

NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**
Division of Public Health

Strengthening Organizational Competencies through Statewide Workforce Programming and Monitoring

Marina Pieretti, MPH – Director of Workforce Development
Danyae Bellamy, MPH – Public Health Infrastructure Grant Evaluator

Agenda



Introduction



**Foundational
Capabilities
Programs – NCIPH**



**Data Science
Workforce
Programs - NCA&T**



**Elevating
Organizational
Competencies
Statewide – Ideas
in consideration**



Q & A

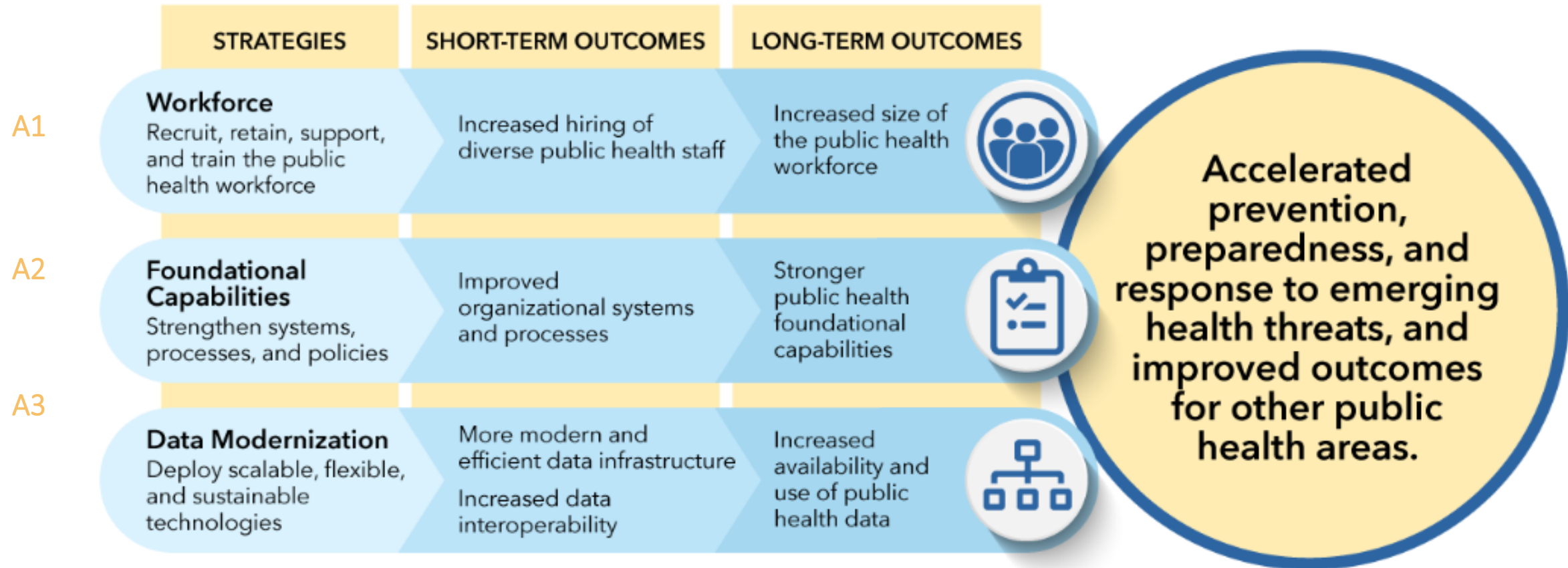
