

# WORKFORCE DEVELOPMENT PLAN 2023-2028



November 30,  
2023

SACRAMENTO COUNTY PUBLIC HEALTH

SACRAMENTO COUNTY



**PUBLIC  
HEALTH**

Promote • Prevent • Protect

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Updates to the SCPH Workforce Development Plan are tracked below:

Revision Date	Update	Page #s	Updated by

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# ABOUT SCPH

## SACRAMENTO COUNTY PUBLIC HEALTH

### MISSION

The mission of Sacramento County Public Health is to promote, protect, and assure conditions for optimal health and public safety for residents and communities of Sacramento County through leadership, collaboration, prevention and response.

### VISION

Optimal health and well-being for Sacramento County communities!

### VALUES

- COLLABORATION** We value collaboration and diversity.
- DEDICATION** We are dedicated to meet the public health needs of Sacramento County residents and communities.
- QUALITY** We provide high quality and effective services based on best practices and the most current information and resources.
- COMPETENCE** We hire staff with essential skills, education, experience, and certification to accomplish program goals.
- RESPONSIVENESS** We listen to community needs, monitor community health, and develop responses to match needs.
- ACCOUNTABILITY** We accept responsibility and accountability for providing efficient and quality service. We conduct ourselves with integrity in delivering services.
- DIVERSITY** We respect and value diversity within the community and strive to deliver services that are respectful and relevant to the needs, values, and beliefs of the community. We seek to recruit and hire diverse staffs that enhance our level of understanding of various populations and to promote cultural competence.
- EFFICIENCY** We look for the most efficient way to get the job done.

### STRATEGIC PRIORITIES

1. Enhance Community Access, Engagement, and Partnerships
2. Strengthen Infrastructure
3. Champion Health Equity
4. Improve Health and Community Well-Being
5. Emphasize a Culture of Continuous Quality Improvement and Excellence

### CULTURE

Sacramento County Public Health strives to achieve excellence and envisions optimal health and well-being for all communities in Sacramento County. We accomplish this by utilizing a trauma informed approach that embraces a culture of safety, inclusivity, and transparency, ALL rooted in health & racial equity. We are committed to reducing inequities in the community and within our organization by intentionally building trusted relationships, improving communication, leaning into innovation and fostering inclusive and sustainable collaborations.

## SECTION I: INTRODUCTION

Sacramento County Public Health (SCPH) is committed to promoting and protecting the health of the Sacramento community. Ensuring a well-prepared, trained, and supported workforce is vital to achieving this mission.

The SCPH workforce is a multidisciplinary team that engages in activities that assure a safe and healthy environment for residents to live, work, learn and play. These activities include preventing disease and injury, protecting against environmental hazards, responding to biological threats, assuring the quality and accessibility of health services, and promoting healthy behaviors.

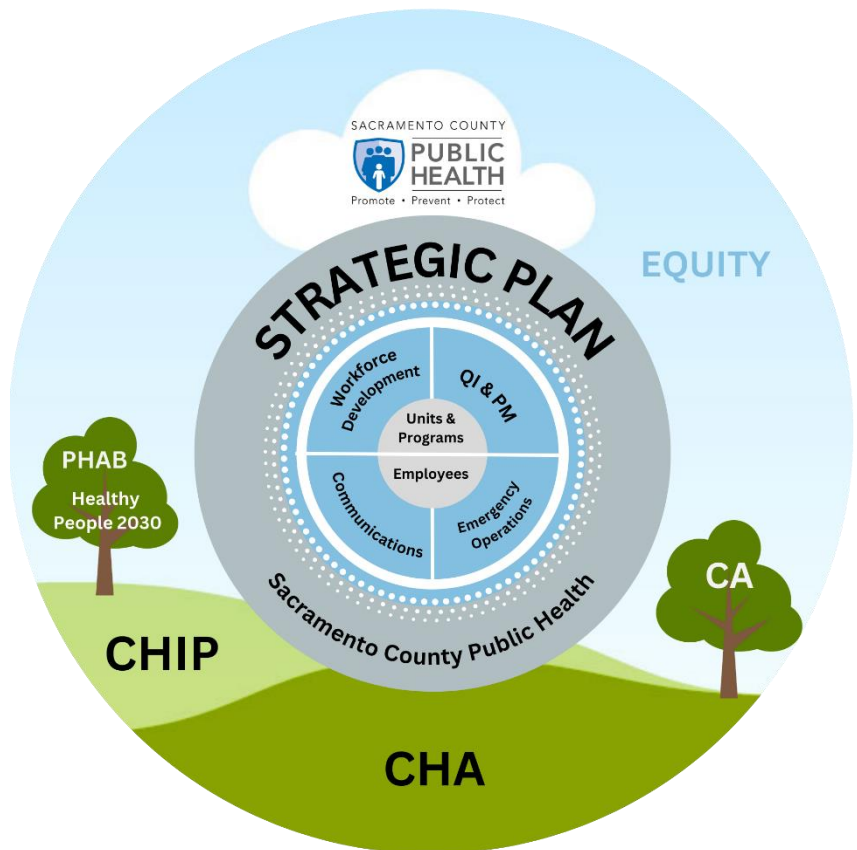
SCPH was able, with funding from a Centers for Disease Control and Prevention’s Strengthening U. S. Public Health Infrastructure, Workforce, and Data Systems grant, to establish two new full-time positions: a Workforce Development Program Manager and a Communications Coordinator. The new Workforce Development unit also receives support from two Program Planners assigned to the Health Education and Racial Equity section – Accreditation Unit. A Workforce Development Committee comprised of executive, managerial/supervisory, and non-supervisory staff was recruited and began meeting in February 2023 to review the results of the assessments, analyze gaps, and make recommendations. In addition, the results from the assessments were presented to all SCPH management staff and comments were invited.

This document provides a comprehensive workforce development plan for SCPH. The goal of the workforce development plan is to identify gaps in knowledge, skills, and abilities through assessment of both organizational and individual needs. Identified gaps are then addressed through targeted training and development opportunities. The plan also serves to address the documentation requirement for Accreditation Standard 8.2.1.1: *Develop a workforce development plan that assesses workforce capacity and includes strategies for improvement.*

## SECTION II: PLAN ALIGNMENT

The SCPH community health assessment (CHA) process summarizes the community’s overall health using a three-pronged approach that includes gathering community input about their perception of health (primary data), finding existing data about the population (secondary data), and asking partner organizations about their capacity to improve health and equity. All this information is then used to prioritize health needs and create a community health improvement plan (CHIP) that will be implemented by a planning team.

Alongside this community-focused CHA/CHIP process, SCPH is looking internally through its strategic plan to ensure its infrastructure is set up to best support improving health outcomes.



Once the strategic plan priorities are revised to meet current needs, agency operations will be aligned for optimal implementation, including workforce development (WFD), communications, quality improvement and performance management (QI/PM), and emergency operations (EOP) plans. Additionally, performance goals for units, programs, and employees will be revised to support SCPH’s strategic direction.

When drafting action plans at all levels, SCPH will also infuse equity and consider alignment with national frameworks (Public Health Accreditation Board – PHAB, Healthy People 2030, etc.), as well as state-wide public health efforts within California.

All these efforts complement each other to allow SCPH to achieve its vision of optimal health for Sacramento County residents.

In addition to the systematic plan alignment, for the development of this Workforce Development Plan, division-wide plans, such as the Emergency Preparedness Staff Training Plan, DHS Respiratory Protection Plan, etc. were considered.

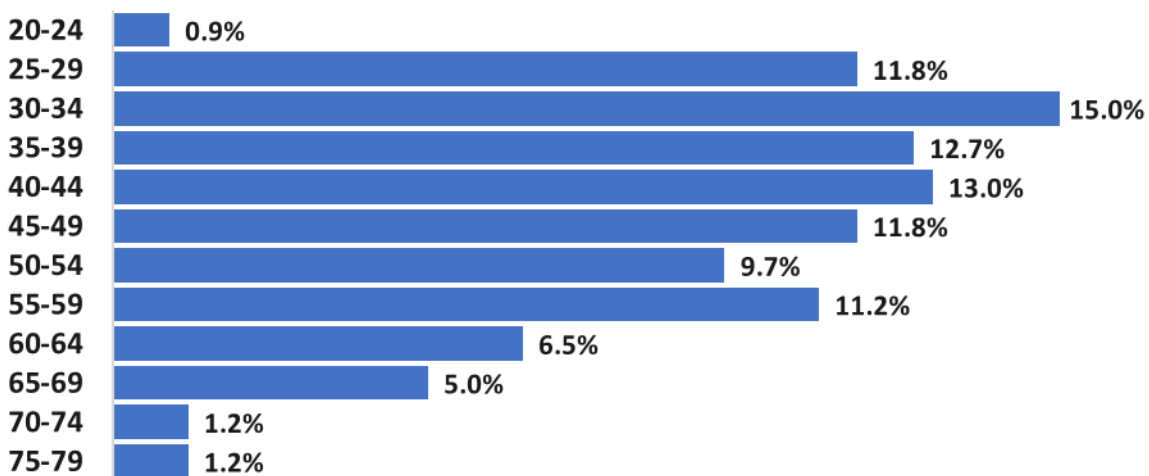
### SECTION III: WORKFORCE PROFILE

#### WORKFORCE DEMOGRAPHICS

Aggregate demographic data for the workforce profile was provided by the Sacramento County Department of Personnel Services in January 2023.

