPH training courses integrate the Public Health Core Competencies as described in the Curriculum Training Plan. 	All employees	<ul style="list-style-type: none"> a. UTEP/web-based training b. Agenda, lesson plan, ppt d. Training outline review/policy 	<ul style="list-style-type: none"> a. Workforce Development Office b. Workforce Development Training Team(WDTT)
Increase knowledge, implementation and understanding of PH Core Competencies among DPH staff based on tier assignment.	<ul style="list-style-type: none"> a. By 2014, create pre and post tests to be used immediately before and following Public Health 101 training. b. By 2015, all pre and post tests will be analyzed following each training session. c. By 2016, repeat the 2013 PH Core Competency survey to all DPH staff. d. By 2016, analyze and compare 2013 and 2016 surveys. e. By 2016, report analysis findings to key stakeholders. <p>By 2016, PH Core Competency team will develop and plan for refresher training as needed.</p>	All employees	<ul style="list-style-type: none"> a. Survey tools b. Paper surveys c. Electronic surveys d. Analysis tools e. Powerpoint 	<ul style="list-style-type: none"> a. WDTT b. WDTT c. HR Manager d. MPH Intern e. MPH Intern f. WDTT

**City of El Paso Training Goals & Objectives
2014 - 2018**

Goal	Objectives	Target Audience	Resources	Responsible Party
DISCIPLINE-SPECIFIC CORE COMPETENCIES				
To identify training needs by discipline and/or per credentialing requirements annually.	a. Continue meeting annual training requirements needed for licensure (e.g. CEHS) certification (e.g. CPR) or staff development (e.g. ICS courses, BBP, and HIPAA) b. Develop or maintain a training plan that identifies training required in each discipline, by 2014. Tasks: - Pre and post assessment for the trainings - Monitor trainings, document progress - Create a training log - Quality assurance plan	Discipline-specific staff	Internal	Workforce Development Office
To provide training to all public health related professionals by focusing on specific-discipline competencies.	a. Identify local sources for the trainings. Partnerships with UTEP/Texas Tech and other institutions to provide the trainings required.	Discipline-specific staff	TBD	Workforce Development Office

**City of El Paso Training Goals & Objectives
2014 - 2018**

Goal	Objectives	Target Audience	Resources	Responsible Party
PROGRAM-SPECIFIC COMPETENCIES				
Establish individualized professional development plan for all new employees.	<ul style="list-style-type: none"> a. Develop program training plan for new employees prior to hire date. b. Prior to performing duties employee will complete individual development plan. 	New employees	<ul style="list-style-type: none"> a. DPH Policy, City Policy b. Program Policy 	Supervisor
Establish professional training plans based on program requirements.	<ul style="list-style-type: none"> a. Adhere annually per program/grant requirements. 	All employees	Program Policy	Manager/Supervisor
Develop a consolidated training database (DB) for DPH.	<ul style="list-style-type: none"> a. Research best practices for DB. b. Select and implement DB by 2015. 	All supervisors	Research best practices	Workforce Development Office/ Human Resources (HR)
Conduct program specific QA monitoring.	<ul style="list-style-type: none"> a. Report of Customer Service feedback annually. 	Customers	a. DPH Policy	Manager/Supervisor
	<ul style="list-style-type: none"> b. Conduct employee feedback survey of training received during training period. 	Employees	b. Training Policy	Manager/Supervisor
	<ul style="list-style-type: none"> c. Review performance measures via paper reports, silent monitoring, etc., as per program requirements. 	Employees	c. Program Policies	Manager/Supervisor

City of El Paso Training Goals & Objectives 2014 - 2018

Communication Plan

The DPH established a Workforce Development Committee (WDC) to guide and monitor, in collaboration with the Workforce Development Office/Human Resources Manager, the implementation and evaluation of the Workforce Development Plan (WDP). WDC members include representatives from each DPH division, including front line workers, managers/supervisors, and executives. The WDC is divided into sub-groups to address specific areas such as needs assessment, evaluation, training team, etc. One of the sub-groups is in charge of communication to ensure that the WDP is shared with all employees in a variety of ways such as, broadcast messages, employee newsletter, power point presentation at program meetings, and other. The communication process will have a feedback mechanism to gather employee input on the WDP and its implementation.

The WDC meets monthly during the first 12 months of WDP implementation, and quarterly thereafter. The WDP will be reviewed and updated annually.

An electronic copy of this plan will be available on the DPH intranet page site and a paper copy will be maintained in each DPH Division and Human Resources Office.

City of El Paso Department of Public Health Workforce Development Plan

VI. Evaluation and Tracking

Introduction

Evaluation of training will provide the City of El Paso Department of Public Health (DPH) 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 DPH places high priority in developing and maintaining a knowledgeable and competent public health workforce. This is ensured through systematic evaluation of training and courses imparted by the DPH training team. City of El Paso Human Resources Organizational Development Office makes evaluation tools available for departments use for training where evaluation is not required by them

Tracking

The DPH includes a tracking component for all courses imparted directly by the DPH Training Team or through external sources (i.e. workshops, trainings, seminars; developmental courses, conferences, etc.). The DPH utilizes the Texas Train (TXTRAIN), a system which has the ability to create and maintain personal learning records, perform course searches, and provide the ability to register for courses online.

Documentation on all staff training is required and should be submitted to the DPH Workforce Development Tracking Administrator (WFDTA) for upload into the Texas Train system. Documentation may include: attendee list, certificates of completion, transcripts, and sign in sheets. In addition, tracking of documentation of technical assistance activities, identified by programs to address training gaps, is to be submitted to WDTA for tracking. The system has the ability to create and maintain personal learning records, perform course searches, and provide the ability to register for courses online. Finally, the DPH will require tracking all entries by tiers as defined in the Core Competencies for Public Health Professionals, in addition to Discipline-specific competencies, program-specific competencies, organization mandated and optional training.

City of El Paso Department of Public Health Workforce Development Plan

VII. Conclusions

One of the great challenges facing local health departments is assuring a qualified and competent workforce available to carry out essential and other public health services. Its workforce faces several critical needs that must be addressed immediately at the local health department level, including emerging changes due to healthcare reform, technological advances, and an increase demand to modernize and standardize public health practices, emerging health issues, attrition, and the extremely limited financial contribution from governmental entities to assist with meeting these demands.

Creating and maintaining a highly skilled public health workforce requires creativity, detailed planning, a skilled development team, and resources. The journey that the DPH faces in addressing workforce development is a challenge received with optimism and high expectations. Our workforce development model will serve to guide us through subsequent steps in building a highly knowledgeable and skilled workforce.

Review of Plan

The DPH Workforce Development Committee, composed of employees drawn from several public health and administration disciplines (listed below), is charged with quarterly review, and revision of the plan, as necessary.

Authorship

The development of this plan was led by Angela Mora in collaborations with the DPH Workforce Development Committee (below), and finalized July, 2013.

DPH Workforce Development Committee

Printed Name	Signature	Date
Bertha Amaya		
Sue Beatty		
Susan Corral		
Minerva Cutter		
Carlos Fierro		
Michelle Fournier		
Fernando Gonzalez		
Cristina Limon		

City of El Paso Department of Public Health Workforce Development Plan

DPH Workforce Development Committee continued

Printed Name	Signature	Date
Irene Martinez		
Cynthia Mendez		
Joel Olivas-Dominguez		
Irene Ovalle		
Roxanne Parks		
Bruce Parsons		
Armando Pena		
Andrea Westover		