Introduction



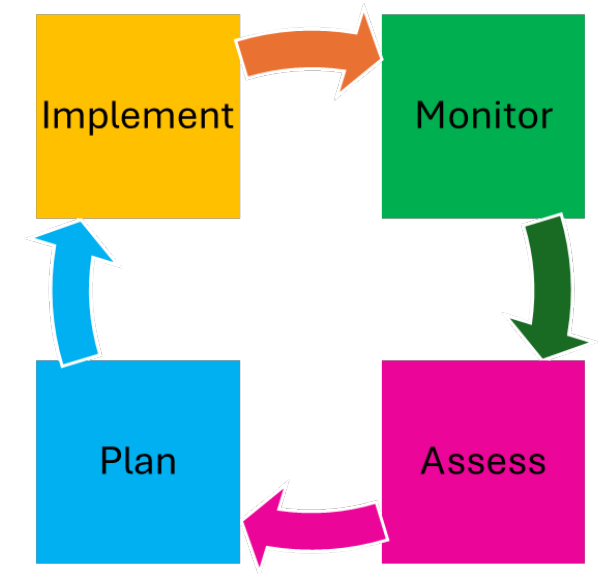
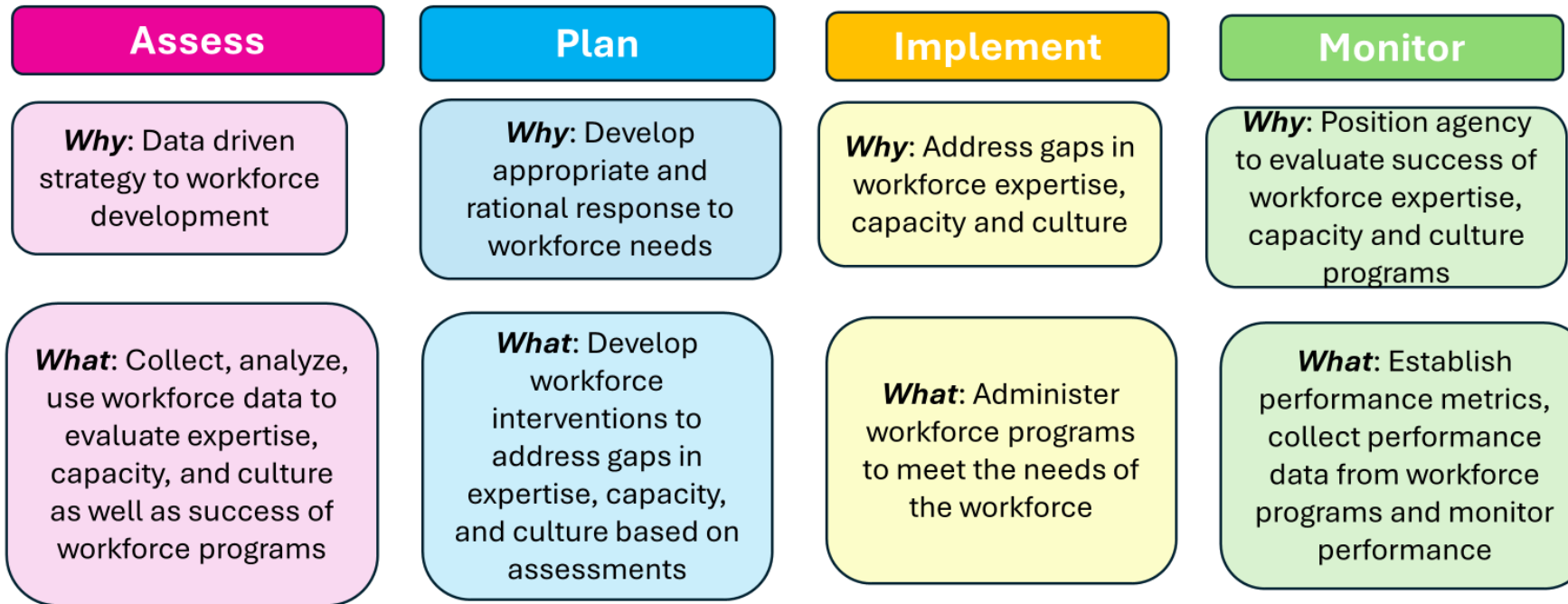
Public Health Infrastructure Grant:

Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems

CDC Strategies & Outcomes: Each CDC strategy translates to one of the PHIG funding buckets



NC DPH Public Health Workforce Development Methodology



****Because of the dynamic nature of the workforce, economy, and public health industry this model offers a systematic approach for an evolving workforce development ecosystem.**

