



Public Health

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Canton City Public Health

Canton City Public Health: Workforce Development Plan

2024-2027

"Developing our public health workforce together to prevent disease and promote and protect the health and well-being of the Canton community, and beyond"



Introduction & Purpose

Why a Workforce Development Plan is Important

The main goal of a Workforce Development Plan is to ensure a strong and sustainable public health workforce (CDC, 2019). To do so, staff at Canton City Public Health (CCPH) attend a wide variety of continuing educational trainings each year that are generally pertinent to their position and job duties. In fact, CCPH staff have contributed to the planning processes for countless professional conferences that are relevant to their positions and have played the role of both attendee and organizer.

In addition to participating in professional conferences, CCPH staff are generally eager to learn and take advantage of a variety of different modes of educational opportunities including: speaker presentations at annual staff meetings, webinars, self-paced online courses, certificate programs, fellowships, and in-house group discussions on pertinent topics such as REI (race, equity, inclusion), conflict recognition and transformation, mental health and wellness, and effective communication, among others. Taking advantage of these educational opportunities may not only aid staff in their job duties when working with diverse populations and encountering adversity, but they may also aid staff in their personal development and well-being. Nonetheless, utilizing several educational opportunities throughout different modes of learning keeps staff current and ready to meet the needs of the ever-changing conditions of public health.

A successful CCPH Workforce Development Plan will outline a series of departmental, professional, and external development goals to foster a positive work environment to support our employees, upskill and reskill for employee growth, and ensure a diverse public health workforce of the future, all of which will allow CCPH to strive for—and meet—our mission, vision, and values in the present and moving forward.



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Agency Profile





I. Location & Population Served



Canton City Public Health (CCPH) is located in downtown Canton, Ohio. Different departments within CCPH include Vital Statistics/Administration, Nursing, THRIVE, Women, Infants, & Children (WIC), Laboratory, Environmental Health (EH), Air Pollution Control (APC), and the Office of Public Health Information & Innovation (OPHII), all of which primarily serve residents of the City of Canton. However, funding and specifications for certain programs allow CCPH employees to provide assistance to other area health departments (WIC), serve residents from the greater Stark County area (Laboratory), work to reduce STI/HIV transmission in an eight county region (Nursing), and provide air quality testing to locations outside the City of Canton (APC).

The City of Canton is the county seat for Stark County, Ohio. In 2021, the US Census Bureau estimated that the City of Canton had an approximate population of 70,426. Compared to 2020, this figure reflects a population percent decrease of 0.7%. Of this total population, 64.9% identified as White, 24.6% identified as Black or African American, 8.5% identified as being Two or More Races, and 0.5% identified as Asian. Moreover, 62.6% of those who identified as White identified as being not Hispanic or Latin/a, while 4.8% identified as being Hispanic or Latino/a.

As it pertains to housing, education, and income for City of Canton residents, the U.S. Census Bureau estimates the 2016-2020 owner-occupied housing unit rate to be at 47.7%, the percent of persons at least 25 years old holding a Bachelor's degree or higher to be 13.7%, and the median household income (in 2020 dollars) to be \$32,735. A complete demographic profile of the jurisdiction can be found in the [*2022 Stark County Community Health Assessment*](#). More specific information about Canton and its residents can be found in the Future Workforce section.



II. Mission, Vision, & Values

From the 2024–2027 Strategic Plan, Canton City Public Health's mission, vision, and values are:

Mission

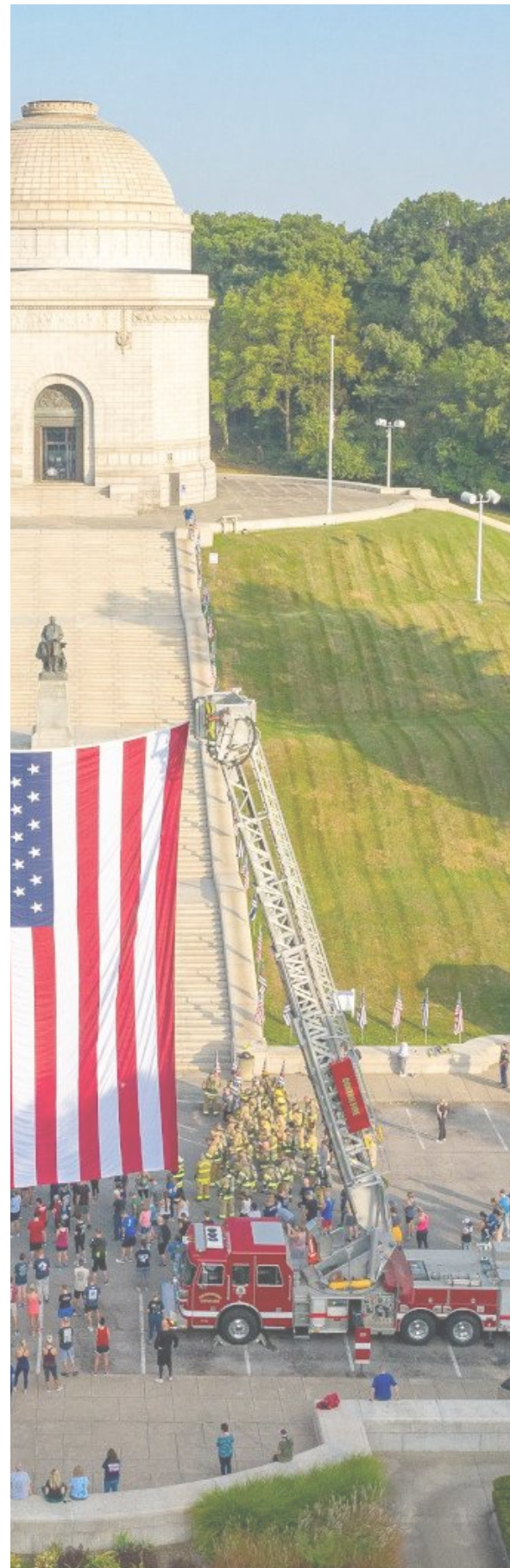
"Canton City Public Health is committed to preventing disease and promoting and protecting the health and well-being of the Canton community, and beyond, in all our services."

Vision

"Canton City Public Health will be the agent of change to promote policy to ensure that all residents can actualize their greatest health potential, by addressing physical, mental, and environmental health."

Values

- Collaborative - Working together with the intent of empowering the community to live to their greatest potential
- Responsive - Being agile and adaptive
- Inclusive - Addressing disparities in an equitable and diverse manner, allowing everyone to feel they belong
- Trust - Being consistently engaged, accountable, transparent, and compassionate in all we do





III. Strategic Priorities

From the 2024-2027 Strategic Plan dated 11/27/2023 (and subject to revision), Canton City Public Health's priorities are:

Access to Care

- All people have access to the care they need – Affordable, Available, Accessible, Accommodating and Acceptable.

Addiction and Recovery

- Prevent and reduce the harms to our community caused by substance use disorder.

Food Security

- All people have access to consistent, healthy food options without the fear of hunger.

Neighborhood and Built Environment

- All residents live in clean, safe and affordable neighborhoods.

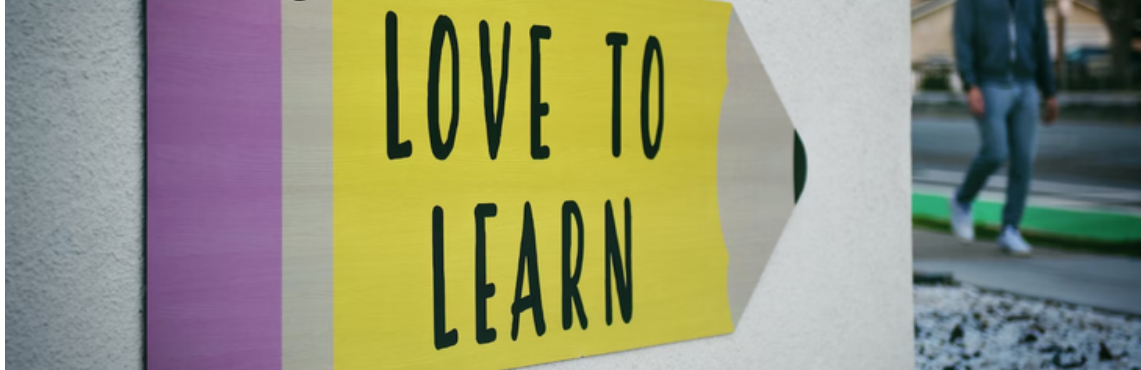
IV. Governance

Canton City Public Health is governed by a Board of Health comprised of five members, who are appointed by the Mayor and confirmed by City Council. Per Ohio Administrative Code 3701.342 all Board of Health members must complete two hours of continuing education (CE) annually. These areas of training include, but are not limited to: ethics; public health principles; and member responsibilities. Members as of this writing with expiration year of their terms include:

- Mayor William V. Sherer II
- Stephen Hickman, DVM (2027)
- Dr. James Johns MD, FAAFP (2024)
- Dr. Amy Lakritz MD, FAAP (2025)
- Cleo Lucas (2028)
- Patrick Wyatt (2026)



V. Learning Culture



In-House Provided Trainings, Shared Webinars, Continuing Education

CCPH wants staff to stay up-to-date in their education and knowledge of public health, as public health is a dynamic field. Thus, CCPH is supportive of staff attending webinars, enrolling in online courses, participating in in-house trainings, and more. Moreover, employees needing to obtain continuing education credits are encouraged to seek out and take advantage of opportunities at conferences, online, and at nearby agencies.