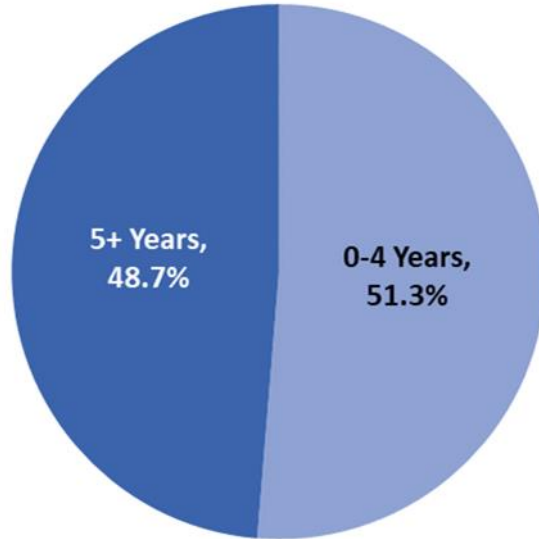
The SCPH workforce has an approximate average age of 44.5 years, ranging from 23 to 79 years. A majority, 65.2%, of the SCPH workforce are under the age of 50 and not currently eligible for retirement (Figure 1).

**FIGURE 1: SCPH workforce distribution by age group**



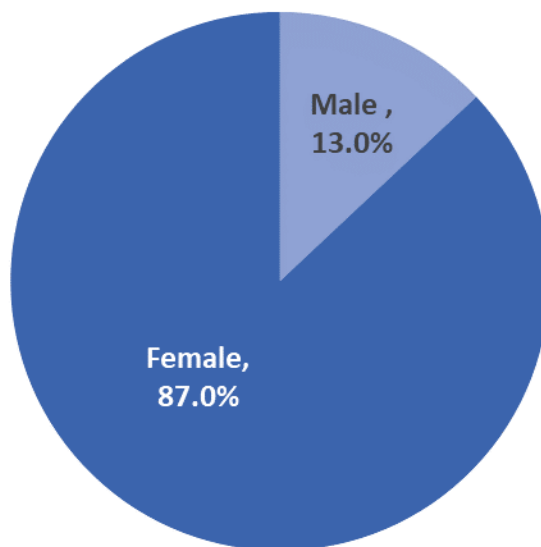
SCPH employees have accrued, on average, 7.6 years of County employment; however, 51.3% have accrued less than five service years (Figure 2).

**FIGURE 2: SCPH workforce by years of service**



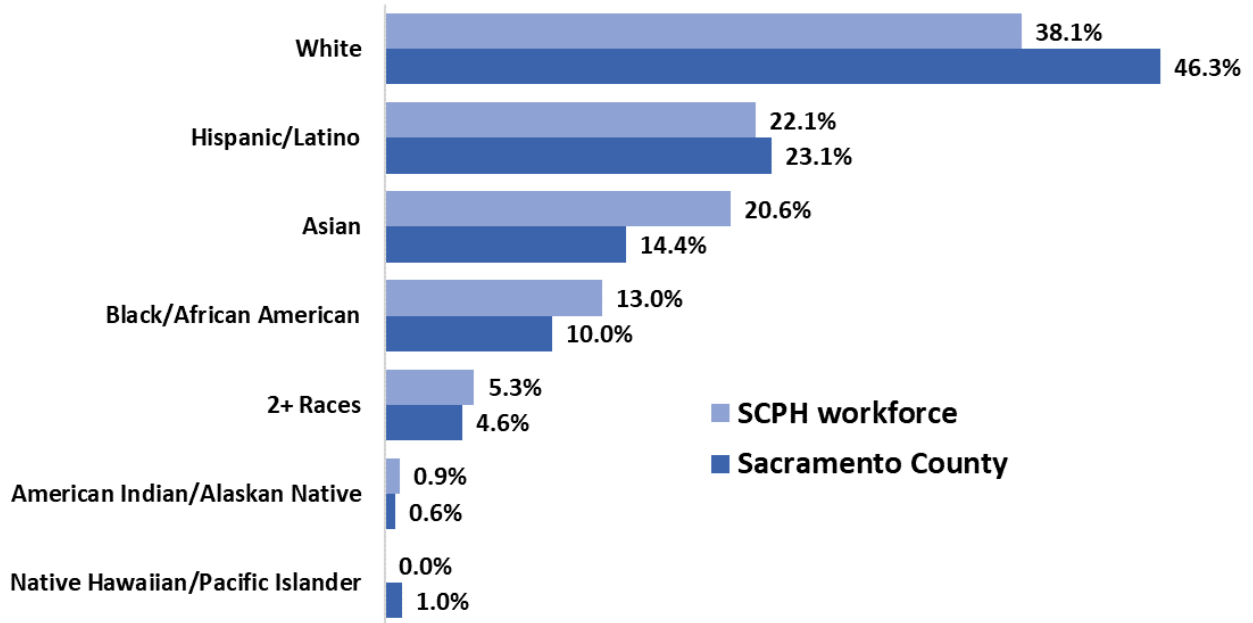
SCPH has approximately six female employees for every one male employee (Figure 3).

**FIGURE 3: SCPH workforce distribution by sex**



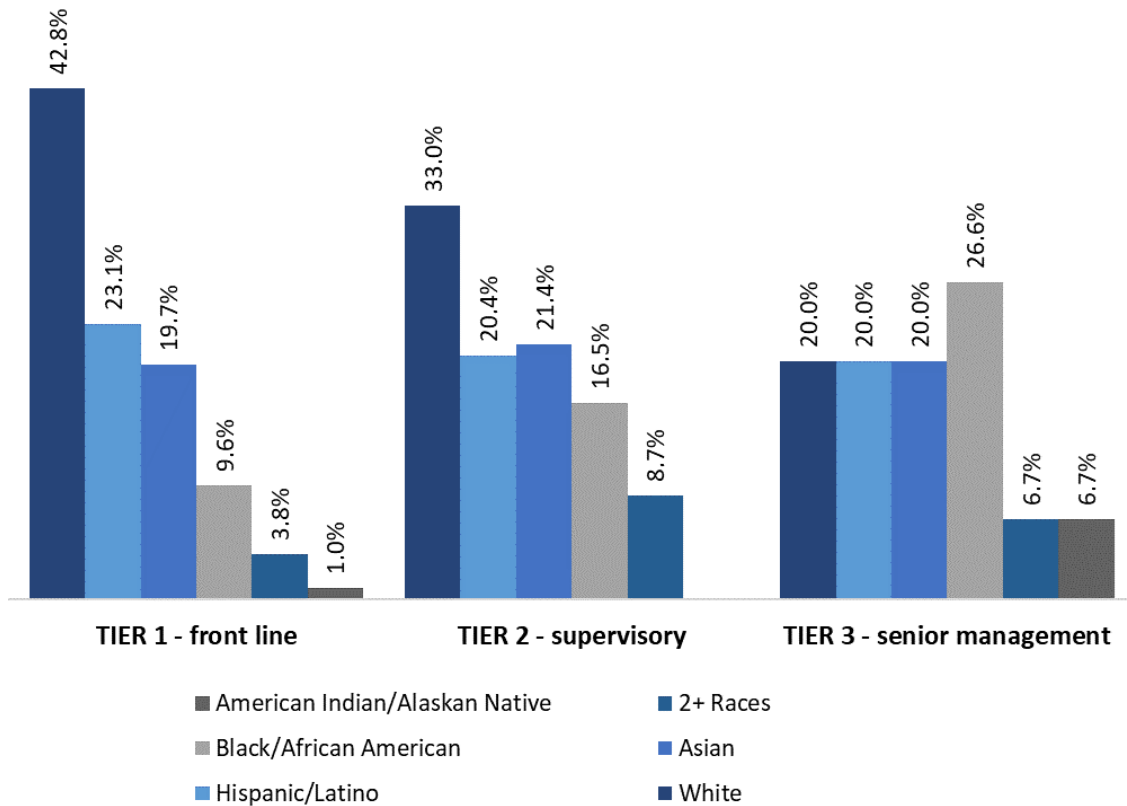
The SCPH workforce is diverse and aligns well with the residents of Sacramento County except there are slightly more Asian and slightly fewer White workers compared to the population (Figure 4).

**FIGURE 4: Race and ethnicity of SCPH workforce compared to Sacramento County population.**



SCPH senior management and supervisory staff are more diverse than entry-level staff (Figure 5).