NC DPH Conceptual Framework

Foundational Public Health Services

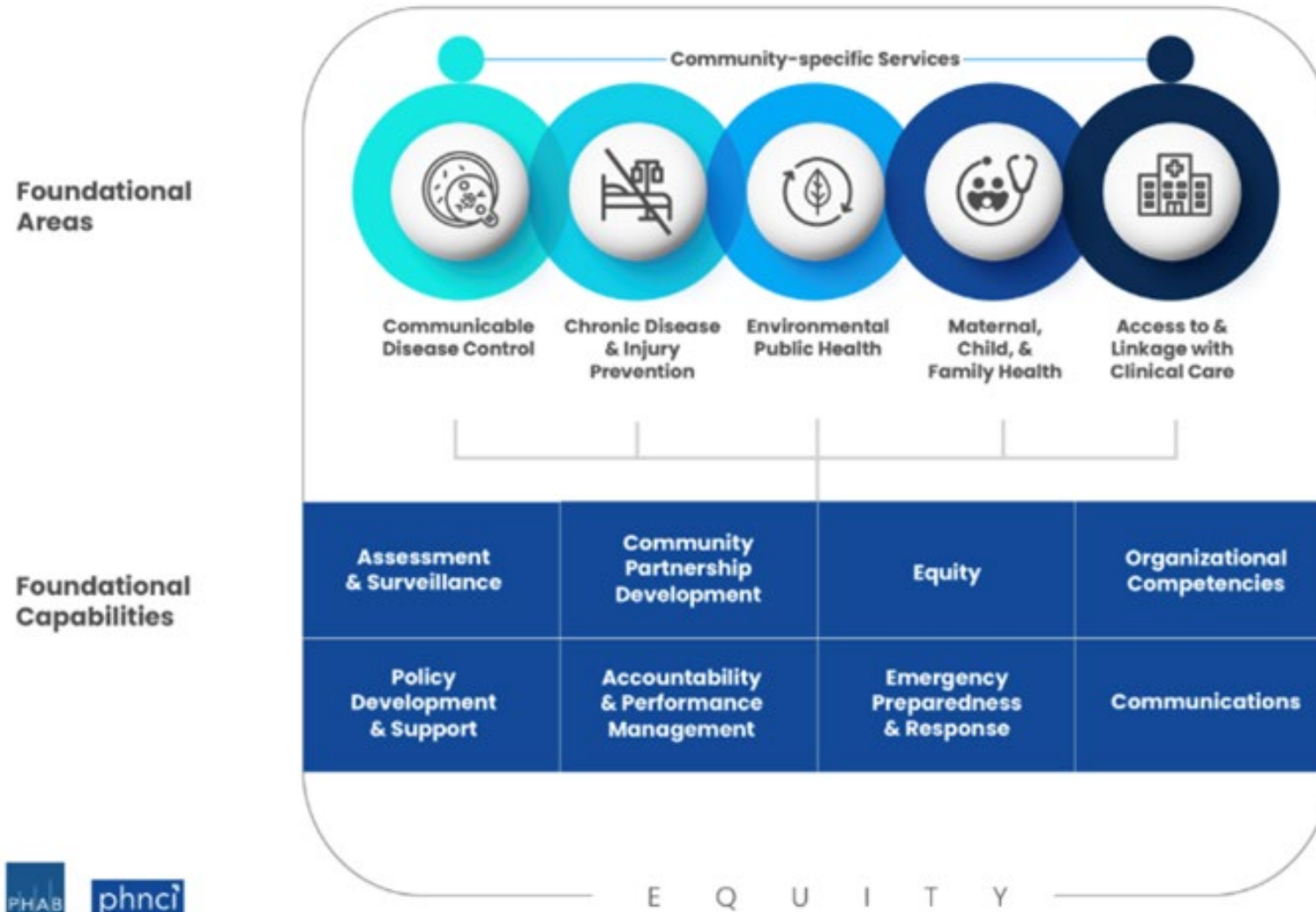
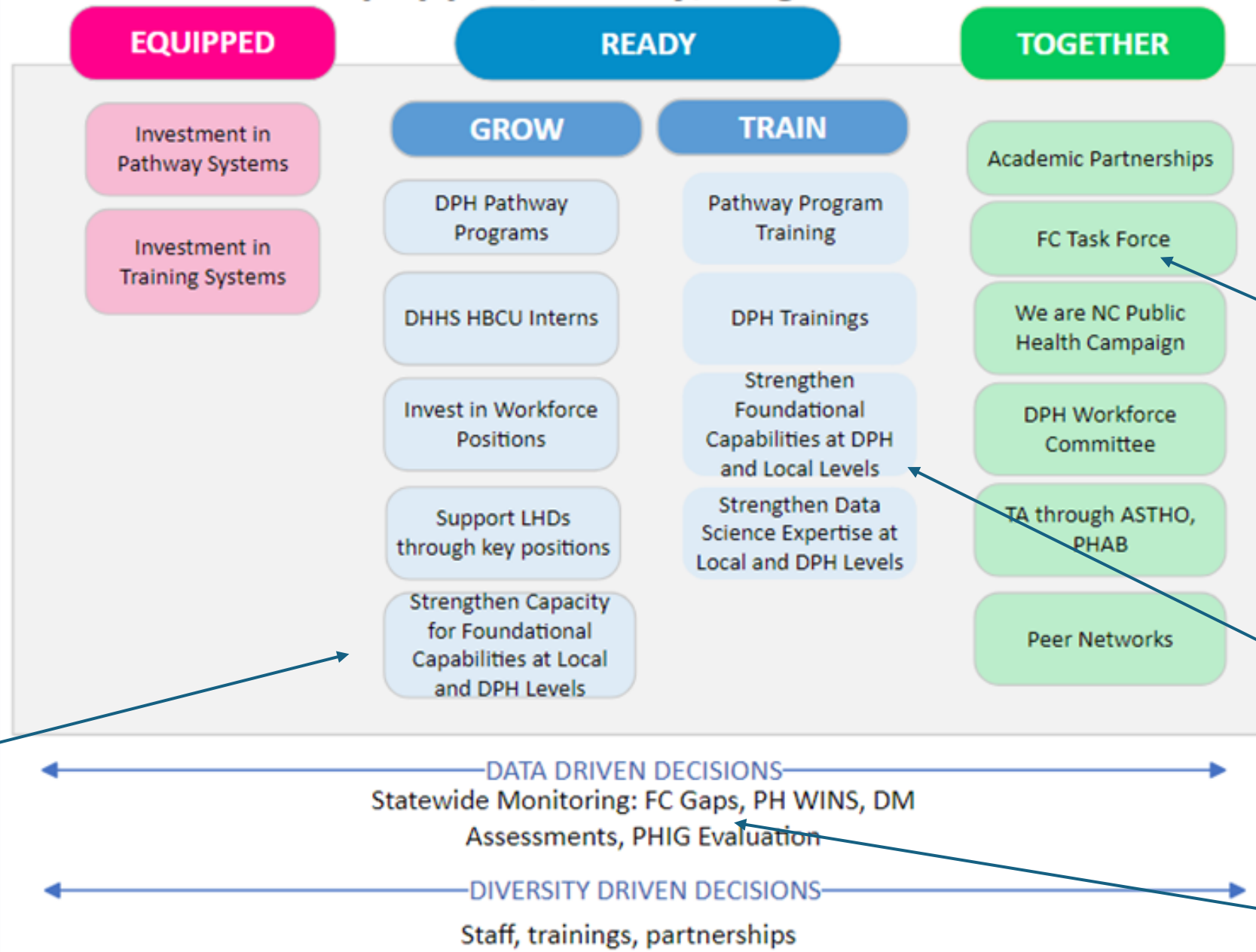