CCPH staff are self-motivated and strive to constantly retain and increase both their knowledge of the Public Health Core Competencies and knowledge of their respective public health fields. As it pertains to staff wanting to seek higher formal education, CCPH is supportive of staff desiring to pursue higher education in their fields. As a result of this supportiveness, there are several CCPH staff who either currently hold or are currently pursuing advanced degrees in Public Health, Nursing, Public Administration, Business Administration, etc. For employees wishing to pursue advanced degrees, the Board of Health allows for flex time, tuition reimbursement, and/or educational leave.

Typically, training is funded through separate line items in the budget. Division leaders are responsible for reviewing their training budgets yearly so that any anticipated expenses can be included in the yearly budget proposal. However, some divisions are funded by grants that require staff complete specific trainings. These grant requirements affect the flexibility divisions have with their training budgets. Nonetheless, staff are encouraged to look for additional training opportunities. Staff could participate in additional training as long as their division has sufficient staffing and available budget.



V. Learning Culture (Cont)

Yearly Staff Meeting

CCPH holds a yearly meeting for all staff. The day is set aside for professional development and team-building activities, training on needed topics (i.e. health equity, cultural competency, etc.), updates on projects within the department and staff recognition. The 2022 meeting was held at the Canton Police Hall and featured informative sessions on Canton's history, inequities in Canton due to historical decisions, cyber security, quality improvement, and the results of the [2021 PHWins National Survey](#), which focused on identifying public health training needs.

The 2023 meeting had an overarching theme of safety with the tagline “A safer you, a safer community”, and was held at the Metropolitan Event Centre in downtown Canton. To coincide with the safety theme, staff participated in hands-only CPR and AED trainings, listened to speakers addressing hazard communication and psychological safety and workplace equity, and presented division-specific data and information relating to safety. Divisions had the option to utilize nontraditional presentation methods such as games, activities, virtual trivia, etc. in order to best communicate their division information.



VI. Workforce Policies



The current *Canton City Health Code* allows for Occupational Improvement Leave and Continuing Education Incentive in Section 207.13.

The following policies assist and support employees and promote a more positive work culture:

- *800-002-P Employee Career Development Policy*
- *800-009-P Employee Training Policy*
- *800-024-P Probationary Period Policy*
- *800-025-P Employee Recognition Policy*
- *800-029-P Lactation Accommodation*
- *800-032-P Alternative Work Schedule Policy*

The previous Workforce Development Plan had several goals that were met. In addition, other projects not included in the previous plan have been either started or completed in order to improve the workforce overall:

- A full-time Workforce Development Specialist was hired to focus on employee development, work culture, and promoting public health as a career
- The Onboarding policy was revised to be more inclusive and educational for new hires
- A detailed CCPH Staff Directory has been created so employees can learn about each other and their job duties
- A CCPH Learning Center SharePoint Site has been built to provide employees trainings, webinars, and other resources tailored to CCPH's highest organizational training needs as per the 2021 PHWins results
- CCPH staff receive a Weekly Wednesday Positivity email with thoughtful, interactive prompts regarding mindfulness/wellness initiatives; the emails contain links to additional resources and information if staff wish to develop their mindfulness further
- CCPH received access to peer-reviewed research from the CDC's DART (Delivering Access to Resources Today) Program



VII. Links to Other CCPH Plans



This Workforce Development Plan was written with input from other plans that are either 1) already approved or 2) currently in planning processes within the department. Specifically, the planning process for this Workforce Development Plan worked in tandem with the planning processes of our revised Strategic Plan and Racial Equity Action Plan (REAP).