**FIGURE 5: Comparison of SCPH workforce tiers by race and ethnicity**



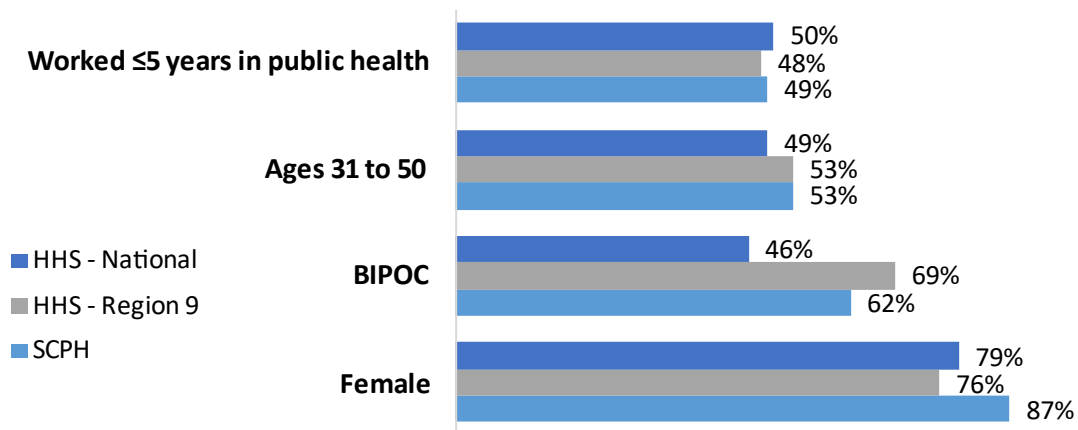


### Comparison with Regional and National Demographics

The U.S. Department of Health and Human Services Office of Regional Health Operations is headquartered in Washington, D.C. and includes ten Regional Offices covering all states and territories of the United States, as well as three independent states in the Pacific. The Region 9 Office, based in San Francisco, California, serves Arizona, California, Hawaii, Nevada, American Samoa, the Commonwealth of the Northern Mariana Islands, the Federated States of Micronesia, Guam, the Republic of the Marshall Islands, the Republic of Palau, and more than 157 federally-recognized tribes including the Navajo Nation – the largest tribe in the United States.

Figure 6 compares SCPH demographics with national and regional governmental public health workforce data from the 2021 Public Health Workforce Interests and Needs Survey (PH WINS). The SCPH workforce compared similarly to Region 9 and national workforces in terms of tenure and age, but had more employees that self-reported as Black, Indigenous, and people of color (BIPOC) than the national average (slightly less than the regional average) and more employees that self-reported as a woman.

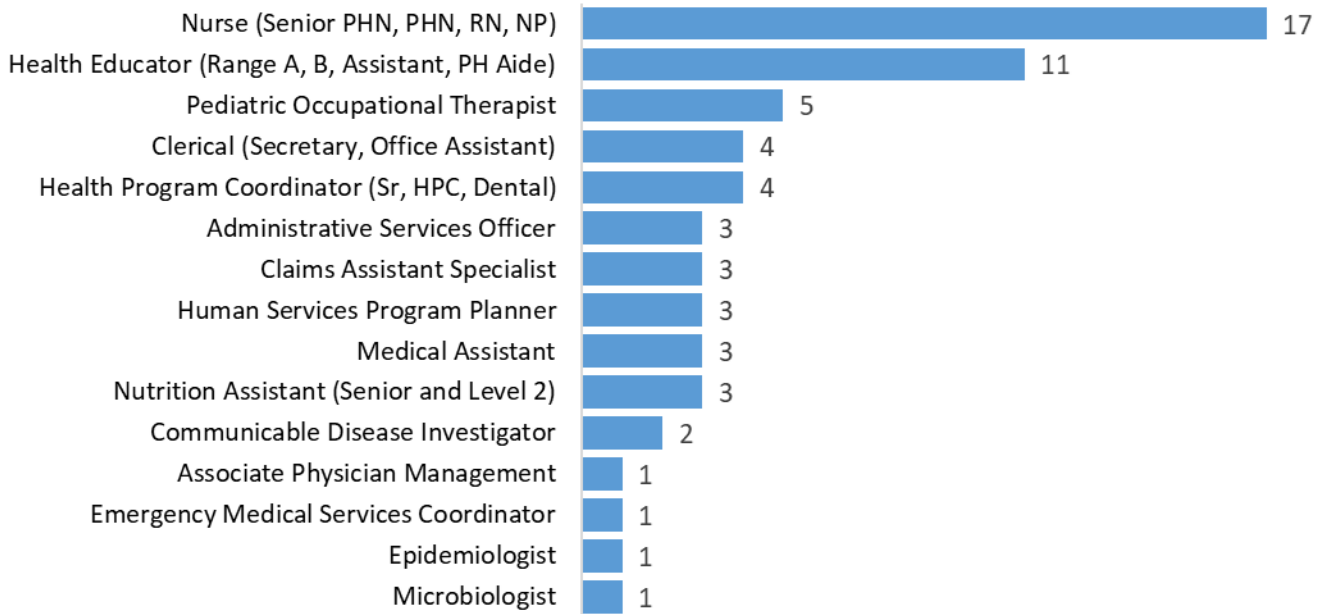
**FIGURE 6: Demographic comparison of national, regional and SCPH workforce**



### STAFFING AND VACANCIES

SCPH had 377.7 total full-time equivalent (FTE) staff positions during fiscal year 2022-2023. During that time, 62 positions were vacant with 13 positions vacant for more than one year. In addition to those vacancies, the 2023 SCPH COVID-19 Response After Action Report (AAR) and Improvement Plan (IP) recommends that SCPH conduct assessments to determine the number of staff positions required to meet the needs of future public health responses, particularly in the areas of Public Health Emergency Preparedness (PHEP), the Public Health Lab, and Epidemiology. The following is a summary of vacancies at SCPH reported for fiscal year 2022-2023. (Figure 7).

**FIGURE 7: SCPH workforce vacancies by job classification**



**FUTURE WORKFORCE**

A strong and sustainable workforce is critical for carrying out the activities that advance the well-being of the Sacramento County community. Approximately 25% of the SCPH workforce is aged 55 or older. This indicates a need for succession planning to mediate potential gaps in knowledge and experience. As the public health landscape has evolved to recognizing the impact of socioecological factors on population health, a workforce that is strong in crosscutting public health competencies and adaptable to changing community needs is essential.

**LEARNING CULTURE**

SCPH employees are encouraged to enhance their skills and develop their careers through County sponsored educational opportunities, such as the MyLearning learning management system where employees can browse available courses, enroll in online courses and webinars, and view completed course history. Complimentary courses on a variety of topics are offered by the Department of Personnel Services, the Training and Organization Development Office, the Department of Health Services Safety Office and more. In addition, limited training is offered to meet licensure requirements within certain job classifications.

**STAFF TRAINING**

Multiple public health-related disciplines require continuing education for ongoing licensing/certification and subsequent practice. Licensures and certifications held by staff and their associated continuing education (CE) requirements are shown in the table below.

**Educational Requirements**

**TABLE 1: Staff licensure and continuing education requirements**

Discipline	CE Requirements
Nursing (RN, PHN, NP)	30 units every 2 years
Occupational Therapist	24 units every 2 years
Physician	50 units every 2 years
Physician’s Assistant	50 units every 2 years
Physical Therapists	30 units every 2 years
Public Health Microbiologist	24 units every 2 years with Clinical Laboratory Scientist license (CLS) No requirement without CLS
Registered Dental Hygienists	25 units every 2 years
Registered Dieticians	75 units every 5 years

**Required and Supplemental Training Opportunities**

SCPH offers a variety of required and supplemental training opportunities for all employees. Management staff and certain program staff have additional training requirements related to their discipline. Table 2 outlines the training required for all SCPH employees. A comprehensive list of all required and supplemental training opportunities can be found in Attachment A and on the Resources for SCPH Employees intranet site.

**TABLE 2: Training required for all SCPH employees**

Topic	Description	Frequency	Resources
Bloodborne Pathogens	How bloodborne pathogens are spread, how to avoid exposures, and what to do if exposed to infectious material.	Within 3 months of hire and annually thereafter	Available on MyLearning
COVID-19 Prevention	SCPH COVID-19 policies and procedures.	Within 30 days of hire and annually thereafter	Offered by the Department of Personnel Services – County Safety Office
Disaster Service Worker	Basic level disaster preparedness.	Every 3 years	Offered by the Department of Personnel Services – Training & Organization Development Office
Discrimination & Harassment Prevention (AB 1825)	Information on the prevention of discrimination and harassment in the workplace.	Within 6 months of hire and every 2 years thereafter	Available on MyLearning
Introduction to Health & Racial Equity	Strategies to help SCPH become more diverse, equitable, and inclusive.	Within 90 days of hire	Under Development – HRE Team
HIPAA Privacy & Security	Legal requirements of the HIPAA Privacy Rule for safeguarding	Every 2 years	Offered by the Office of Compliance and HIPAA

Topic	Description	Frequency	Resources
	the privacy of protected health information (PHI).		
ICS-100	Introduction to Incident Command	Every 3 years	Offered by FEMA Emergency Management Institute
ICS-700	National Incident Management System (NIMS)	Every 3 years	Offered by FEMA Emergency Management Institute
ICS-800	National Response Framework – An Introduction	Every 3 years	Offered by FEMA Emergency Management Institute
Illness & Injury Prevention – Parts I & II	Strategies to improve employee health and safety in the workplace.	Within 30 days of hire	Available on MyLearning
New Employee Orientation	Overview of the County structure and services, health benefits, compensation, retirement, safety, and mandatory training.	Within 10 days of hire	Available on MyLearning
POD Operations	Introduction to Point of Dispensing (POD) concepts, operation, and management.	Every 3 years	Under Development – PHEP Team
SCPH Brand Strategy	Overview of SCPH branding guidelines to produce consistent documents and messaging with a cohesive visual identity.	Within 30 days of hire	Under Development – WFD Team
Security Awareness	Best practices to reduce information security breaches.	Within 30 days of hire and annually thereafter	Offered by the Department of Technology- Information Security Office
Public Health 101	Introduction to the public health sciences essential to public health practice.	Within 6 months of hire	Available on MyLearning

**Tracking**

The MyLearning learning management system has the capacity to track completion of training courses and sends reminders when mandatory training courses are due. Whenever possible, MyLearning should be utilized for the distribution of program and division-level training. SCPH employees are responsible for maintaining records required for professional licenses or certificates. Course materials and attendance records for in-person trainings should be maintained by program directors using the following methods:

- Sign-in sheets
- Certificates/confirmation of completion
- Agendas and minutes
- Copies of training materials

## Evaluation

Post-training assessments and analysis of training content, delivery, vendor preferences, and improved understanding are necessary to evaluate the effectiveness of employee development efforts. Many electronically accessed courses have an evaluation component built into the system and post-training evaluations are conducted following in-person workshops and training courses. As new training opportunities are developed, evaluation methods will be incorporated to assess employee engagement, content relevance, and processes or outcomes that improved because of training. Evaluation results are used to develop quality improvement projects to improve processes and outcomes.