Image from Public Health Accreditation Board website

Example – Organizational Admin. Competencies

OD Tag	OD Level	Operational Definition Label
04.00.00	Capability	Organizational Competencies
04.01.00	Headline Responsibility	Maintain a governance structure and establish the strategic direction for public health.
04.01.01	Activity	Develop, implement, and maintain a governance structure in compliance with statutes, regulations, rules, ordinances, and other policies.
04.01.02	Activity	Engage with the jurisdictional governing entity(ies) to educate on public health roles, responsibilities, and authorities.
04.01.03	Activity	Develop and support the governing entity(ies) in examining, understanding, and modifying organizational policies and jurisdictional authorities related to public health governance.
04.01.04	Activity	Serve as the face of governmental public health and be a leader for public health strategy and initiatives in the community.
04.01.05	Activity	Develop and maintain an agency strategic plan.
04.01.06	Activity	Establish a system and metrics for monitoring the agency strategic plan and associated interventions.
04.01.07	Activity	Track metrics for the agency strategic plan and identify facilitating and impeding factors for plan success.

North Carolina's Public Health Workforce: Equipped, Ready, Together.

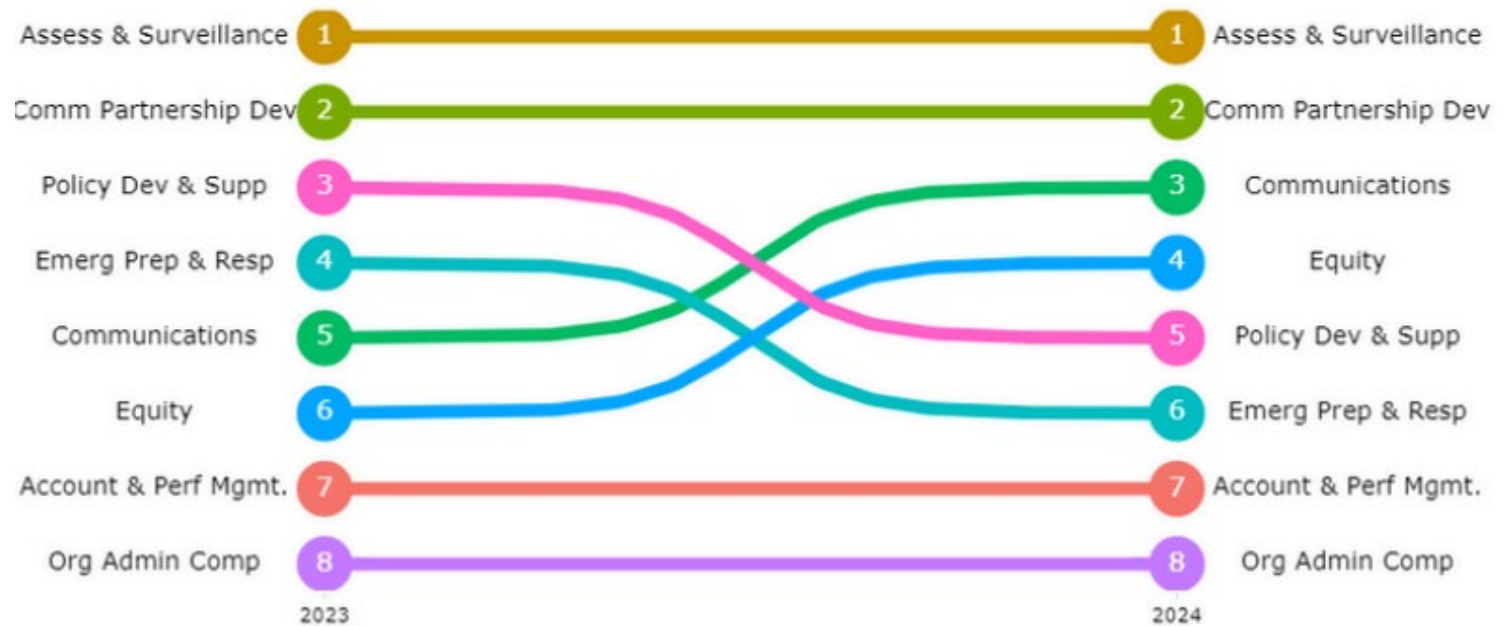


Public Health Infrastructure Grant: Strengthening U.S. Public Health Infrastructure, Workforce, and Data Systems

A1 – Foundational Capabilities 2024 Gap Assessment / Analysis

The **North Carolina Foundational Capabilities Assessment** examines the North Carolina Public Health system's capacity to deliver on the Foundational Public Health Services, as defined by the Public Health National Center for Innovations at the Public Health Accreditation Board (PHAB).

This annual assessment was commissioned by the North Carolina Department of Health and Human Services Division of Public Health (DPH) **to provide actionable, state-wide and region-specific data to public health leaders as they plan their work to improve public health infrastructure** in North Carolina. The analysis consists of three phases, each building on the findings of earlier assessments to ensure a thorough, iterative approach to public health improvement.



Evaluation



Results Based Accountability (RBA) Framework

What is RBA?

- A structured, data-driven approach to evaluation
- Focus on measurable impact and continuous improvement



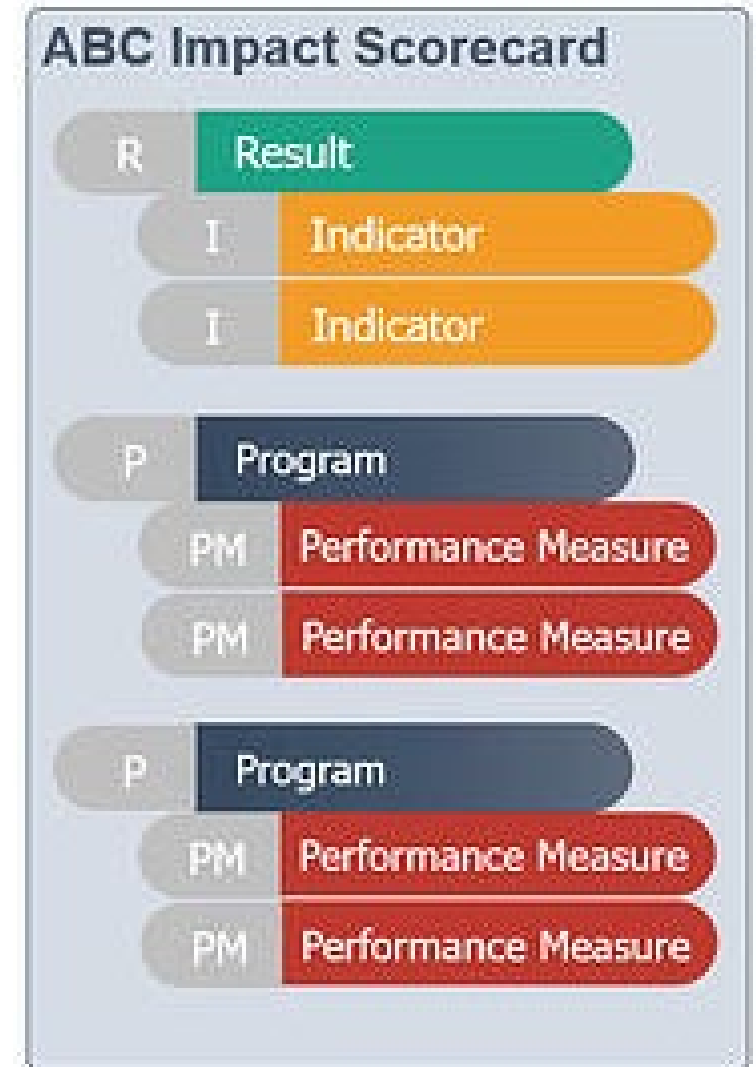
Population Indicators & Performance Measures