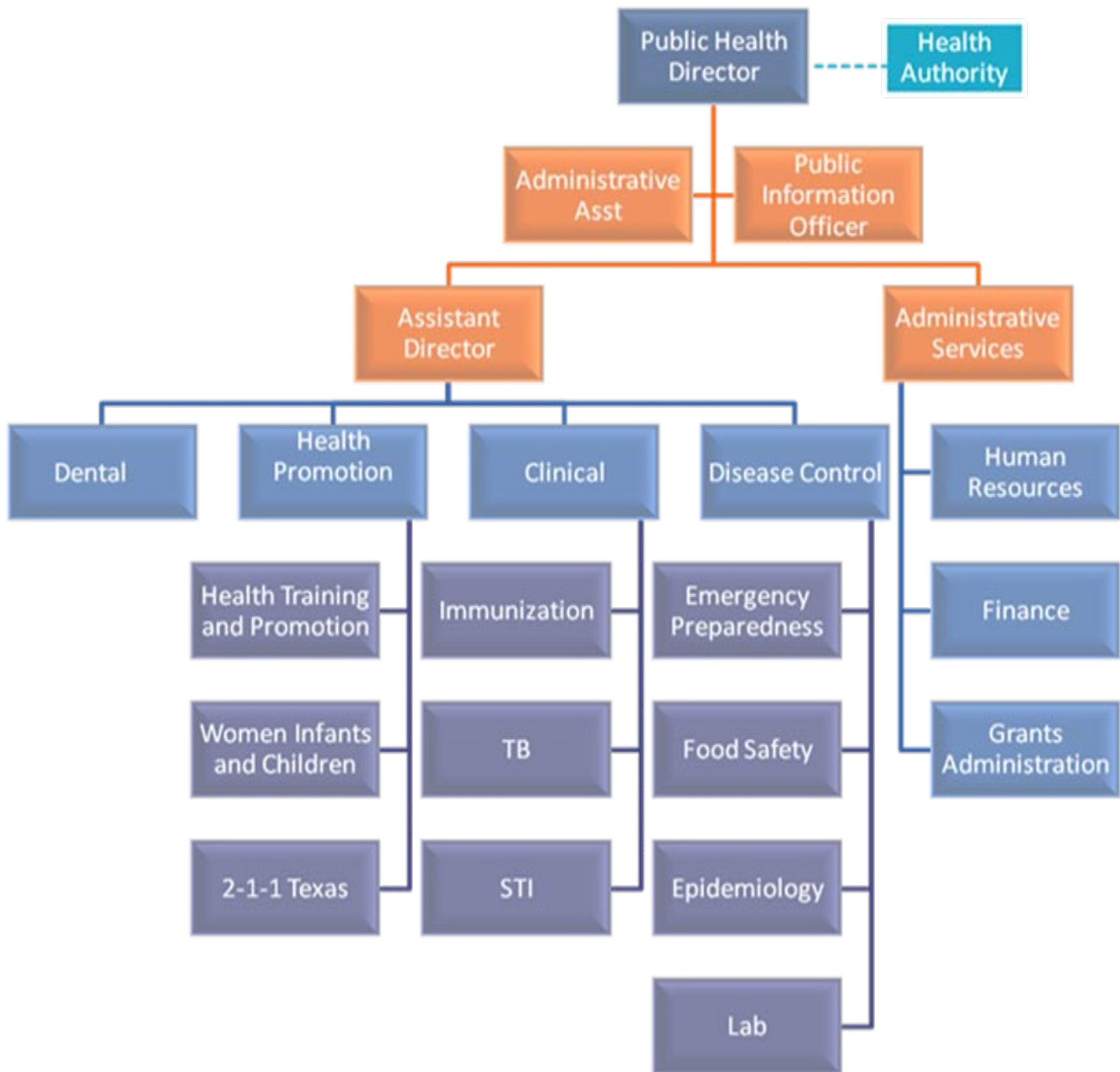
**City of El Paso Department of Public Health
Workforce Development Plan**

VIII. Appendices

City of El Paso Department of Public Health Workforce Development Plan

Appendix A

FY 2014 Organizational Chart



City of El Paso Department of Public Health Training Curriculum

Appendix B

City of El Paso Department of Public Health



TRAINING CURRICULUM

REVIEW FREQUENCY: Annually

ORIGINAL DATE ADOPTED: 07/31/2013

City of El Paso Department of Public Health Training Curriculum

Acknowledgement

The DPH Curriculum is based on the Columbus Public Health Curriculum model.

The following individuals from Columbus Public Health, Columbus, OH, provided support and assistance in the development of the DPH Curriculum.

- *Beth Ransophe*
- *Laurie Dietsch*

City of El Paso Department of Public Health Training Curriculum

SIGNATURE PAGE:

Endorsement

We hereby endorse the City of El Paso Department of Public Health (DPH) *Workforce Development Plan (WDP)*. *The WDP shall* be used to delineate training structure to be used by the DPH and assignment of responsibilities.

Robert Resendes, Health Director

_____ / _____ / _____

Hector I Ocaranza, M.D., Health Authority

_____ / _____ / _____

Linda Ball Thomas, City of El Paso Human Resources Director

_____ / _____ / _____

City of El Paso Department of Public Health Training Curriculum

RECORD OF CHANGES TO THE PLAN

DATE	WHAT IS CHANGED	NAME	SIGNATURE

City of El Paso Department of Public Health Training Curriculum

TABLE OF CONTENTS:

Topic	Page
Acknowledgement	ii
Signature Page	iii
Record of Changes to the Plan	iv
Table of Contents	5
Acronyms	6-7
Overview	8-9
Training and Curriculum Plans	10
Priority 1: Communications and Public Information	10-14
Priority 2: Continuous Quality Improvement	14-18
Priority 3: Emergency Preparedness	18-24
Priority 4: General	24-29
Priority 5: Leadership University	30-33
Priority 6: New Employees	33-38
Priority 7: Nursing	39-42
Priority 8: Occupational Health and Safety	42-44
Priority 9: Supervisor Toolbox	45-48
Plan Maintenance and Point of Contact	48

City of El Paso Department of Public Health Training Curriculum

City of El Paso Department of Public Health Training Curriculum

ACRONYMS

AHEC	Area Health Education Center
BLS	Basic Life Support
CERC	Crisis and Emergency Risk Communication Plan
COOP	Continuity of Operations Plan
CPR	Cardiopulmonary Resuscitation
CQI	Continuous Quality Improvement
DP	Disciplines
DPH	Department of Public Health
DPS	Department of Public Safety
DSHS	Department of State Health Services
EPFD	El Paso Fire Department
EQI	Emotional Quotient Inventory
FEMA	Federal Emergency Management Agency
HAN	Health Alert Network
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
HS6	Homeland Security Region 6
ICS	Incident Command System
IDER	Infectious Disease Emergency Response
IPM	Individual Performance Measures
I&R	Information and Referral
JIT	Just in Time
MARCS	Multi-Agency Radio Communications System
MBTI	Meyers Briggs Type Indicator
MPH	Masters of Public Health
LEPC	Local Emergency Planning Committee
LPI	Leadership Practices Inventory
NIMS	National Incident Management System
NRF	National Response Framework
OSHA	Occupational Safety and Health Administration
POD	Point of Dispensing
PdNHF	Paso Del Norte Health Foundation
PDSA	Plan Do Study Act
PHAB	Public Health Accreditation Board
PHC	Public Health Competencies
PHEP	Public Health Emergency Preparedness
PHIN	Public Health Information Network
PIO	Public Information Officer
PIT	Public Information Team
PMSA	Performance Management Systems

City of El Paso Department of Public Health Training Curriculum

ACRONYMS, cont.

PPE	Personal Protective Equipment
PPM	Personal Performance Measures
QI	Quality Improvement
SNS	Strategic National Stockpile
DSHS	Texas Department of State Health Services
TTX	Tabletop Exercise
UTEP	University of Texas at El Paso

City of El Paso Department of Public Health Training Curriculum

OVERVIEW

Introduction

This document provides a comprehensive training and curriculum plan for all employees of the City of El Paso Department of Public Health (DPH). The *Training Curriculum Plan* is a roadmap for DPH to accomplish the priorities set forth by the mission and vision of the organization, identified strategies and documented gaps. The priorities for the *DPH Training Curriculum Plan* were selected from departmental, city, state, and federal requirements and discipline specific priorities. The trainings selected within the priorities were determined using staff training assessment results, identified needs, and lessons learned from past exercises and real events.

The *DPH Training Curriculum Plan* serves as an annex to the *DPH Workforce Development Plan*. Both documents address the documentation requirements 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.*

The DPH training program is administered by the DPH Workforce Development Office. The training agenda described in this plan is a flexible yet binding document for the department.

The *Training Curriculum Plan* is a comprehensive representation of the natural progression by which DPH will maintain and improve public health skills and competencies to ensure a capable, competent, well-trained and prepared public health workforce.

Plan Layout

The *DPH Training Curriculum Plan* is divided into sections highlighting a “Priority”, or public health discipline, which are the identified top training areas for DPH documented in the *DPH Workforce Development Plan*.

Each priority includes the following sub-sections: a background description, roles and responsibilities, as well as collaborative efforts and training resources. Also within each priority is a matrix detailing the training, intended completion date, audience and benchmark, as well as the competency and or discipline the training meets.