VIII. Agency & Workforce SWOT Analysis



In May 2023, the Workforce Development Specialist conducted small focus groups to perform an analysis of CCPH's Strengths, Weaknesses, Opportunities, and Threats (SWOT). Between the two focus groups held, seven staff participated ranging from front-line staff to senior leadership. Here are the topics that both groups identified without knowing what the other group said:

Strengths

- Passionate employees
- Staff have lots of experience and knowledge
- Desire to improve

Weaknesses

- Lack of internal connection and collaboration
- Presence of division silos
- Staff feel disconnected from Board of Health
- Training is not as prioritized as it should be (i.e. work time is only allotted for work; no time to integrate training)

Opportunities

- Recruiting new staff
- Large population of public health graduates

Threats

- Public health graduates going into private industry
- Lack of trust from public



Workforce Profile



I. Current Demographics



This section provides information on the current workforce demographics and anticipated needs for Canton City Public Health. The table below summarizes the demographics of our current workforce *as of August 2022*. This demographic information was gathered from a version of the Bay Area Assessment staff were to complete as part of our health and racial equity initiatives. The assessment had a 90.5% response rate. Some of the categories below (marked by an asterisk) were taken from data from the 2021 PHWins National Survey. Data dashboards from the PHWins survey were released to organizations who participated in August 2022.

Category	# or % of Employees
Total # of employees	62
% Paid by Grants/ Contracts	68%
Gender*	Woman: 81% Not a woman (including men and neither): 19%



I. Current Demographics (Cont)

Race	Caucasian/White: 67.2% African American/Black: 7.8% Asian: 3.1% Biracial/Multiracial/Other: 3.1% Prefer not to answer: 18.8%
Age*	<31 Years: 15% 31-50 Years: 58% 51> Years: 27%
Primary Professional Discipline*	Communicable Disease: 25% Other Health Care: 22% Organizational Competencies: 17% Maternal and Child Health: 15% Environmental Health: 10% Chronic Disease & Injury: 7% Other: 3%
Years of Service (Retention)	Zero to five: 28 staff Six to ten : Seven staff 11-15: 14 staff 16-20: Five staff >20: Eight staff
Employee Plans to Leave*	Within one year: 17% Retiring within five years: 14% Staying: 83%



I. Current Demographics (Cont)

Educational Attainment*	Master's: 23% Bachelor's: 49% Associate's: 14% No College Degree: 14%
Public Health Degree Attainment*	Has a Public Health Degree: 8% Does not have a Public Health Degree: 92%



II. Workforce Calculator - Gap Analysis



In August 2022, CCPH'S Workforce Development Specialist completed the Public Health Accreditation Board's Workforce Calculator using CCPH workforce data.

The Workforce Calculator took into consideration Canton's population and relied on data from other health departments in the nation to determine the minimum number of FTEs (full time equivalents) necessary to provide the Foundational Public Health Services (FPHS) to the Canton community. The FPHS include Foundational Capabilities and Foundational Areas. Foundational Capabilities are Assessment & Surveillance, Community Partnership Agreement, Emergency Preparedness & Response, Equity, Organizational Competencies, Policy Development & Support, Accountability & Performance Management and Communications. Foundational Areas are Chronic Disease & Injury Prevention, Communicable Disease Control, Environmental Public Health, Maternal, Child & Family Health, and Clinical Care Access/Linkage.

Calculations from the Workforce Calculator inferred that CCPH meets or exceeds staffing levels in most FPHS. However, CCPH should consider adding staff in areas such as Emergency Preparedness & Response, Equity, Organizational Competencies, Policy Development & Support, Accountability & Performance Management, Communications, Chronic Disease & Injury Prevention, Maternal, Child & Family Health, and Clinical Care Access/Linkage. If CCPH were to follow the recommendations made by the Workforce Calculator, 5 additional FTEs would need to be hired in the areas mentioned above.



II. Workforce Calculator - Gap Analysis Cont.



While the Workforce Calculator determined CCPH has mostly adequate staffing levels, it is important to note the calculator's limitations. At its basis, the Workforce Calculator is meant to determine staffing needed to provide services to only a local health department's immediate jurisdiction. This means that local health departments who provide programs and services beyond their immediate jurisdiction cannot account for the additional work required to run those programs. CCPH, for instance, has several programs and services that extend far beyond the limits of Canton City: the Air Pollution Control program serves the entirety of Stark County, the THRIVE Project serves all of Stark County, the Canton WIC office provides support to all other WIC offices in the county, CCPH Harm Reduction work serves multiple counties and, at times, the entire state, and the HIV/STI prevention program serves an eight-county region in Northeast Ohio. Therefore, it is important to note the work CCPH staff do does not serve only 70,000 people, but instead serves many, many more. From this, it can be inferred that CCPH staffing recommendations made by the Workforce Calculator may not be entirely accurate and that CCPH may actually need more than five additional FTEs to be considered adequately staffed.