## SECTION IV: WORKFORCE ASSESSMENTS

To support data driven decision making, SCPH utilized the information collected from the following staff assessments to guide the goals and objectives in this plan.

1. Core Competencies Assessment – done every five years
2. Heartbeat Survey – done every year
3. Bay Area Regional Health Inequities Initiative (BARHII) Assessment– frequency to be determined

### CORE COMPETENCIES ASSESSMENT

The Core Competencies for Public Health Professionals represent a set of foundational skills for the broad practice of public health, as defined by the 10 Essential Public Health Services. The Core Competencies are organized into eight domains, representing skill areas within public health, and three tiers, which describe different types of responsibilities within public health organizations. The eight domains include:

1. Analytical /Assessment
2. Policy Development/Program Planning
3. Communication
4. Cultural Competency
5. Community Dimensions of Practice
6. Public Health Sciences
7. Financial Planning and Management
8. Leadership and Systems Thinking

### Methods

SCPH conducted the web-based Public Health Core Competency Self-Assessment using Qualtrics software in January 2023. SCPH utilized the Core Competencies for Public Health Professionals developed by the Council on Linkages between Academia and Public Health Practice.

Employees were grouped into tiers based on their level of work responsibility. Each employee was provided the same survey, but survey data was analyzed according to tier. Tiers were designated according to staff responsibilities as defined below:

**TIER 1 – Front Line Staff/Entry Level:** Tier 1 competencies apply to public health professionals who carry out the day-to-day tasks of public health organizations and are not in management positions. Responsibilities of these professionals may include data collection and analysis, fieldwork, program planning, outreach, communications, customer service, and program support.

**TIER 2 – Program Management/Supervisory Level:** Tier 2 competencies apply to public health professionals in program management or supervisory roles. Responsibilities of these professionals may include developing, implementing, and evaluating programs; supervising staff; establishing and maintaining community partnerships; managing timelines and work plans; making policy recommendations; and providing technical expertise.

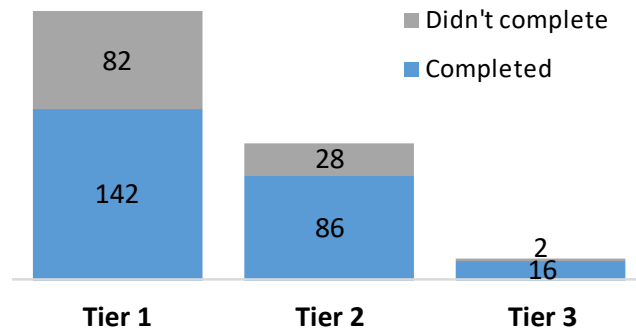
**TIER 3 – Senior Management/Executive Level:** Tier 3 competencies apply to public health professionals at a senior management level and to leaders of public health organizations. These professionals typically have staff who report to them and may be responsible for overseeing major programs or operations of the organization, setting a strategy and vision for the organization, creating a culture of quality within the organization, and working with the community to improve health.

**Results**

356 SCPH employees were invited to participate and 244 responded. Response rates by tier are shown in Figure 8.

- Tier 1 employees: 63% response rate (142/224).
- Tier 2 employees: 75% response rate (86/114).
- Tier 3 employees: 89% response rate (16/18).

**FIGURE 8: Survey completed by SCPH workforce tier.**



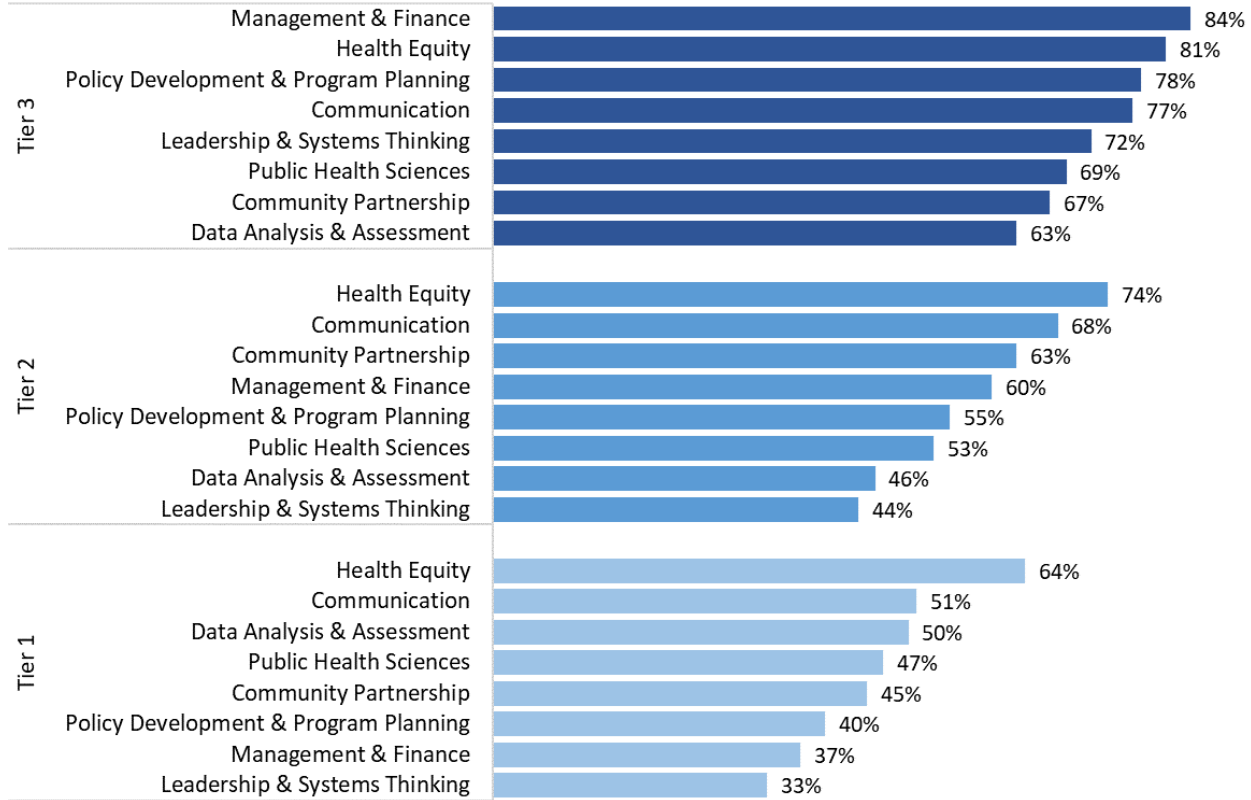
Survey respondents ranked their perceived proficiency for each domain question using a scale of none, aware, knowledgeable, and proficient. SCPH defined respondents as competent when they self-reported as knowledgeable or proficient in a particular skill set, indicating at least some ability to apply the skill in the workplace.

Tier 3 employees had the highest percentage of employees reporting competence in most domains but ranked themselves lower in the domains of Analytics and Assessment skills (10% none, 27% aware) and Community Partnership (34% aware). Comments from employees indicated the need for increased access to reliable, accurate data and additional training in data analysis and community health assessment.

More than half of Tier 2 employees indicated they were either unaware or had limited knowledge or ability to apply skills in the areas of Leadership and Systems Thinking skills (21% none, 35% aware) and

Analytics and Assessment skills (14% none, 41% aware). Figure 9 below shows the percentage of individuals who rated themselves as knowledgeable or proficient in the Core Competency Assessment, sorted by domain and tier.

**FIGURE 9: SCPH core competency results by domain and tier**



Approximately one-third (33%) of Tier 1 employees indicated they were either unaware or had little knowledge of leadership and systems thinking skills and 37% indicated they were unaware or had very little knowledge of management and finance skills.

**Next Steps**

Goals and objectives for improving outcomes related to identified gaps are outlined in Section V. The Core Competency Assessment will be conducted every five years in alignment with SCPH accreditation needs. The results of the 2023 survey will serve as a baseline to assess the effectiveness of strategies implemented.

**HEARTBEAT SURVEY**

SCPH conducted an employee satisfaction survey, the Heartbeat Survey, in February 2023. The goal was to collect open and honest feedback from staff to guide workforce development activities. The results of the 2023 survey will serve as a baseline to assess the effectiveness of strategies implemented.