City of El Paso Department of Public Health Training Curriculum

OVERVIEW

Continued

Plan Layout, within each priority training matrix is a competency and discipline column which is a crosswalk of how efforts may accomplish requirements in several areas. The public health competencies noted are from the *Council on Linkages Public Health Core Competencies* and the disciplines noted are from the ten priority areas used in this document. The following list will be used to complete the 'Competency and Disciplines Met' column in each training priority area:

Public Health Competencies (noted as 'PHC')	Disciplines (Plan Priorities) (noted as 'DP')
Analytical/Assessment	Communications and Public Information
Policy Development/Program Planning	Continuous Quality Improvement
Communication	Emergency Preparedness
Cultural Competency	General
Community Dimensions of Practice	Public Health Leadership Cohort
Public Health Sciences	New Employees
Financial Planning and Management	Nursing
Leadership and Systems Thinking	Occupational Health and Safety
	Supervisors Toolbox

City of El Paso Department of Public Health Training Curriculum

TRAINING AND CURRICULUM PLANS

Priority 1: Communications and Public Information

Background

Maintaining communications within and between organizations ensures compliance with the National Incident Management System as well as ensuring interoperability on a daily basis and during an emergency event. Public Information involves developing, coordinating and disseminating information to the public, coordinating officials and responders across all jurisdictions and disciplines through alerts, warnings and notifications. The continuous flow of information is critical to maintaining open lines of communication with public health staff, the medical community and the public at large.

The Communications and Public Information trainings and exercises were chosen based upon:

- DPH Strategic and Operational Plan
- DPH Workforce Development Assessment Results
- Corrective actions and lessons learned from exercise and real-world event improvement plans
- The addition of new technology.

Trainings and Exercises

The following trainings and exercises have been identified for this priority:

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
A,B,Cs of I & R	TBD	Available to DPH call center staff involved in I&R services	<u>PHC</u> : communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning <u>DP</u> : emergency preparedness
Creating Culturally Appropriate Materials	TBD	Available to all DPH staff who develop educational materials.	<u>PHC</u> : communication, cultural
Crisis and Emergency Risk Communication Plan (CERC) Plan Training	TBD	100% of identified DPH staff from policy group, division directors	<u>PHC</u> : communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning <u>DP</u> : emergency preparedness

City of El Paso Department of Public Health Training Curriculum

Priority 1: Communications and Public Information, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Health Marketing Basics – Four P’s	TBD	Available for all staff who develops materials and want to create good messages.	<u>PHC</u> : communication, cultural
Multi-agency Radio Communications System - Basic Training	TBD	- New DPH staff in public information positions and who may serve in an ICS command and general staff position. POD Staff, PIT members and identified partners will be trained to use radios.	<u>PHC</u> : communication, leadership and systems thinking <u>DP</u> : emergency preparedness, new employees
Multi-agency Radio Communications System Refresher	TBD	DPH staff previously trained on Multi-agency Radio Communications System radios will attend a Multi-agency Radio Communications System Multi-agency Radio Communications System Refresher course.	<u>PHC</u> : communication, leadership and systems thinking <u>DP</u> : emergency preparedness
Two-way Radio Just in Time Training	TBD	Two-way Radio Just in Time training will be provided prior to events and exercises.	<u>PHC</u> : communication <u>DP</u> : emergency preparedness
Texas TRAIN Training	TBD	DPH staff will receive training on how to use Texas TRAIN website to track training.	<u>PHC</u> : communication
Plain Language Writing	TBD	Available for all staff who develop educational and promotional materials.	<u>PHC</u> : communication, cultural
PowerPoint Development and Design Training	TBD	Available to all DPH staff who develops presentations and want to enhance their design skills.	<u>PHC</u> : communication, cultural
Public Information Systems (IS-702)	TBD	100% of identified DPH staff from mid-level management to command and general staff; public information team members will complete online self-study course.	<u>PHC</u> : communication, cultural, community dimensions, leadership and systems thinking <u>DP</u> : emergency preparedness

City of El Paso Department of Public Health Training Curriculum

Priority 1: Communications and Public Information, cont.

Exercise Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Drill: PHIN Alerts	TBD	85% of DPH staff registered on the PHIN system will confirm receipt of random quarterly test messages.	<u>PHC</u> : communication <u>DP</u> : emergency preparedness
Drill: PHI alerts - SNS Responder Mobilization	TBD	85% of identified SNS POD Team members will confirm receipt of random tests for mobilization from the PHIN system.	<u>PHC</u> : communication, community dimensions <u>DP</u> : emergency preparedness
Drill: Homeland Security Region (HS4) Radio	TBD	DPH will confirm receipt of at least 80% of the random monthly radio checks conducted by the Texas Department of State Health Services.	<u>PHC</u> : communication, community dimensions <u>DP</u> : emergency preparedness
Drill: Multi-agency Radio Communications System Radio Message Receipt from DSHS?	TBD	DPH will confirm receipt of at least 75% of the random monthly Multi-agency Radio Communications radio checks conducted by DSHS.	<u>PHC</u> : communication, community dimensions <u>DP</u> : emergency preparedness
Drill: Multi-agency Radio Communications System Radio Tests	TBD	DPH will monthly test the use of the Multi-agency Radio Communications radios and receive a 75% response rate.	<u>PHC</u> : communication <u>DP</u> : emergency preparedness
Drill: Message Receipt from Texas Department of State Health Services	TBD	75% of DPH staff with licenses will confirm receipt of high, medium and low priority messages sent by DSHS within allotted timeframe.	<u>PHC</u> : communication, community dimensions <u>DP</u> : emergency preparedness
Drill: DSHSTest Alerts	TBD	DPH will conduct monthly test alerts to all users and receive at least a 75% response rate within the specific time limit.	<u>PHC</u> : communication, community dimensions <u>DP</u> : emergency preparedness
TTX: Crisis Communication Internal Public Information Team	TBD	DPH's Public Information Team will test appendices from the Crisis Communication Plan. May include call downs, internal hotline setup, etc.	<u>PHC</u> : communication, cultural, policy development and program planning <u>DP</u> : emergency preparedness

City of El Paso Department of Public Health Training Curriculum

Priority 1: Communications and Public Information, cont.

Exercise Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Tabletop: Infectious Disease Emergency Response Plan	TBD	80% of identified DPH staff (policy group, epidemiologists, nurses, food inspectors, emergency preparedness and others) will participate.	<u>PHC:</u> analytical/assessment, policy development and program planning, communication, community dimensions, public health sciences, leadership and systems thinking <u>DP:</u> continuous quality improvement, emergency preparedness, nursing, occupational health and safety
TTX: Medical Countermeasure Distribution and Dispensing	TBD	Conduct a Medical Countermeasure Distribution and Dispensing tabletop exercise with the Texas Region. Test the DPH Tactical Communications Plan. The following functions will be tested: redundancy/back-up communication systems, communication networks (equipment/hardware) between command and management locations and support agencies.	<u>PHC:</u> analytical/assessment, policy development and program planning, communication, community dimensions, public health sciences, leadership and systems thinking <u>DP:</u> continuous quality improvement, emergency preparedness, nursing, occupational health and safety
Full Scale: Medical Countermeasure Distribution and Dispensing	TBD	Conduct a Medical Countermeasure Distribution and Dispensing full scale exercise with the Texas Region. Test the DPH Tactical Communications Plan. The following functions will be tested: redundancy/back-up communication systems, communication networks (equipment/hardware) between command and management locations and support agencies.	<u>PHC:</u> analytical/assessment, policy development and program planning, communication, community dimensions, public health sciences, leadership, systems thinking <u>DP:</u> continuous quality improvement, emergency preparedness, nursing, occupational health safety

City of El Paso Department of Public Health Training Curriculum

Priority 1: Communications and Public Information, cont.