Population Indicators: metrics that measure the size, growth, composition, and distribution of a population within a specific area

- Example: NC Division of Public Health Retention Rate, Vacancy Rate, Staff Who feel they have opportunities of growth within agency, etc.

Performance Measures (PMs): specific metrics used to evaluate an organization's performance across various programs

- Example:
 - Program [NC DPH Pathway Programs]
 - ✓ PM - Number of interns hired within NC DPH
 - ✓ PM - Percent of interns whose public health knowledge increased since starting internship
 - ✓ PM – Percent of interns considering pursuing job/career within public health with state/local government



Key Monitoring Strategies

Report	Mechanism	Cadence
Stakeholder Meeting	Live PPT; reports archived	Bi-Monthly
CDC Performance Measures	PHIVE	Annual or Bi-Annual
Internal Performance Measures	Clear Impact Scorecard	Quarterly
Stakeholder Success Stories	Microsoft Forms/Smartsheet	Quarterly



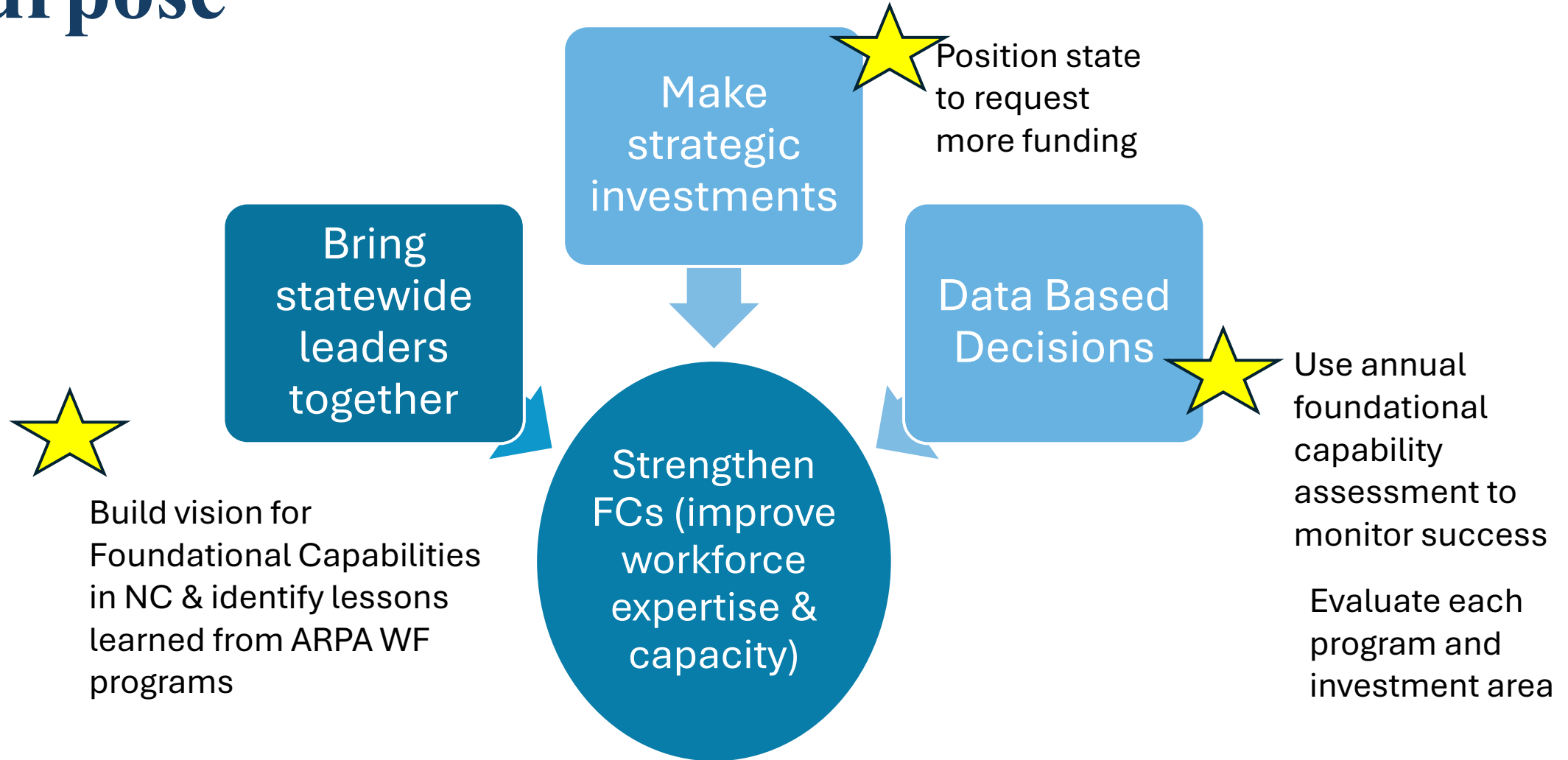
Foundational Capabilities Programs

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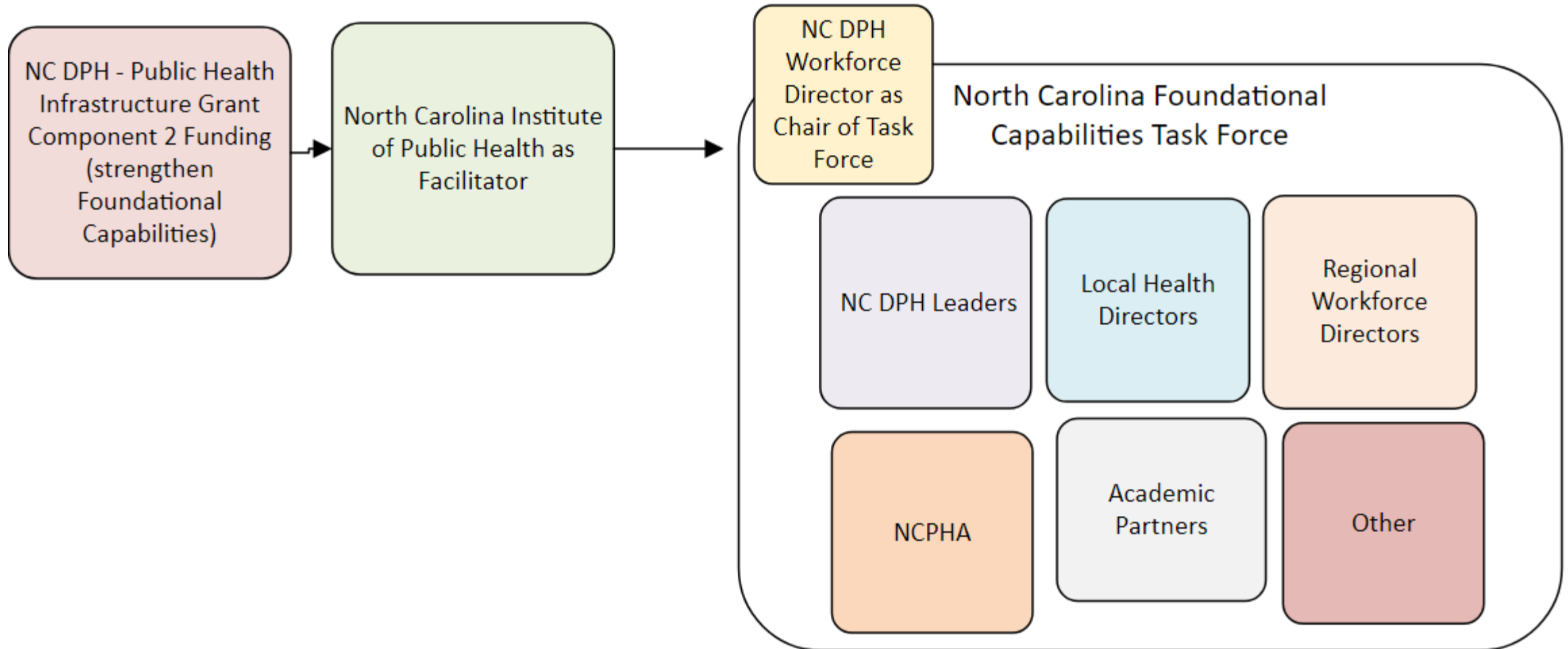
In partnership with
NCIPH