**Methods**

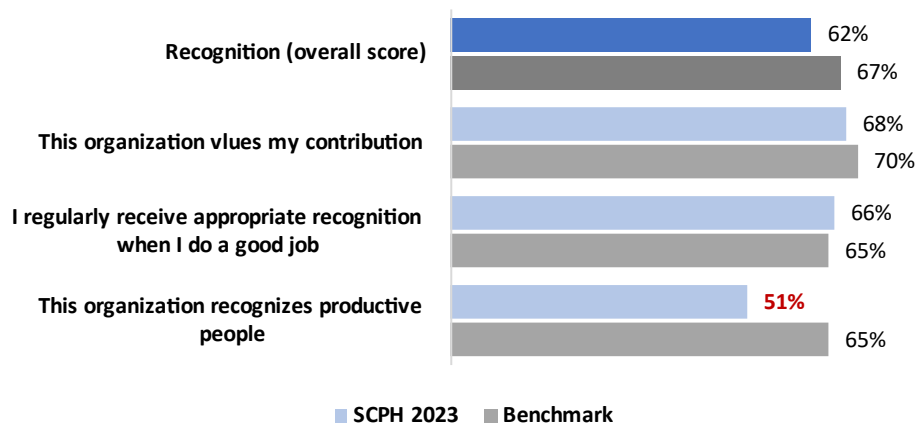
SCPH conducted the web-based Heartbeat survey using Qualtrics software from February 6 to 21, 2023. All 365 SCPH employees were invited to participate and were sent periodic reminders to encourage participation. A list of all survey questions, including open-ended questions, and response scores are provided in Appendix B. There were 234 employees who responded with a response rate of 64%. The survey was designed using a five-point Likert scale with responses ranging from Strongly Disagree to Strongly Agree. In addition, survey respondents had the opportunity to respond to four open-ended questions:

- What languages (other than English) are you fluent in?
- As an SCPH employee, do you sit on any boards, committees, or coalitions? If so, please list them here.
- What’s the one thing you would most like senior leadership to know?
- What type of recognition would make you feel more valued or connected to the organization?

**Results**

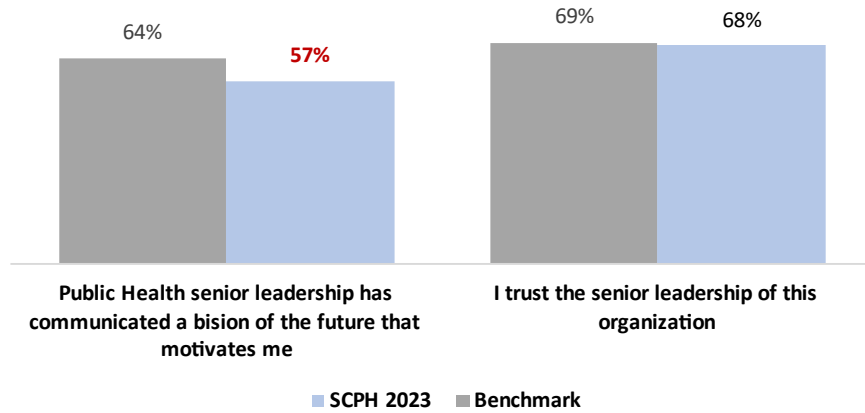
Consultants from Workforce Science Associates (WSA) analyzed responses and compared them against the WSA Overall Benchmark: a three-year composite score derived from team member responses across industries and geographic locations. Results were presented to the Workforce Development Committee on March 8, 2023, to senior leadership on March 16, 2023, and to all supervisors and managers on April 27, 2023. SCPH employees rated the organization above the benchmark in the areas of employee engagement, professional development, and customer service. Two areas were prioritized for improvement: employee recognition and communication of future vision (Figures 10 & 11). Workforce Development Committee members and attendees at the Focus of the Future meeting brainstormed strategies for improving scores in these areas. Next steps include developing an action plan, adopting relevant policies, and conducting quality improvement projects to improve outcomes.

**FIGURE 10: Employee recognition**





**FIGURE 11: Communication of future vision**



**Next Steps**

Goals and objectives for improving outcomes related to identified gaps in the Heartbeat Survey are outlined in Section V. The Heartbeat Survey will be conducted on an annual basis in February of each year. The results of the 2023 survey will serve as a baseline to assess the effectiveness of strategies implemented.

**BAY AREA REGIONAL HEALTH INEQUITIES INITIATIVE (BARHII) ASSESSMENT**

Prior to the COVID-19 pandemic, SCPH began work to assess the organizational practices and infrastructure necessary to advance health equity. In 2021, SCPH established the Health & Racial Equity (HRE) Unit with the goal of expanding and building health and racial equity programs and policies to eliminate, mitigate, and prevent existing and future health disparities faced by Black, Brown, Indigenous, people of color (BIPOC) and underserved communities in Sacramento County. In January 2022, SCPH conducted an online staff survey using the Bay Area Regional Health Inequities Initiative (BARHII) toolkit. The goal of the survey was to inform equity efforts and to provide a baseline measure of capacity, skills, and areas for improvement to support health equity-focused activities. The following is a high-level summary of the portions of the survey related to workforce development.

The 2022 BARHII survey received responses from 213 SCPH employees, a 58% response rate, which represented a broad spectrum of SCPH positions and programs. Major takeaways from the survey include:

- Respondents generally had a strong understanding of the environmental, social, and economic conditions that impact health. Seventy-four percent of respondents either agreed or strongly agreed with the statement “I understand what the environmental, social and economic conditions that impact health are.”
- Respondents generally believed that SCPH is committed to addressing the environmental, social, and economic conditions that impact health (Table 3). However, only slightly more than half of respondents (53%) either agreed or strongly agreed with the statement “In general, SCPH programs are structured to address the environmental, social and economic conditions that impact health.”

**TABLE 3: Addressing environmental, social, and economic conditions that impact health**

Statement	Responded “Yes” or “Moving in that direction”
I think SCPH as an organization demonstrates a commitment to addressing the environmental, social, and economic conditions that impact health.	85%
I think SCPH as an organization demonstrates a commitment to working with external partners, policymakers, and community members to address the environmental, social, and economic conditions that impact health inequities.	79%
I think most staff members at SCPH demonstrate a commitment to addressing the environmental, social, and economic conditions that impact health.	76%
I think we have strategies in place in SCPH to advocate for public policies that address environmental, social and/or economic conditions that impact health inequities.	70%
To the best of my knowledge, there are program units within SCPH whose work plans explicitly have strategies that address environmental, social and/or economic conditions that impact health inequities.	80%

- SCPH has an opportunity to educate staff on the vision statement, mission statement, and organizational statement of values, and embed them into the daily SCPH culture (Table 4). SCPH can re-emphasize its commitment to addressing health inequities in these statements. SCPH can further benefit from discussions around how and to what degree its current vision, mission and values relate to addressing health equity, even when the explicit terms “health equity” or “health inequities” may not be cited in each one of the statements.

**TABLE 4: Perception of SCPH vision, mission, and values statements’ demonstrated commitment to addressing health inequities**

Statement	Does not demonstrate commitment to addressing health inequities	Unsure if demonstrates commitment to addressing health inequities	Unsure SCPH has statement
Vision statement	21%	25%	12%
Mission statement	19%	25%	9%
Organizational statement of values	14%	28%	23%

- Major opportunities exist for SCPH to bolster staff knowledge of SCPH’s work with external partners on health inequities. Many respondents reported not knowing how SCPH works with the community (Table 5), and even more respondents reported not knowing the extent to which SCPH collaborates with public agencies and community-based organizations on specific environmental, social, and economic conditions that impact health inequities (Table 6). About 32% of respondents reported not knowing the extent to which SCPH collaborates with public agencies and community-based organizations on any of the 13 issues listed in Table 6.

**TABLE 5: Knowledge of how SCPH works with the community**

Statement	Responded “Don’t know”
SCPH is open and responsive to community stakeholders’ feedback on its work	45%
SCPH makes deliberate efforts to build the leadership capacity of community members to advocate on issues affecting the environmental, social, and economic conditions that impact health.	48%
SCPH sets standards and expectations for how we work with the community.	36%
There are strategies in place to minimize barriers to community participation.	50%

**TABLE 6: Knowledge of SCPH collaboration with public agencies and community-based organizations**

Issue	Don’t know the extent to which SCPH collaborates with public agencies	Don’t know the extent to which SCPH collaborates with community-based organizations
Arts and culture	66%	65%
Availability of quality affordable housing	56%	54%
Community economic development	65%	66%
Community safety and violence prevention	53%	53%
Early childhood development and education	48%	51%
Environmental justice	61%	61%
Food security	47%	47%
Land-use planning	67%	69%
Quality public education	53%	57%
Racial justice	57%	57%
Recreation opportunities, parks and open space	57%	59%

Transportation planning and availability	57%	59%
Youth development and leadership	59%	57%

- Finally, SCPH can further encourage staff to use professional development opportunities to further understand health inequities. Sixty-five percent of respondents reported being encouraged to use any professional development opportunity to further understand health inequities. Certain opportunities were encouraged more frequently (Table 7).

**TABLE 7: Encouragement to use professional development opportunities to further understand of health inequities**

Professional development opportunity	Percentage who've been encouraged to use opportunity
Formal professional development/training program on environmental, social, and economic conditions that impact health	26%
Conferences, trainings or workshops	53%
Mentoring or coaching	22%
Professional membership or journal subscription	8%
Tuition reimbursement for a relevant class or certification	17%

**Next Steps**

Goals and objectives for improving outcomes related to identified gaps in the BARHII survey are outlined in Section V. The SCPH Workforce Development team will work with the HRE team to determine training needs based on survey results. The results of the 2023 BARHII survey and subsequent equity surveys HRE conducted will serve as a baseline to assess the effectiveness of strategies implemented.