Roles and Responsibilities	<p>The following people from DPH will have roles and responsibilities in the Communications and Public Information priority:</p> <ul style="list-style-type: none">• Armando Saldivar, Public Affairs Office• Fernando Gonzalez, Lead Epidemiologist• Cynthia Mendez, Public Health Preparedness Liaison• Andrea Westover 2-1-1 Training Coordinator
Collaboration	<p>DPH will collaborate with the following local partner agencies:</p> <p>The following organizations and academic institutions have certification, training and online self-study programs available in the areas of Communications and Public Information:</p> <ul style="list-style-type: none">• Texas Public Information Network• City of El Paso Public Information Office• City HR Organizational Development Office• Federal Emergency Management Agency• Texas Department of State Health Services (DSHS)• Texas Department of Public Safety-Division of Emergency Management Region 4
Additional Training Resources	

Priority 2: Continuous Quality Improvement

Background	<p>Quality Improvement (QI) is a systematic approach to assessing processes and improving them on an ongoing basis. City of El Paso Department of Public Health is committed to improving quality in all of its services, processes and programs. QI is also a critical part of the public health accreditation process. In order to accomplish this priority, a formal training structure is necessary to lead and guide these efforts.</p> <p>The Continuous Quality Improvement trainings were chosen based upon:</p> <ul style="list-style-type: none">DPH Strategic and Operational Plan;DPH Workforce Development Assessment;Establishing continuous quality improvement (CQI) as a priority for the department;Recognizing improvements and maintaining a culture of quality within the department.
Training Courses	<p>The following training courses have been identified for the Continuous Quality Improvement (CQI) priority:</p>

City of El Paso Department of Public Health Training Curriculum

Priority 2: Continuous Quality Improvement, cont.

Training Course Title	Intended Completion Date	Competencies and Disciplines Met
CQI in Public Health: The Fundamentals (Module 1 of 3)	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : new employees
CQI in Public Health: The Fundamentals (Module 2 of 3)	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : new employees
CQI in Public Health: The Fundamentals (Module 3 of 3)	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : new employees
Performance Management Systems (PMS) Training	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, financial planning and management, leadership and systems thinking
Introduction to CQI Principles & PMS Process – Part 1	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking
CQI Project Selection and Implementing Successful Teams	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning. public health sciences, leadership and systems thinking
Introduction to CQI Principles and Plan, Do, Check, and Act (PDSA) Process – Part 2	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking

City of El Paso Department of Public Health Training Curriculum

Priority 2: Continuous Quality Improvement, cont.

Training Course Title	Intended Completion Date	Competencies and Disciplines Met
Implementing Successful CQI Teams	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking
CQI Teams at DPH	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences
CQI Customer Focus: Identifying Customer Needs & Expectations	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : Supervisor Toolbox
Advanced CQI Training	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : Leadership University
Logic Models	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : Supervisor Toolbox
National CQI Certificate	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences
CQI Tool Time: Flowcharts, Fishbones & 5 Whys	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking
How to Mentor CQI Projects	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking

City of El Paso Department of Public Health Training Curriculum

Priority 2: Continuous Quality Improvement, cont.

Training Course Title	Intended Completion Date	Competencies and Disciplines Met
CQI “In A Minute” In Service Trainings	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences
CQI External Community Mentoring Group & CQI Community Mentoring Pool	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking
How to Develop Good Survey Questions	TBD	<u>PHC</u> : analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking

Roles and Responsibilities

The following DPH staff will have roles and responsibilities in the **Continuous Quality Improvement** priority:

- DPH Quality Team
- Angela Mora, Deputy Health Director
- Bertha Amaya, Risk Management Coordinator
- Sue Beatty, Education and Training Manager
- Cynthia Mendez, Public Health Preparedness Liaison
- Roxanne Parks, Chief Nursing Officer (CNO)
- Armando Pena, Health Human Resources Manager

Collaboration

DPH will collaborate with the following local partner agencies:

- National Association of County and City Health Officials
- Texas Department of State Health Services
- University of Texas at El Paso, Health Sciences Department , MPH Program
- Desert Mountain AHEC

City of El Paso Department of Public Health Training Curriculum

Additional Training Resources

The following organizations and academic institutions have certification and online self-study training programs available in the area of **Continuous Quality Improvement**:

- American Society for Quality (Quality Improvement Associate Certification, Quality Process Analyst Certification)
- A National Association for Healthcare Quality (Certified Professional in Healthcare Quality)
- International Society for Performance Improvement

Priority 3: Emergency Preparedness

Background

City of El Paso Department of Public Health is committed to prepare for and address bioterrorism, other outbreaks of infectious disease and other public health threats and emergencies at the city, county, and public health level. The priorities for the Emergency Preparedness discipline were selected from local, regional, state and federal requirements, needs assessments, and lessons learned from past exercises and real events.

The **Emergency Preparedness** training courses and exercises were chosen based upon:

1. DPH Strategic and Operational Plan;
2. DPH Workforce Development Assessment;
3. After action report results from past exercises and real world events;
4. Public Health Emergency Preparedness grant priorities;
5. Ongoing safety and health training courses required for all new and existing DPH employees.

Trainings and Exercises

The following training courses and exercises have been identified for this priority:

Exercise Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
IS-100.b Introduction to the Incident Command System (ICS)	TBD	100% of all DPH staff from entry level to command and general staff	PHC: Communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications, new employees

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Training	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
IS-200.b: ICS for Single Resources and Initial Action Incidents	TBD	100% of all DPH staff from entry level to command and general staff	<p>PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking</p> <p>DP: Communications, new employees</p>
ICS-300: Intermediate ICS for Expanding Incidents	TBD	100% of all identified DPH staff from mid-level management to command and general staff	<p>PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking</p> <p>DP: Communications</p>
ICS-400: Advanced ICS, Command and General Staff-Complex Incidents	TBD	100% of all identified DPH staff from the professional/managerial, executive and general services levels to command and general staff	<p>PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking</p> <p>DP: Communications</p>
IS-700.a: National Incident Management System, An Introduction	TBD	100% of all DPH staff from entry level to command and general staff	<p>PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking</p> <p>DP: Communications</p>
IS-800: National Response Framework (NRF), An Introduction	TBD	100% of all identified DPH staff from professional/managerial, executive and general services levels to command and general staff	<p>PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking</p> <p>DP: Communications</p>

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Training	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
Continuity of Operations Plan Training	TBD	100% of all new DPH staff from policy group, division directors and Emergency Operations Planners	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications
Crisis and Emergency Risk Communications (CERC) Plan Training	TBD	100% of all new DPH staff from policy group, division directors and EOP	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications
Department Operations Center Procedures Training	TBD	80% of identified DPH Staff	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications
Emergency Response Plan Training	TBD	100% of identified DPH staff	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications
Incident Action Planning and Forms Training	TBD	80% of identified DPH staff	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Training	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
Infectious Disease Emergency Response (IDER) Plan Seminar	TBD	80% of identified DPH staff (epidemiologist, nurses, sanitarians, and others) will participate	PHC: analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking DP: Communications
Emergency Preparedness (Ready.gov for Texas)	TBD	Conduct training to public health staff and community partners in family emergency readiness and Ready in Three	PHC: communication, cultural, community dimensions DP: Communications
Public Health Law	Annually	For programs responsible for following and knowing this (like RS, SW, etc.)	<u>PHC</u> : analytical/assessment, community dimensions, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : professional, nursing <u>PHAB</u> – 6.2.1.1 A
Performance Management	TBD	This includes Q1, DPH performance appraisals	PHAB-9.1.5.1A
Performance Management	TBD	This includes Q1, city performance appraisals	PHAB- 9.1.1A #1
Quality Improvement	TBD	See quality improvement training plan	PHAB- 9.2.1.1A
Safety	TBD	See multiyear training and exercise plan	American Society for Clinical Pathologists
Social, cultural and or linguistic factors	TBD	Can include anything	PHAB- 11.1.3.3A

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Training	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
Tabletop: Infections Disease Emergency Response Plan	TBD	80% of identified DPH and EPFD staff (policy group, epidemiologists, nurses, food inspectors, emergency preparedness and others) will participate.	<p>PHC: analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences</p> <p>DP: Communications, nursing</p>

Exercise Title	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
Tabletop: Medicals Countermeasure Distribution and Dispensing	TBD	<p>Conduct a tabletop exercise with the El Paso Central Region</p> <p>Test the DPH/EPFD Tactical Communications Plan the following functions will be tested: redundancy/back-up communications systems, communication networks (equipment/hardware) between command and management locations and support agencies</p>	<p>PHC: analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences</p> <p>DP: Communications, Nursing</p>

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Exercise Title	Intended Completion Date	Audience & Benchmark	Competencies and Discipline Met
FSE: Medical Countermeasure Distribution and Dispensing	TBD	80% of identified participants from local and state public health leads will attend. Incorporate pertinent jurisdictional leadership and Emergency Support Functions leads, planning and operational staff, and all applicable personnel. 1000 regimes per hour will be achieved.	<p>PHC: analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences</p> <p>DP: Communications, Nursing</p>

Roles and Responsibilities: The following from DPH will have a role and responsibilities in the **Emergency Preparedness** priority:

Double check names below

- Armando Peña, Human Resources Office
- Fernando Gonzalez, Epidemiology/Infectious Disease Investigation
- Jorge Gallegos, Epidemiologist/Infectious Disease Investigation
- Yvonne Vasquez, Epidemiology/Infectious Disease Investigation
- Cynthia Mendez, Public Health Preparedness Liaison
- Mary Ann Gallegos, Fiscal Management
- Roxann Parks, Clinical Services
- Santiago Varela, Food Inspection Services
- Angela Mora, Outreach Services

Collaboration: DPH will collaborate with the following local partner agencies:

- David Kolberson, Dept of State Health Services – Epidemiology Response Team
- Scott Calderwood, Office of Emergency Management
- Ricardo Gonzalez, Office of Emergency Management
- Texas Department of Public Safety-Emergency Preparedness Region 4
- BorderRAC
- LEPC

City of El Paso Department of Public Health Training Curriculum

Priority 3: Emergency Preparedness, cont.