Foundational Capabilities Task Force

Purpose



Foundational Capabilities Task Force Structure



Organizational Admin. Competencies

Early Career Track Leadership Development

Structure: A cohort based course & resources for staff 3-5 years into their careers with potential to be agency leaders

Launch:

Framework, curriculum, plan by April 30, 2025, launch pilot by November 1, 2025

Performance Metrics:

1. # of staff who participated in the program
2. pre + post: capacity + expertise to perform PHAB Org Comp. activities
3. pre + post: % of staff who feel they will stay at agency over next year

Executive Leadership Development Program

Structure: 4 month cohort with structured leadership curriculum and coaching (up to 26 staff)

Launch:

February 2025

Performance Metrics:

1. # of staff who participated in training
2. pre + post: capacity + expertise to perform PHAB Org Comp. activities
3. pre + post: % of staff who feel they can better lead their team over the next year

Bridging Theory & Practice: Foundational Capabilities TA Sessions

Structure: 2 live virtual sessions & asynchronous resources

Launch: 1st session between March-May 2025, 2nd in Fall 2025

Performance Metrics:

1. # of staff who participated in training
2. pre + post capacity + expertise to perform PHAB Org Comp. activities
3. pre + post: % of staff who feel more connected to their work in understanding its role in FPHS



Communications Plan: Statewide awareness, PH FC PHIG Story informed by eval & metrics

Strategic Plan: Based on eval, propose changes and activities 2025-2026

Evaluation Report: Program impact, successes, challenges, changes

Evaluation



Organizational Admin. Competencies

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**Which measure tells us if
anyone is better off?**

① Start presenting to display the poll results on this slide.

Data Science Workforce Programs

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In partnership with
NCA&T



Background



Partnership with NCA&T



Data Modernization Workforce
Assessment



Alignment with Organization
Competencies and Assessment and
Surveillance activities for programs

DMI Workforce Strategies

(Related Foundational Capability: Assessment & Surveillance)

Skill-building workshops for NCDPH Fellows

Structure: 2 skill building workshops for fellows in positions that focus on data science work to better prepare them for a career in data science and retain them in the agency by investing in them.

Data Modernization Workforce Workshops

Structure: two educational sessions to connect public health data science leaders and staff from local and state public health departments to identify and hone next-generation skills for actionable public health insights.

Data Science Skill-Building Programs

Structure: Develop four specialized training programs to increase public health data science staff's expertise and capacity for Assessment and Surveillance related but not limited to content focusing on data modernization, data visualization, data science, analytics, modeling, rhapsody configuration, and informatics

Leadership Development Program for Data Science Managers

Structure: Increase manager effectiveness and staff engagement through a coaching program for data science managers.

Performance Metrics: Short, medium, long term based on PHAB Activity List for Assessment and Surveillance
Monitoring: Annual statewide data modernization workforce assessment

Evaluation



Evaluation of NC A & T Partnership



Dual Focus

Strengthening workforce competencies
Enhancing assessment & surveillance capacity



Metrics for Success

Satisfaction with mentorship model
Career progression of early-career staff



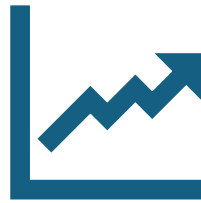
Measuring Organizational Improvements

Workforce retention & career growth
Increased leadership capacity in data science fields

Elevating Org Comp Statewide- Things we are considering



Grant writing



Financial management +
improvement for LHDs



Other thoughts? –
Activity!!



What are agencies already doing to strengthen Org Comp?

① Start presenting to display the poll results on this slide.

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**What would agencies benefit
from in Org Comp Space?**

① Start presenting to display the poll results on this slide.

Developing an Evaluation Framework

What result do we want?

What are our population indicator(s)?

What would we measure for:

- How much?
- How well?
- Is anyone better off?

Q & A

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