**SECTION V: GOALS AND OBJECTIVES**

The goals and objectives of the 2023-2028 Workforce Development Plan include plans to address prioritized gaps identified in each of the assessments, as well as the COVID-19 AAR IP, and are outlined in the table below.

**TABLE 8: SCPH 2023-2028 workforce development plan goals & objectives**

<b>Goal 1: To maintain a well-trained, culturally competent workforce proficient in the foundational skills of Public Health</b>				
<b>Objectives</b>	<b>Action Steps/Strategies</b>	<b>Target Audience</b>	<b>Responsible Party</b>	<b>Measure/Metrics</b>
A. Improve Tier 2 staff knowledge and proficiency for Domain 8: Leadership & Systems Thinking.	<p>Develop and deliver training to staff on the three public health core functions, eight public health competency domains, and rationale for seeking national accreditation.</p> <p>Promote training opportunities available to SCPH staff through Career Ladder Upskilling funding.</p> <p>Develop Career Ladder Upskilling application process to track staff participation in training related to core competencies.</p>	Tier 2 Staff	<p>Workforce Development Team</p> <p>Senior Public Health Leadership</p> <p>Public Health Management</p>	<p>Track number of staff that participate in public health core competency training.</p> <p>Increase SCPH overall knowledge and proficiency in the following core competency domain areas by June 30, 2027:</p> <p>Domain 8 – Leadership &amp; Systems Thinking from 2022 Core Competency survey baseline of 44% to 49%.</p>
B. Collaborate with the Health and Racial Equity team to develop equity-focused onboarding training.	<p>Conduct assessment of SCPH staff capacity to advance health and racial equity.</p> <p>Determine training needs based on assessment and deliver division-wide training to improve knowledge of cultural competency and health equity, and staff perception of SCPH’s commitment to addressing health inequities.</p>	All Staff	<p>Workforce Development Team</p> <p>Senior Public Health Leadership</p> <p>Health and Racial Equity Team</p>	<p>Assessment tool developed.</p> <p>Assessment results analyzed.</p> <p>Training added to training schedule and available in MyLearning.</p> <p>Training modified based on evaluation results.</p> <p>Increase staff awareness that SCPH is committed to addressing health inequities by reducing scores to the following</p>

				<p>statement by June 30, 2027:</p> <p>SCPH's vision, mission, and values statements do not demonstrate commitment to addressing health inequities.</p> <p>Vision Statement from 21% to 16%.</p> <p>Mission Statement from 19% to 14%.</p> <p>Values Statement from 14% to 9%</p>
<p>C. Collaborate with Public Health Emergency Preparedness (PHEP) to implement the 2023 Emergency Preparedness Training plan for Public Health</p>	<p>Migrate PHEP training tracking from Target Solutions to MyLearning</p> <p>Update PHEP training plan bi-annually</p> <p>Re-implement employee incentive</p>	All Staff	<p>Workforce Development Team</p> <p>Senior Public Health Leadership</p> <p>Public Health Emergency Preparedness Team</p> <p>DHS EP Coordinator</p>	<p>Training available in MyLearning</p> <p>90% of staff members up to date on training completion</p> <p>Go-bags ordered and delivered to employees after training completion.</p>
<p>D. Collaborate with DHS Emergency Preparedness (DHS EP) Coordinator to revise, maintain, and implement DHS EP Training</p>	<p>Determine training needs</p> <p>Develop and conduct training</p>	All Staff	<p>Workforce Development Team</p> <p>Executive Public Health Leadership</p> <p>DHS EP Coordinator</p>	<p>Training available in MyLearning</p> <p>All staff members completed disaster service worker (DSW) training</p> <p>All applicable staff completed respiratory fit testing</p>

E. Develop strategies to educate staff about the SCPH Strategic Plan.	Deliver ongoing communication to staff.	All Staff	Workforce Development Team	Strategic Plan posted on the intranet and included in onboarding materials.  Strategic Plan training is provided to all new employees and delivered annually thereafter.
D. Improve employee training and access to Quality Improvement techniques.	Develop QI-101 training.  Develop evaluation method.  Add training to My Learning.  Assign training to all staff.	All Staff	Workforce Development Team  Quality Improvement Council	Increase SCPH awareness of QI tools and principles from 2022 Core Competency survey baseline of 69% to 85% by June 30, 2027.
<b>Goal 2:</b> To encourage, support and facilitate professional development of the SCPH staff				
Objectives	Action Steps/Strategies	Target Audience	Responsible Party	Measure/Metrics
A. Develop and implement a division-wide performance evaluation policy by December 31, 2023.	Review current county- and department-wide policies.  Adopt and implement a division-wide policy requiring performance evaluations at specified intervals.	All Staff	Senior Public Health Leadership	Policy developed and implemented.
B. Develop and implement trainings to increase supervisor's capacity to develop and deliver effective performance evaluations using the ESS system.	Develop a division-wide template for annual employee performance evaluations.  Include Public Health Core Competency concepts in performance evaluation measures.	Public Health Supervisors	Senior Public Health Leadership  Public Health Management	Training identified or developed and delivered.

	Include career development goals and objective in performance evaluations.			
C. Increase the percentage of staff that report receiving a performance evaluation during the last year.	Add performance evaluation question to 2024 employee engagement survey.  Determine a baseline for improvement in subsequent years.	Public Health Supervisors	Workforce Development Manager  Senior Public Health Leadership	Increase percentage of new staff receiving at least one probationary evaluation or established staff receiving an annual evaluation
<b>Goal 3:</b> To increase awareness of the vital functions of the Public Health workforce among SCPH employees, the public, and external partners				
Objectives	Action Steps/Strategies	Target Audience	Responsible Party	Measure/Metrics
A. Develop an annual comprehensive overview of SCPH, its programs and initiatives.	Get feedback from all programs.	All staff  External partners	Workforce Development Manager  Program Planner, Special Projects	SCPH report published annually.  SCPH program one-pager updated annually.  SCPH website reviewed and updated as needed.
B. Plan an annual Public Health Week event highlighting program contributions to the Ten Essential Services each year in April.	Form ad hoc committee.  Plan and implement event.  Develop and implement post-event evaluation.	All Staff  Public  External Partners	Public Health Week Committee	Event held.  Evaluation results reviewed for future planning.
<b>Goal 4:</b> To increase employee engagement: satisfaction, advocacy, retention, and pride.				
Objectives	Action Steps/Strategies	Target Audience	Responsible Party	Measure/Metrics
A. Conduct annual employee engagement survey and communicate results.	Plan and implement employee engagement survey using Qualtrics template.  Analyze results against 2023 baseline.	All Staff	Workforce Development Team  Senior Public Health Leadership	Employee engagement survey implemented annually.  Results analyzed and compared against baseline and subsequent year surveys.



	Communicate results to managers and Workforce Development Team and strategize goals for improvement.			Strategies for the coming year developed by managers and Workforce Development Team.
B. Plan and implement employee recognition strategies.	<p>Develop a division-wide employee recognition policy.</p> <p>Develop an employee recognition action plan, toolkit, and resources.</p> <p>Share policy and action plan with managers and supervisors.</p>	All Staff	<p>Workforce Development Team</p> <p>Senior Public Health Leadership</p> <p>Public Health Managers</p>	<p>Employee recognition policy developed.</p> <p>Action plan and toolkit developed.</p> <p>Employee recognition policy and action plan resources shared with managers and supervisors.</p> <p>Increase employee recognition survey scores from 51% to 65% for the following question by June 30, 2027. This organization recognizes productive people.</p>
C. Improve communication of SCPH future vision to employees.	<p>Develop and implement an action plan and resources to improve messaging that provides a clear vision for the future.</p> <p>Share action plan with managers and supervisors.</p>	All Staff	<p>Workforce Development Team</p> <p>Senior Public Health Leadership</p>	<p>Action plan and resources developed and implemented.</p> <p>Action plan and resources shared with managers and supervisors.</p> <p>Increase employee recognition survey scores from 57% to 64% for the following question by June 30, 2027:</p> <p>Public Health senior leadership has communicated a vision of the future that motivates me.</p>
D. Increase employee confidence that responses to	Communicate survey results and strategies via email, newsletters,	All Staff	Workforce Development Team	Increase employee confidence that responses to employee

<p>employee surveys result in positive change.</p>	<p>and town hall presentations to all staff.</p> <p>Collaborate with Quality Improvement Council to respond to employee suggestions submitted to the suggestion box.</p>		<p>Quality Improvement Council</p>	<p>surveys result in positive change from 49% to 57% by June 30, 2027.</p>
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## SECTION VI: ROLES AND RESPONSIBILITIES

The table below outlines the SCPH management structure.

**TABLE 9: SCPH management structure**

Category	Job Classes
Executive Public Health Leadership	Deputy Health Officer Division Manager Health Officer Sr. Administrative Analyst
Senior Public Health Leadership	Administrative Officer III Chief, Public Health Laboratory Services EMS Administrator Epidemiology Program Manager Health Program Manager
Public Health Management	Chief Therapist EMS Coordinator Health Program Coordinator Medical Director Nutrition Program Coordinator Sr. Health Program Coordinator Program Planner
Public Health Supervisors	Administrative Services Officer II Supervising Medical Case Management Nurse Supervising Public Health Microbiologist Supervising Public Health Nurse Supervising Registered Nurse Supervising Therapist

The table below lists the management categories responsible for the implementation of this plan as well as their associated roles and responsibilities.