Additional Training Resources: The following organizations and academic institutions have certification, training and online self-study programs available in the Emergency Preparedness priority:

- Federal Emergency Management Agency
- Office of Emergency Management

Priority 4: General

Background

A well trained public health workforce is an essential component in strengthening our local public health system. In order to keep the knowledge, skills and abilities of staff fresh and up to date, the DPH provides training throughout the year to refresh existing skills, provide updates and encourage new ideas. The **General** section of *the DPH Training Curriculum Plan* includes those trainings needed to fulfill organizational competencies and is expected of the DPH employees from an agency level. This section notes whether all or specifically identified DPH employees are required to complete a designated level of training to ensure everyone receives the same basic level of information regarding the organization, expected levels of performance, safety and health, and emergency preparedness. It is the employee's and their supervisor's responsibilities to ensure the trainings are completed within the allotted time periods.

The **General training** courses were chosen based upon:

- DPH Strategic and Operational Plan;
- DPH Workforce Development Assessment;
- Identified gaps in the operation of equipment and systems;
- National Incident Management System training objectives;
- Occupational Safety and Health training objectives;
- Required City of El Paso training objectives;
- Required DPH training objectives.

City of El Paso Department of Public Health Training Curriculum

Priority 4: General, cont.

Training Courses The following training courses have been identified for this priority:

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Bloodborne Pathogens	TBD	Training is required for Identified DPH staff including nurses, clinical, lab, dental and Dieticians annually.	<u>PHC</u> : public health sciences <u>DP</u> : new employees, nursing, occupational health and safety, professional
Emergency Response Plan	TBD	- 100% of identified DPH complete online training annually - All new employees will complete online training within six months of hire	<u>PHC</u> : analytical/assessment, communication, cultural, community dimensions, policy development and program planning, public health sciences <u>DP</u> : communications, emergency preparedness, new employees, nursing
Health Insurance Portability and Accountability Act (HIPAA)	TBD	Training is required for all staff annually.	<u>PHC</u> : communication, cultural, public health sciences <u>DP</u> : communications, new employees, nursing, professional <u>PHAB</u> – 11.1.2.2 A
Law Training that supports public health intervention & practice	TBD	For programs responsible for following and knowing this	<u>PHC</u> : analytical/assessment, community dimensions, policy development and program planning, public health sciences, leadership and systems thinking <u>DP</u> : professional, nursing <u>PHAB</u> – 6.2.1.1 A
Mass Shelter Training	TBD	Training is for nurses, food inspectors, emergency preparedness staff and other employees who may deploy to or be interested in learning about American Red Cross shelters and our role.	<u>PHC</u> : communications, community dimensions, public health sciences, leadership and systems thinking <u>DP</u> : emergency preparedness, nursing

City of El Paso Department of Public Health Training Curriculum

Priority 4: General, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Mentoring	TBD	<ul style="list-style-type: none"> - Annual training available for staff participating in DPH Mentor Program. - Optional training for supervisors and managers. 	<p><u>PHC:</u> communications, public health sciences, leadership and systems thinking</p> <p><u>DP:</u> leadership, supervisor toolbox</p>
Public Health 101 (Modules 1-3)	TBD	Required of all DPH staff annually.	<u>PHC:</u> Public Health Sciences
Performance Management	TBD	Training is for all employees especially supervisors and managers. This includes QI, city management tracking systems, and performance appraisals.	<p><u>PHC:</u> analytical/assessment, communications, community dimensions, policy development and program planning, public health sciences, leadership and systems thinking</p> <p><u>DP:</u> communications, continuous quality improvement, supervisor toolbox</p> <p><u>PHAB</u> – 9.1.1 A #1 & #2</p> <p><u>PHAB</u> – 9.1.5.1 A</p>
Quality Improvement	TBD	<ul style="list-style-type: none"> - Training for all new employees within three months of hire. - Refresher training available for all staff annually. - Training for supervisors, managers and leadership annually. 	<p><u>PHC:</u> analytical/assessment, communications, community dimensions, policy development and program planning, public health sciences, leadership and systems thinking</p> <p><u>DP:</u> communications, continuous quality improvement, new employees, leadership university, supervisor toolbox</p> <p><u>PHAB</u> – 9.2.1.1 A</p>

City of El Paso Department of Public Health Training Curriculum

Priority 4: General, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Records Retention	TBD	- Training regarding required storage and destruction of records and other documents by DPH Privacy Officer. Part of annual HIPAA training requirement.	<u>PHC</u> : public health sciences
Respiratory (N-95, P-100, and other PPE)	TBD	- Advanced training for identified staff in nursing, tuberculosis, laboratory, preparedness programs.	<u>PHC</u> : public health sciences <u>DP</u> : emergency preparedness, new employees, nursing, occupational health and safety
POD 101 Training (position specific/management, including forms)	TBD	- DPH staff will complete training to identify their roles and responsibilities in a POD. - New full-time and part-time DPH employees will complete online training within six months of hire.	<u>PHC</u> : communication, cultural, community dimensions, policy development and program planning, public health sciences <u>DP</u> : communications, emergency preparedness, new employees, nursing
POD 102 Training (position specific seminar)	TBD	DPH staff in POD manager roles will complete training to effectively perform their position specific roles in a POD.	<u>PHC</u> : analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences <u>DP</u> : communications, emergency preparedness, nursing

City of El Paso Department of Public Health Training Curriculum

Priority 4: General, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
POD Command and Leadership Training	TBD	DPH staff in POD manager roles will complete a series of trainings to effectively perform their position specific roles in a POD.	<u>PHC:</u> analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences <u>DP:</u> communications, emergency preparedness, nursing
Safety Procedures	TBD	<ul style="list-style-type: none"> - All new employees within one month of hire. - Training for all staff monthly 	<u>PHC:</u> communication, policy development and program planning, public health sciences <u>DP:</u> communications, emergency preparedness, new employees, occupational health and safety
Social, cultural and or linguistic factors	TBD	Training is required for all staff annually.	<u>PHC:</u> community dimensions, cultural, public health sciences, <u>PHAB</u> – 11.1.3.3 A

City of El Paso Department of Public Health Training Curriculum

Priority 4: General, cont.

Roles and Responsibilities The following people from the DPH will have roles and responsibilities in the **General** priority:

- Rep from City HR
- Angela Mora, Deputy Health Director
- Sue Beatty, Education and Training Manager
- Armando Pena, Health HR Manager
- Roxanne Parks, Chief Nursing Officer (CNO)
- Armando Saldivar, Public Affairs Officer
- Cynthia Mendez, Public Health Preparedness Liaison

Collaboration DPH will collaborate with the following local partner agencies:

- City of El Paso , Human Resources Department-Division of Organizational Development

Additional Training Resources The following organizations and academic institutions will be a resource in the training **General** priority area:

- American Red Cross – El Paso Chapter
- City of El Paso, Human Resources Department
- City of El Paso Office of Technology
- Texas Department of Public safety- Emergency Management

City of El Paso Department of Public Health Training Curriculum

Priority 5: Public Health Leadership Cohort

Background **Public Health Leadership Cohort** is a series of organized and formal trainings for DPH staff currently in supervisory or managerial positions who are potential candidates to be promoted or have recently been promoted into leadership positions. The program is designed to provide basic leadership competencies to build a bench of potential future leaders within DPH. Potential candidates are nominated by their immediate supervisor, and then complete an application and a statement of intent. The one-year program is free to the participant however there are costs associated with the program which is paid for by grants or general funds. Upon entering the program candidates are required to follow a code of ethics agreed upon by the class, attend all sessions and must complete assignments on time. Participants completing the program understand that this is a commitment from DPH to provide professional development to its employees, but in no way is a guarantee of promotion or selection for specific positions now or in the future.