**Table 10: SCPH roles & responsibilities**

Category	Roles and Responsibilities
Workforce Development Team	<ul style="list-style-type: none"> <li>• Work with managers to find appropriate training/development opportunities for staff.</li> <li>• Provides guidance to the Program Managers with coaching, mentoring and succession planning.</li> <li>• Informs supervisors of workforce development needs, plans, and issues.</li> <li>• Reviews and update the plan annually.</li> <li>• Monitors progress of established goals.</li> <li>• Evaluates future workforce needs.</li> </ul>
Executive Public Health Leadership  Senior Public Health Leadership	<ul style="list-style-type: none"> <li>• Supports, coaches, and mentors supervisors and/or employees to assure that appropriate training resources and support structures are available within the division.</li> </ul>
Public Health Management  Public Health Supervisors	<ul style="list-style-type: none"> <li>• Ensures that individual and program-based training initiatives are implemented.</li> <li>• Works with employees to develop an individualized learning plan and support the implementation of the plan (e.g., time away from work, coaching, tuition reimbursement).</li> <li>• Identifies and mentors' employees that show potential for promotion through high performance and an expressed desire for career advancement in SCPH.</li> </ul>
All Employees	<ul style="list-style-type: none"> <li>• Takes ownership for their learning and development.</li> <li>• Works with supervisor to identify and engage in training and development opportunities that meet their individual as well as program needs.</li> <li>• Identifies opportunities to apply new skills.</li> </ul>

## SECTION VII: PLAN MANAGEMENT

### COMMUNICATION

Workforce development involves the entire staff and often requires significant changes in attitudes and behaviors, necessitating staff to adopt new standards and practices. Steady, consistent information sharing with staff members is critical to ensure their involvement and commitment to mutual goals. The following communication strategies will be implemented to ensure clear and concise internal communication about this Workforce Development Plan.

1. Utilize existing communication venues such as the Focus on the Future quarterly meeting and monthly Public Health Leadership meetings to:
  - a) Present the Workforce Development Plan to senior leaders with the expectation that they will share in their organizational units.
  - b) Share findings from Workforce Development initiatives and progress toward goals.

- c) Share successes and lessons learned.
2. Utilize the SCPH Intranet site to:
  - a) Post the Workforce Development Plan and revisions.
  - b) Post Workforce Development resources for staff, supervisors, and managers.
3. Utilize the SCPH Connection 2.0 Newsletter to:
  - a) Promote the Workforce Development Plan and revisions.
  - b) Promote the QI Intranet page.
  - c) Highlight Workforce Development successes.
4. Utilize Workforce Development Committee members to:
  - a) Report on Workforce Development Committee activities at their program-level staff meetings.
  - b) Implement Workforce Development strategies within their programs.
  - c) Share Workforce Development and program-level successes and lessons learned.

## PLAN EVALUATION


Progress on the Workforce Development Plan will be evaluated annually using the following methods:

1. [Plan Progress Reports](#): In July, the Workforce Development Committee will evaluate the Workforce Development Plan to determine progress towards goals and objectives. The Workforce Development Committee will modify goals and objectives for the upcoming year based on progress and lessons learned.
2. [Leadership Summary Reports](#): Submit an annual Summary Report every July to the Executive Public Health Leadership Team describing Workforce Development projects completed during the reporting period and data collected for each performance measure when appropriate.

Based on annual reports, the Senior Public Health Leadership Team and/or the Workforce Development Team may recommend or suggest future projects and/or changes to the Workforce Development Plan. Input from SCPH staff and the Workforce Development Committee is critical. Unfavorable outcomes will be addressed with program/process investigation and additional quality improvement projects as needed. The contents of the Plan will be tracked in the SCPH VMSG performance management system. Revisions to this Plan will be recorded in the table on page 2.

SECTION VIII: APPENDICES

**A. SCPH Staff Training Opportunities**

<b>SCPH STAFF TRAINING OPPORTUNITIES</b> <b>August 2023</b>					
					
<b>Course Name</b>	<b>Notes</b>	<b>Target Staff</b>	<b>Required</b>	<b>Frequency</b>	<b>Upon Hire</b>
Active Shooter	Administered by DHS Safety/Facilities	All		Annually or as offered	
Bloodborne Pathogens	Will be developed and coordinated by the Division and posted on MyLearning.	All	X	Within 3 months of hire and annually thereafter	
Communicating Effectively in the Workplace	Administered by DPS	Managers & Supervisors			
Computer & COMPASS Training	Administered by Dtech Training. COMPASS courses are dependent on position Access Authorization Profile and Work role. COMPASS courses are offered in sequence, some require prerequisites. COMPASS classes are offered at no charge to programs.	Position Dependent	X	As indicated by management or program	
Conquering Workplace Stress & Burnout	Administered by DPS	All			
Continuous Quality Improvement	PHAB 9.1.4.1c, 9.1.6.4 Coordinated by PH Division	Managers & Supervisors		TBD	
COVID-19 Prevention	Administered by DHS Safety/Facilities	All	X	Within 30 days of hire	X
CPR/First Aid	Coordinated by PH Division	Clinical	X	Every 2 years	

Defensive Driving	* Every 2 years for Home Visitors, Every 4 years otherwise Four-hour course 1st time and 2-hour refresher thereafter. Administered by DPS - Safety Office	Position Dependent	X	*See Notes	X
Developing a Positive Mindset	Administered by DPS	All			
Disaster Service Worker	*Frequency of the training is currently every 5 years. This is under discussion and may change when COOP and DEOP are finalized.	All	X	*Every 5 years	
Discrimination & Harassment Prevention (AB 1825)	Administered by DPS - Training and Organization Development	All	X	Within 6 months of date of hire and every 2 years thereafter	X
Emergency Preparedness Drill/Exercise Participation	Administered by PHEP	Management & Position Dependent	X	Every 3 years	
Introduction to Health and Racial Equity	PHAB 8.2.1.2 Coordinated by the HRE Team	All	X	Within 90 days of hire	x
Ergonomics	Administered by DPS Safety Office	All		As indicated by management or program	
Ethics (AB 1234)	Administered by Clerk of the BoS: Certificates of completion should be emailed to Form700@saccounty.net or uploaded electronically to the eDisclosure site.	Position Dependent	X	Within 30 days of date of hire and every 2 years thereafter	X
FMLA/CFRA	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
Form 700	Administered by the Clerk of the BoS	Position Dependent	X	Annually Open every January and due April 1	X

Health & Safety for the Field Worker	Administered by DPS Safety Office	Position Dependent - All field service workers, i.e. CDI, PHN, MAs in Chest Clinic, etc.	X	As indicated by management or program	
Health Communications Best Practices	PHAB 3.2.1.1	All		Cost associated: Supervisor approval required	
HIPAA Privacy & Security	Administered by General Services	All	X	Every 2 years	X
Hiring Process & Interviewing Best Practices	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
ICS-100 – Introduction to Incident Command	Administered by PHEP	All	X	Every 3 years	
ICS-200 – Basic Incident Command Systems for Initial Response	Administered by PHEP	Managers & Position Dependent	X	Every 3 years	
ICS-300 – Intermediate ICS for Expanding Incidents	Administered by PHEP	Manager & Position Dependent	X	Every 3 years	
ICS-400 – Advanced ICS		Managers & Position Dependent	X	Every 3 years	
ICS-700 – National Incident Management System (NIMS)		All	X	Every 3 years	
ICS-800 – National Response Framework: An Introduction		All	X	Every 3 years	
Identifying and Addressing Performance Concerns	Administered by DPS	Managers & Supervisors			
Illness & Injury Prevention I & II	Administered by DPS County Safety Office, all employees are required to take this training at least once. This could be offered as part of onboarding.	All	X	Within 30 days of hire	

Innovation & Design Thinking	PHAB 9.2.4 A Coordinated by PH Division	Managers & Supervisors		Cost Associated w/UCD: Supervisor Approval Required	
Labor Relations	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
Leadership Development Academy	Administered by DPS Six-month series, requires application	Senior & Executive Leadership			
Leadership & Management Development	PHAB 8.2.2.2 Leadership development offered through LDA and UCD offerings	Managers & Supervisors			
Maximizing Your Day - Basics of Effective Time Management	Administered by DPS	All			
Motivating Others to be Their Best	Administered by DPS	Managers & Supervisors			
N95 Fit Testing	County Safety Office offers fit testing.	Position Dependent	X	As indicated by management or program	
New Employee Orientation	Administered by DPS - Training and Organization Development	All	X	Completed w/in 10 days of assignment	X
Personal Protective Equipment (PPE)	PHAB 2.2.4.1 Coordinated by PHEP	Clinical	X	As indicated by management or program	
POD Command Managers	PHAB 2.2.4.1 Administered by PHEP	Management	X		
POD Command Staff	Administered by PHEP	Management	X		
POD Operations	Administered by PHEP	All	X	Every 3 years	
Positively Maneuvering Change in the Workplace	Administered by DPS	Managers & Supervisors			
Progressive Discipline and Investigations	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
Reasonable Accommodation	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
SCPH Brand Strategy	PHAB 3.1.2.1	All	X	Within 30 days of hire	X