The **Public Health Leadership Cohort** training courses were chosen based upon:
 DPH Quality Improvement Plan;
 DPH Strategic and Operational Plan;
 DPH Workforce Development Assessment.

Training Courses The following training courses have been identified for this priority:

Date	Topic	Competencies and Disciplines Met
TBD	<u>Assignment #1</u> – Due date to write a personal statement expressing your interest in public health leadership.	<u>PHC</u> : analytical/assessment, leadership and systems thinking
TBD	Kick Off Orientation Facilitator –Workforce Development Manager, DPH	<u>PHC</u> : leadership and systems thinking
TBD	<u>Assignment #2</u> – MBTI Assessment Due	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	MBTI Assessment Debriefing and Skill Building Facilitator -	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	<u>Assignment #3</u> – Strengths Finder Assessment Due	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications

City of El Paso Department of Public Health Training Curriculum

Priority 5: Public Health Leadership Cohort, cont.

Date	Topic	Competencies and Disciplines Met
TBD	Strengths Finder Assessment Debriefing and Skill Building Facilitator	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	Team Building: Team Facilitation and Cross Functional Teams <ul style="list-style-type: none"> • Facilitator - Linda Thomas, City of El Paso Human Resources Department- Division of Organizational Development 	<u>PHC</u> : analytical/assessment, communication, community dimensions, leadership and systems thinking <u>DP</u> : communications
TBD	<u>Assignment #4</u> – EQI assessment due	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	Emotional Quotient Inventory Debriefing Facilitator -	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	Individual Coaching Sessions for EQI will provide free individual coaching sessions for each participant)	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	<u>Assignment #5</u> – Read “How to Win Friends and Influence People” by Dale Carnegie and complete assignment from Amy Lee.	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	Communication and Critical Thinking Facilitator -	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	<u>Assignment #6</u> – Leadership Practices Inventory (LPI) due (This 360-style assessment will involve a personal reflection as well as asking peers for feedback)	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	The Leadership Challenge Workshop Facilitator -	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking <u>DP</u> : communications
TBD	Special Leadership Hour: TBD	<u>PHC</u> : leadership and systems thinking

City of El Paso Department of Public Health Training Curriculum

Priority 5: Public Health Leadership Cohort, cont.

Date	Topic	Competencies and Disciplines Met
TBD	Systems Thinking and Management of Organizational Change Facilitator -	<u>PHC</u> : leadership and systems thinking
TBD	Special Leadership Hour :TBD	<u>PHC</u> : leadership and systems thinking
TBD	Data-Driven Decision Making for Continuous Improvement Facilitator TBD	<u>PHC</u> : analytical/assessment, communication, leadership and systems thinking, public health sciences <u>DP</u> : communications, continuous quality improvement
TBD	<u>Assignment #7</u> – Deadline to complete “Creating Healthy Communities” online course	<u>PHC</u> : analytical/assessment, community dimensions, policy development and program planning, leadership and systems thinking, public health sciences
TBD	Texas Policy Making Basics Facilitator TBD	<u>PHC</u> : analytical/assessment, community dimensions, policy development and program planning, leadership and systems thinking, public health sciences
TBD	Special Leadership Hour with -----Executive Director from select agency	<u>PHC</u> : leadership and systems thinking
TBD	Special Leadership Hour with Ray Resendez, Texas Department of Public Safety	<u>PHC</u> : leadership and systems thinking
TBD	Community Engagement Facilitator, Selected from UTEP or AHEC	<u>PHC</u> : analytical/assessment, cultural, community dimensions, policy development and program planning, leadership and systems thinking, public health sciences
TBD	Final Graduation and Celebration (with DPH Mentor Program Class of 2015) Facilitator , Workforce Development Manager, DPH	<u>PHC</u> : leadership and systems thinking

City of El Paso Department of Public Health Training Curriculum

Priority 5: Public Health Leadership Cohort, cont.

Roles and Responsibilities The following people from DPH will have roles and responsibilities in the Public health Leadership Cohort priority:

- TBD – Workforce Development Coordinator
- Angela Mora, Deputy Health Director
- Bruce Parsons, Assistant Health Director
- Fernando Gonzalez, Led Epidemiologist

DPH will collaborate with the following partner agencies:

Collaboration

- City of El Paso Human Resources Department
- AHEC
- University of Texas at El Paso, College of Health Sciences, MPH Program
- UT-School of Public Health
- Department of State Health Services
- Paso del Norte Health Foundation
- National Association of County and City Health Officials

Priority 6: New Employees

Background A well trained public health workforce is an essential component in strengthening our local public health system. All new DPH employees are required to complete a designated level of training to ensure everyone receives the same basic level of information regarding the DPH, the City of El Paso, expected levels of performance, programmatic requirements, safety and health, and emergency preparedness. New employees who will have a supervisor or manager role will be expected to complete some additional training. It is the new employee's and their supervisor's responsibilities to ensure the trainings are completed within the allotted time periods. The goal of DPH is to ensure our new workforce receives training to prepare them for a long and successful public health career with our organization. Our public health workforce should be competent, confident, and well prepared.

As a City of El Paso employee, all DPH staff has the advantage of attending trainings free of charge. Located in the City of El Paso Human Resources Department works to increase performance levels by providing City of El Paso employees with learning opportunities which enable them to reach personal and organizational excellence.

City of El Paso Department of Public Health Training Curriculum

Priority 6: New Employees, cont.

The **New Employee** training courses were chosen based upon:

- DPH Strategic and Operational Plan;
- DPH Workforce Development Assessment;
- Required City of El Paso training objectives;
- Required DPH training objectives;
- National Incident Management System training objectives;
- Occupational Safety and Health training objectives;
- Position-specific training objectives for all new supervisors and managers;
- Discipline-specific training objectives for all new employees (i.e. Registered Nurses, Dieticians, Lab Workers, etc.).

Training Courses	The following training courses have been identified for this priority:
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Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
City of El Paso New Employee Orientation	TBD	<ul style="list-style-type: none"> - All new City of El Paso employees - Complete within three months of hire. 	<u>PHC</u> : community dimensions, policy development and program planning
DPH New Employee Orientation	TBD	<ul style="list-style-type: none"> - All new DPH employees - Complete within three months of hire 	<u>PHC</u> : communications, policy development and program planning, public health sciences <u>DP</u> : communications
DPH New (Programs) Employee Orientation	TBD	<ul style="list-style-type: none"> - All new DPH employees - Complete within three months of hire 	
Introduction to ICS (ICS-100)	TBD	100% of all new DPH staff from entry level to command and general staff within three months of hire.	<u>PHC</u> : communications, community dimensions, public health sciences, leadership and systems thinking <u>DP</u> : communications, emergency preparedness

City of El Paso Department of Public Health Training Curriculum

Priority 6: New Employees, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
ICS for Single Resources and Initial Action Incidents (ICS-200)	TBD	100% of identified DPH staff from front line supervisors to command and general staff within six months of hire.	<u>PHC:</u> analytical/assessment, communications, community dimensions, public health sciences, leadership and systems thinking <u>DP:</u> communications, emergency preparedness
Introduction to NIMS (IS- 700)	TBD	100% of all new DPH staff from entry level to command and general staff within three months of hire.	<u>PHC:</u> communications, community dimensions, policy development and program planning, public health sciences, leadership and systems thinking <u>DP:</u> communications, emergency preparedness
Multi-agency Radio Communications System Basic Training	TBD	New DPH staff in public information positions and who may serve in an ICS Command and General staff position.	<u>PHC:</u> communication, leadership and systems thinking <u>DP:</u> communications, emergency preparedness
Health Alert Network Training	TBD	Provide training to all new DPH employees on how to sign up for, use and maintain the Health Alert Network system to receive alerts. Tie in with DPH New Employee Orientation.	<u>PHC:</u> communication <u>DP:</u> communications, emergency preparedness
All Hazards Plan Training	TBD	<ul style="list-style-type: none"> - 100% of identified DPH complete online training annually - All new employees will complete online training within six months of hire 	<u>PHC:</u> analytical/assessment, communication, cultural, community dimensions, policy development and program planning, public health sciences <u>DP:</u> communications, emergency preparedness, nursing