Security Awareness	PHAB 10.2.4.2 Administered by Information Security Risk Management Team Includes: Password best practices Cybersecurity Required for all County staff w/IT services.	All	X	Within 30 days of date of hire and annually thereafter	X
Standardized Emergency Management System (SEMS) Introduction	Administered by PHEP	Management	X		
Strategies for Resolving Workplace Conflict	Administered by DPS	Managers & Supervisors			
Successfully Navigating Challenges and Difficult Relationships	Administered by DPS	All			
Using Emotional Intelligence for Workplace Success	Administered by DPS	Managers & Supervisors			
Using Self-Coaching to Achieve Your Health & Wellness Goals	Administered by DPS	All			
Workers' Compensation	Administered by DPS	Managers & Supervisors	X	Within 6 months of hire	
Workplace Violence Prevention	Administered by DPS Safety Office.	Managers & Supervisors  Position Dependent	X	Within 6 months of hire	
Public Health 101	Coordinated by PH Division	All	X	Within 6 months of hire	
Quality Improvement 101	Coordinated by PH Division	Managers & Supervisors	X		
Human Research Project Foundational Training	Recommended by Epidemiology.	Position Dependent		As indicated by management or program	

**B. 2023 Heartbeat Survey – Questions & Results**

<b>SURVEY KEY</b> The Survey was designed using a five-point scale: Strongly Disagree/Disagree/Neither Agree nor Disagree/Agree/Strongly Agree  To facilitate interpretation, responses are grouped into three categories ---> Bolded scores vary at least 5 points <b>higher</b> or <b>lower</b> than the benchmark.	<b>Percent Favorable</b>	<b>Percent Neutral</b>	<b>Percent Unfavorable</b>	<b>SCPH Overall</b>	<b>External Benchmark</b>
<b>ENGAGEMENT QUESTIONS - OVERALL</b>	80	14	6	80	73
Overall, I am extremely satisfied with SCPH a place to work.	85	12	3	<b>85</b>	75
I would recommend this organization as a great place to work.	83	14	3	<b>83</b>	75
I am proud to work for this organization.	86	12	2	86	82
I rarely think about looking for a new job with another organization.	68	16	16	<b>68</b>	61
<b>MANAGER EFFECTIVENESS - OVERALL</b>	81	11	8	<b>81</b>	76
My direct supervisor is an outstanding leader.	81	11	8	<b>81</b>	75
My direct supervisor does a great job at managing the work.	82	10	7	<b>82</b>	77
My direct supervisor does a great job at managing people.	79	12	9	79	75
<b>EQUIP FACTORS - OVERALL</b>	72	18	10	72	
Client problems are dealt with quickly.	82	13	4	<b>82</b>	75
Senior leadership is committed to providing high quality products and services to external community members.	77	19	4	77	80
I have the training I need to do my job effectively.	79	14	7	79	79
I have access to the resources (e.g., materials, equipment, technology, etc.,) I need to do my job effectively.	80	12	8	80	78
I am aware of Quality Improvement (QI) tools and principles.	69	18	13	69	
Employees at this organization are encouraged to develop new and better ways of doing things (e.g., QI).	66	21	13	<b>66</b>	74
Senior leadership removes obstacles to help us succeed.	59	25	16	59	61
Programs collaborate effectively to help the organization be more successful.	63	21	16	63	62

Where I work, we set clear performance standards for product/service quality.	75	16	8	75	78
<b>COMMUNICATION - OVERALL</b>	70	18	12	70	68
There is open and honest two-way communication at this organization.	61	24	15	61	62
I receive the information and communication I need to do my job effectively.	79	11	10	<b>79</b>	73
My ideas and suggestions count.	70	19	10	70	68
<b>COMPENSATION AND BENEFITS - OVERALL</b>	65	18	17	65	65
I am paid fairly for the work I do.	55	22	23	55	57
I am satisfied with the benefits I receive at this company.	75	13	12	75	72
<b>CORPORATE SOCIAL RESPONSIBILITY - OVERALL</b>	70	21	9	70	77
I am satisfied with the actions this organizations is taking to be socially responsible (e.g., supporting community events/organizations, use of volunteer day, charities).	70	21	9	<b>70</b>	77
<b>DIVERSITY AND INCLUSION - OVERALL</b>	79	12	8	79	79
Employees at this company are treated with respect regardless of age, race, gender, physical capabilities, sexual orientation, etc.	81	11	8	81	82
I am comfortable voicing my ideas and opinions, even if they are different from others.	75	12	13	75	78
I can be my authentic self at work.	76	14	10	<b>76</b>	81
I feel that I am part of a team.	84	12	4	84	82
My direct supervisor really cares about my well-being.	84	11	5	84	82
I am appropriately involved in decisions that affect my work.	76	14	10	<b>76</b>	69
<b>FUTURE VISION - OVERALL</b>	65	27	8	65	
Public Health senior leadership has communicated a vision of the future that motivates me.	57	33	10	<b>57</b>	64
I can see a clear link between my work and this organization's vision.	70	23	6	70	72
I have a clear understanding of the SCPH brand strategy.	67	25	6	67	
<b>GROWTH &amp; DEVELOPMENT - OVERALL</b>	73	16	11	73	70
This organization provides me with the opportunity for learning and development.	81	12	7	<b>81</b>	74

My direct supervisor provides me with timely and helpful feedback.	86	9	5	<b>86</b>	79
My job makes good use of my skills/talents and abilities.	86	9	4	<b>86</b>	78
I have opportunities for advancement in this organization.	59	25	16	59	59
Employees throughout the organization are held accountable for their performance.	50	27	23	<b>50</b>	62
<b>RECOGNITION - OVERALL</b>	62	25	14	<b>62</b>	67
This organization recognizes productive people.	51	31	19	<b>51</b>	65
This organization values my contribution.	68	23	9	68	70
I regularly receive appropriate recognition when I do a good job.	66	20	14	66	65
<b>SAFETY &amp; WELL-BEING - OVERALL</b>	76	13	11	76	72
The safety and physical working conditions (e.g., space, lighting, noise) are good where I work.	78	10	12	78	76
I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home.	78	12	10	<b>78</b>	73
The amount of stress in my job at this organization is manageable.	72	17	11	<b>72</b>	66
<b>SURVEY CREDIBILITY - OVERALL</b>	49	37	14	<b>49</b>	57
I believe that positive change will happen as a result of this survey.	49	37	14	<b>49</b>	57
<b>TRUST - OVERALL</b>	72	22	6	72	74
This organization shows a commitment to ethical business decisions and conduct.	76	19	5	76	79
I trust the senior leadership of this organization.	68	24	8	68	69
<b>OPEN-ENDED QUESTIONS</b>					
What languages (other than English) are you fluent in?					
As an SCPH employee – do you sit on any boards, committees, or coalitions? If so, please list them here.					
What's the one thing you would most like senior leadership to know.					
What type of recognition would make you feel more valued or connected to the organization?					

There were four open-ended questions included in the survey, and here is a summary of the results:

1. What languages (other than English) are you fluent in?

Language	Number of employees reporting fluency
Bengali	1
Chinese	6
Dari	2
Farsi	2
Filipino	1
Greek	1
Haitian Kreyol	1
Hmong/Mien	4
Lithuanian	1
Norwegian	1
Punjabi	3
Pashto	1
Russian	9
Spanish	37
Tagalog	2
Vietnamese	1

2. As an SCPH employee – do you sit on any boards, committees, or coalitions? If so, please list them here.

Name of board, committee, or coalition (Alphabetic order and as listed by respondent)	Number of employees reporting participation
Age Friendly Designation CORE Committee	1
Black Child Legacy Coalition	1
CA HIV/STD Controllers Association	1
CA EMS Authority (EMSA) Executive Data Advisory Committee	1
CDPH Childhood Lead Poisoning Prevention Committee	1
EMSA EMS for Children Technical Advisory Committee	1
EMS Administrators Association of CA	1
EMSA STEMI and Stroke Technical Advisory Committee	1
Greater Sacramento Epidemiology Association	1
Sacramento County Research Review Committee	1
Sacramento County Alcohol and Drug Advisory Board	1
Sacramento County Coalition for Youth	1
Sacramento County EMS Agency (SCEMSA) STEMI, Stroke, Trauma, Medical and Operational Advisory Committee	1
Sacramento Maternal Mental Health Committee	1
Sacramento Safety POCC	1

SacWISH	2
Safe Kids of Greater Sacramento	2
SAVE Coalition	1
SCPH Maternal Child and Adolescent Health Advisory Committee	3
SCPH Nurse Leadership Week Event Planning Committee	3
SCPH Policy & Procedure Review Team	1
SCPH Public Health Week Event Planning Committee	11
SCPH Racial and Health Equity Advisory Team (RHEAT)	7
SCPH Strategic Planning	1
SCPH Quality Improvement Council	4
SCPH Workforce Development Committee	1
SETA Health Advisory Committee	1
State Workgroups – Family Centered Services	1
StopFalls Sacramento Coalition	1

3. What’s the one thing you would most like senior leadership to know?
4. What type of recognition would make you feel more valued or connected to the organization?

Responses to questions 3 and 4 were aggregated and reviewed by Accreditation and Workforce Development team members. Quality Improvements projects are planned to address identified gaps.