City of El Paso Department of Public Health Training Curriculum

Priority 6: New Employees, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Introduction to Immunizations and Vaccine Management In-Service	TBD	100% DPH immunization program staff receive training within one month of hire and annually thereafter	<u>PHC:</u> analytical/assessment, communication, cultural, community dimensions, policy development and program planning, public health sciences <u>DP:</u> communications, emergency preparedness, nursing
CQI in Public Health: The Fundamentals (Module 1 of 3)	Ongoing	All New DPH employees within three months of hire	<u>PHC:</u> analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP:</u> continuous quality improvement
CQI in Public Health: The Fundamentals (Module 2 of 3)	Ongoing	All New DPH managers and supervisors within six months of hire	<u>PHC:</u> analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP:</u> continuous quality improvement
CQI in Public Health: The Fundamentals (Module 3 of 3)	Ongoing	All New DPH managers and supervisors within six months of hire.	<u>PHC:</u> analytical/assessment, policy development and program planning, public health sciences, leadership and systems thinking <u>DP:</u> continuous quality improvement
Bloodborne Pathogen Training	TBD	All new staff in the laboratory, dental, WIC and clinical programs within one month of hire	<u>PHC:</u> public health sciences <u>DP:</u> nursing, occupational health and safety, professional

City of El Paso Department of Public Health Training Curriculum

Priority 6: New Employees, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Other Competencies and Disciplines Met
Personal Safety Training	TBD	All new employees within one month of hire. Includes building safety policies and procedures, health and personal safety.	<u>PHC</u> : communication, policy development and program planning, public health sciences <u>DP</u> : communications, emergency preparedness, occupational health and safety
Respiratory Fit Testing and Training	TBD	All new employees in TB, laboratory, and public health preparedness programs	<u>PHC</u> : public health sciences <u>DP</u> : nursing, emergency preparedness, occupational health and safety
Sexual Harassment	TBD	- All new City of El Paso employees - Complete within one month of hire.	<u>PHC</u> : cultural, policy development and program planning <u>DP</u> : occupational health and safety
Violence in the Workplace	TBD	- All new City of El Paso employees - Complete within one month of hire.	<u>PHC</u> : cultural, public health sciences <u>DP</u> : nursing, occupational health and safety
Diversity and Sensitivity Training	TBD	- All new City of El Paso employees - Complete within three months of hire.	<u>PHC</u> : cultural, community dimensions, public health sciences <u>DP</u> : nursing, occupational health and safety
HIPAA	TBD	All new clinical, Epi, and dental staff complete training within one month of hire	<u>PHC</u> : communication, cultural, public health sciences <u>DP</u> : communications, nursing, professional <u>PHAB</u> – 11.1.2.2 A
Healthcare Provider CPR	TBD	All clinical and other identified staff within six months of hire	<u>PHC</u> : public health sciences <u>DP</u> : nursing, professional

City of El Paso Department of Public Health Training Curriculum

Priority 6: New Employees, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Other Competencies and Disciplines Met
Defensive Driving	TBD	All employees required to drive receive training within one month of hire	<u>DP:</u> new employees

Roles and Responsibilities The following people from DPH will have roles and responsibilities in the **New Employee** priority:

- Human Resources Organizational Development Representative
- Armando Pena, Health Human Resources Office
- Cynthia Mendez, Office of Emergency Preparedness
- Clyde Goodbar, HIPAA Coordinator
- Armando Saldivar, Public Affairs Office
- Minerva Cutter, Laboratories
- Rox Ann Parks, Clinical Services

DPH will collaborate with the following local partner agencies:

- City of El Paso Human Resources Department
- Others TBD

Collaboration The following organizations and academic institutions will be a resource in the training priority area of New Employees:

- Additional Training Resources**
- City of El Paso, Human Resources Department
 - City of El Paso, Department of Technology
 - Texas Department of Public Safety- Emergency Preparedness Region 4
 - Desert Mountain AHEC
 - University of Texas at El Paso, College of Health Sciences
 - Texas Department of State Health Services
 - Other TBD

City of El Paso Department of Public Health Training Curriculum

Priority 7: Nursing

Background City of El Paso Department of Public Health nurses must be competent in skills that are needed to address population health needs, including but not limited to skills required to respond to the community in disasters.

Annually DPH schedules a Clinical Competencies Skills Days to provide the opportunity for all DPH nurses to practice and check off on critical knowledge, skills and abilities. All nursing competencies are tracked through Texas Train System.

The competencies deemed essential for DPH nurses are selected by a DPH Nursing Competency Workgroup and is documented in a *DPH Nursing Competency Policy and Procedure*. The Nursing Competency Workgroup is comprised of DPH nurses from various clinical areas, as well as representation from the DPH Human Resources Office.

The **Nursing** training courses were chosen based upon:

- DPH Strategic and Operational Plan;
- DPH Workforce Development Assessment;
- Required DPH training objectives;
- National Incident Management System training objectives;
- Occupational Safety and Health training objectives;
- Discipline specific training objectives for all Nurses required by the Texas Board of Nursing;
- Identified gaps in the operation of equipment and systems.

Training Courses The following training courses have been identified for this priority:

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Blood-borne Pathogen Exposure	TBD	All nurses will complete training developed by the Safety Officer annually.	<u>PHC</u> : public health sciences <u>DP</u> : new employees, occupational health and safety, professional
Blood Pressure Assessment	TBD	All nurses will complete a skill demo at Clinical Skills Day annually.	<u>PHC</u> : public health sciences <u>DP</u> : professional
Nursing Law	TBD	All nurses will complete training every two years.	<u>PHC</u> : public health sciences, community <u>DP</u> : professional

City of El Paso Department of Public Health Training Curriculum

Priority 7: Nursing, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
HIPAA & Privacy Compliance	TBD	All nurses will complete training developed by HIPAA Compliance Officer one month from hire	<u>PHC</u> : communication, cultural, public health sciences <u>DP</u> : communications, new employees, professional <u>PHAB</u> – 11.1.2.2 A
Personal Safety & Building Emergency Procedures	TBD	All nurses will complete classroom training developed by the Safety Officer annually.	<u>PHC</u> : policy development and program planning, community dimensions, public health sciences <u>DP</u> : emergency preparedness, new employees, occupational health and safety
PPE Donning and Doffing	TBD	All nurses will complete a skill demo at Clinical Skills Day annually.	<u>PHC</u> : public health sciences <u>DP</u> : emergency preparedness, new employees, occupational health and safety
PPE Fit Testing	TBD	All nurses will complete training during Clinical Skills Day.	<u>PHC</u> : public health sciences <u>DP</u> : emergency preparedness, new employees, occupational health and safety
Referral for Victims of Domestic Violence and/or Human Trafficking	TBD	All nurses will complete training within one month of hire and annually thereafter.	<u>PHC</u> : analytical/assessment, cultural, community dimensions
Reporting Abuse of Children, the Elderly, and Disabled Persons	TBD	All nurses will complete training within one month of hire and annually thereafter.	<u>PHC</u> : analytical/assessment, cultural, community dimensions

City of El Paso Department of Public Health Training Curriculum

Priority 7: Nursing, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Subcutaneous and Intramuscular Injections for Infants, Children and Adults	TBD	All nurses will complete a skill demo at Skills Day annually.	<u>PHC</u> : public health sciences
Treatment for Medical Emergencies	TBD	All nurses will complete a self-study module and complete a skill demo at Skills Day annually.	<u>PHC</u> : public health sciences
POD Command and Leadership Training	TBD	Identified nurses who will serve as POD managers will complete training annually.	<u>PHC</u> : analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking, policy development and program planning, public health sciences <u>DP</u> : communications, emergency preparedness
Basic First Aid	TBD	All nurses will complete training during Clinical Skills Day every two years.	<u>PHC</u> : public health sciences <u>DP</u> : occupational health and safety
CPR/BLS for Healthcare Providers Certification	TBD	All nurses and other identified clinical staff will complete training every two years.	<u>PHC</u> : public health sciences <u>DP</u> : professional
POD 101 Training	TBD	All nurses will complete training on roles and responsibilities in a POD every two years.	<u>PHC</u> : communication, cultural, community dimensions, policy development and program planning, public health sciences <u>DP</u> : communications, new employees
Red Cross Shelter Nurses Training	TBD	All nurses will complete training to function as a shelter nurse every year.	<u>PHC</u> : communications, community dimensions, public health sciences, leadership and systems thinking <u>DP</u> : emergency preparedness

City of El Paso Department of Public Health Training Curriculum

Priority 7: Nursing, cont.

Roles and Responsibilities

The following documents, organizations and academic institutions will be a resource in the **Nursing** training priority area:

- DPH Public Health Nurse Deployment to Shelters Policy and Procedure
- DPH CPR Policy and Procedure
- City of El Paso, Department of Human Resources
- DPH Office of Emergency Preparedness
- DPH Human Resources Office
- Federal Emergency Management Agency
- Red Cross El Paso Chapter

Priority 8: Occupational Health and Safety

Background

The mission of DPH is to protect health and improve lives in our community. The priority area of Occupational Health and Safety has been determined by DPH as an area of importance for staff and the community. The broad definition is to assure safe and healthful working conditions exist for DPH employees by setting and enforcing standards and by providing training and outreach. In addition this priority meets the United States Department of Homeland Security's capability of Responder Safety and Health which is to protect the health of the responders through the use of safety training, personal protective equipment, and control measures.

Priority Methodology

The **Occupational Health and Safety** training courses were chosen based upon:

- DPH Strategic and Operational Plan;
- DPH Workforce Development Assessment;
- Occupational Safety and Health training requirements;
- Required City of El Paso training objectives;
- Required DPH training objectives.

City of El Paso Department of Public Health Training Curriculum

Priority 8: Occupational Health and Safety, cont.

Training Courses The following training courses have been identified for this priority:

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Bloodborne Pathogen Training	TBD	<ul style="list-style-type: none"> - All clinical staff and identified staff in the laboratory and dental. - All identified new employees within one month of hire. 	<u>PHC:</u> public health sciences <u>DP:</u> new employees, nursing, professional
Hazard Communication	TBD	<ul style="list-style-type: none"> - All DPH employees receive awareness level Hazard Communication training (specific chemical exposure) as needed. - New employees will receive information in Personal Safety Training. 	<u>PHC:</u> communication, public health sciences <u>DP:</u> communication, new employees
Outreach Personal Safety Training	TBD	Identified DPH staff that goes out into the community in high-risk areas and/or personal homes.	<u>PHC:</u> analytical/assessment, communication, cultural, community dimensions <u>DP:</u> communication, emergency preparedness, nursing
Personal Protective Equipment (PPE) – Donning and Doffing	TBD	All nurses will complete a self-study module and complete a skill demo at Skills Day annually.	<u>PHC:</u> public health sciences <u>DP:</u> emergency preparedness, new employees, nursing
Personal Safety Training (including building safety policies and procedures, health, and personal safety)	TBD	All new employees within two weeks of hire. Includes building safety policies and procedures, health and personal safety.	<u>PHC:</u> communication, policy development and program planning, public health sciences <u>DP:</u> communications, emergency preparedness, new employees

City of El Paso Department of Public Health Training Curriculum

Priority 8: Occupational Health and Safety, cont.

Training Course Title	Intended Completion Date	Audience & Benchmark	Competencies and Disciplines Met
Respiratory Protection Program (PPE and Fit Testing) Training	TBD	<ul style="list-style-type: none"> - Identified staff will receive training on PPE and be fit tested annually. - New employees will receive training on PPE and be fit tested. 	<p><u>PHC</u>: public health sciences</p> <p><u>DP</u>: emergency preparedness, new employees, nursing</p>
Defensive Driving	TBD	All new employees required to drive	<u>DP</u> : new employees

Roles and Responsibilities

The following people from DPH will have roles and responsibilities in the **Occupational Health and Safety** priority:

- Armando Pena, Human Resources Office
- Bertha Amaya, Risk Management
- Roxanne Parks, Clinical Services
- Mario Hernandez, Defensive Driving

Additional Resources:

The following documents, organizations and academic institutions will be a resource in the training priority area of **Occupational Health and Safety**:

- DPH Nursing Competencies Policy and Procedure;
- DPH Nursing Continuing Education Policy and Procedure;
- City of El Paso, Human Resources
- DPH Office of Emergency Preparedness
- DPH Human Resources Office
- Occupational Health and Safety Administration
- Other

City of El Paso Department of Public Health Training Curriculum

Priority 9: Supervisor Skills-Building Toolbox

Background The DPH Supervisor’s Toolbox is an informal, but organized training opportunity for DPH staff currently in supervisory and/or management positions or have the desire for future promotion into these positions. Short informal educational trainings and seminars are provided monthly on a variety of different topics regarding supervising and managing employees.

These trainings will:

- Be conducted at DPH;
- Utilize internal and external speakers to conduct the trainings and seminars for approximately 60 – 120 minutes each.

The **Supervisor Toolbox** training courses were chosen based upon:

- DPH Strategic and Operational Plan
- DPH Quality Improvement Plan
- DPH Workforce Development Assessment

Training Courses The following training courses have been identified for this priority:

Date	Topic	Competencies and Disciplines Met
TBD	Texas Ethics Law: Can I Do That? Facilitator: TBD	<u>PHC:</u> analytical/assessment, policy development and program planning, public health sciences <u>DP:</u> professional
TBD	DPH and City Fiscal Policies Facilitator: Mary Ann Gallegos, Fiscal Manager, DPH	<u>PHC:</u> financial planning and management, policy development and program planning
TBD	Set Clear Expectations and Boost Accountability in Your Work Unit Facilitator: City HR	<u>PHC:</u> analytical/assessment, communication, public health sciences <u>DP:</u> communication

City of El Paso Department of Public Health Training Curriculum

Priority 9: Supervisor Toolbox, cont.

Date	Topic	Competencies and Disciplines Met
TBD	Dash for Success – Do We Measure Up? <i>(Program performance measures)</i> Facilitators: Angela Mora, and TBD	<u>PHC:</u> analytical/assessment, policy development and program planning, leadership and systems thinking <u>DP:</u> continuous quality improvement
TBD	Customer Service – Why Should We Care? Facilitators: TBD	<u>PHC:</u> analytical/assessment, policy development and program planning, leadership and systems thinking <u>DP:</u> continuous quality improvement
TBD	Conflict Management: How to Deal with Clients and Co-Workers Facilitator: City HR	<u>PHC:</u> analytical/assessment, communication, cultural, community dimensions, leadership and systems thinking <u>DP:</u> communications
TBD	Communications at DPH Facilitators: Armando Saldivar, DPH Public Affairs Office Julie Lozano, City of El Paso PIO, UTEP Representative	<u>PHC:</u> communication, cultural, community dimensions <u>DP:</u> communications

City of El Paso Department of Public Health Training Curriculum

Priority 9: Supervisor Toolbox, cont.

Date	Topic	Competencies and Disciplines Met
TBD	Developing Good Employee Performance Objectives (<i>Individual performance measures</i>) Facilitator: TBD (Human Resources)	<u>PHC:</u> analytical/assessment, communication, policy development and program planning, leadership and systems thinking <u>DP:</u> communication, continuous quality improvement
TBD	Program Expectations: Creating a Logic Model Facilitators: Desert Star AHEC	<u>PHC:</u> analytical/assessment, communication, policy development and program planning, leadership and systems thinking <u>DP:</u> communication, continuous quality improvement
TBD	Mentoring and Coaching Facilitators: DPH Mentor Program Committee	<u>PHC:</u> analytical/assessment, communication, leadership and systems thinking <u>DP:</u> communication, leadership

City of El Paso Department of Public Health Training Curriculum

Priority 9: Supervisor Toolbox, cont.

Roles and Responsibilities The following people from DPH will have roles and responsibilities in the **Supervisor Toolbox** priority:

Collaboration DPH will collaborate with the following partner agencies:

- City of El Paso, Human Resources Department
- UTEP
- Desert Star AHEC

PLAN MAINTENANCE & POINT OF CONTACT

The DPH Workforce Development Office and DPH Human Resources Office are responsible for training and workforce development initiatives, including the maintenance of this plan. The *DPH Training Curriculum Plan* will be reviewed annually.

For questions about this plan, please contact:

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