III. Future Workforce



This section provides information on future workforce needs of Canton City Public Health. By examining current Canton Census data side by side with current CCPH program capacity, significant gaps and areas of growth emerge.

Population and Race Since 2021, Canton's population has declined at 1.6%, making the most current population estimate approximately 69,671 persons. Of that total estimated population, 24.3% identify as African American and 4.8% identify as Hispanic or Latino. Only 7.8% of Canton City Public Health's workforce identified as African American, signifying a need to [meaningfully recruit a future workforce who is representative of the community we serve.](#)

Educational Attainment and Higher Education 13.9% of Canton residents have a Bachelor degree, compared to a county-wide rate of 15.3% and a state-wide rate of 18.9%. While Canton does have a lower educational attainment than surrounding areas, the greater Canton area is home to several higher education institutions such as Malone University, Walsh University, Kent State University at Stark, Aultman College of Nursing and Stark State College. Of the students who were awarded degrees from these institutions in 2020, nearly 17% of them received a Registered Nursing degree, making Nursing the most common degree concentration in our area. Moreover, with a majority of CCPH jobs requiring a Bachelor degree, it is imperative that we turn to local talent. [With so many nursing students and, conversely, nursing graduates, in our area, it is imperative that CCPH begin a pipeline from our local Nursing schools into a career in public health. Moreover, considering 92% of CCPH staff do not have a public health degree, it is important to work with these schools to introduce public health as a career choice to non-public health and non-health majoring students.](#)



III. Future Workforce (Cont.)

Home Ownership & Environmental Health Staffing The majority of residential properties in Canton are renter/tenant occupied. Compared to the national average of home ownership at 64.4%, the average rate of home ownership in Canton is at 47.7% and slowly decreasing over time. According to City Health, an initiative of the de Beaumont Foundation and Kaiser Permanente, rental properties are more likely to pose health risks than those that are owner-occupied: "Rental properties tend to be older, have inadequate plumbing and heating, and have a large number of structural deficiencies...Such deficiencies present a number of health risks for renters" (2022). Considering our Registered Environmental Health Specialists (REHS) respond to a significant number of nuisance and other complaints associated with rental properties, it is crucial to invest in recruiting more REHS into our workforce and to promote local governmental environmental health as a career to students.

Public Health Internships To ensure a well-prepared public health workforce of the future, it is imperative that CCPH invest in a department-wide internship program. According to a *Forbes* article, internships are invaluable to those just starting out in their career: "They serve as keys to many doors that include relationships, experience and a way to hone skills [the interns] already possess" (Forbes Human Resources Council). If coordinated successfully, internship programs should benefit the student and the organization. In its Internship Policy, CCPH defines an internship as "a field experience provided to a university level student requesting a practical educational experience in the field of public health" (2019). Thus, it is important for CCPH division leadership or their designee to determine what tasks and work interns could complete that would be a) practical and educational for the intern and b) beneficial for CCPH programs and services.



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Competencies & Educational Requirements



I. CCPH Core Competencies



This section provides information on CCPH's organizationally-adopted competencies. These competencies are cross-cutting and transcend the boundaries of specific disciplines within public health. Moreover, these competencies describe ideas that are central to CCPH's mission. CCPH's organizational competencies are expected to be upheld by every employee and include:

Customer Focus "Our many and diverse customers, both in the community and within [the health department], will be treated with thoughtful listening and respect."

Accountability "Have an effective system to manage resources wisely, to analyze present and future needs, to sustain operations, and to demonstrate accountability. We understand that we are accountable for the health and safety of everyone in the community, and that as a publicly funded organization; we are all responsible for maintaining the public's trust through credible information, quality programming and services, and fiscal integrity."

Equity Ethics & Fairness "Responsive to the needs of the organization and the community. Our clients, partners and coworkers know that we will interact with them with fairness and equity, and that we strive to deliver our programs and services and operate in a manner that is just and free from bias or prejudice."



I. CCPH Core Competencies (Cont.)



Continuous Quality Improvement "Evaluate and improve processes, progress and interventions. Support a culture of continuous quality improvement of CCPH policies and procedures."

Occupational Health and Safety "All employees will work together to assure a safe work environment for staff and the public."

Emergency Preparedness "Be trained and maintain an operational readiness to assist in a public health emergency."

The organizational competencies listed above are used in developing position descriptions. There are three tiers of each CCPH Organizational Competency that describe what level, knowledge, actions and expertise are expected of different classifications of employees. Tier One generally refers to front-line staff, Tier Two generally refers to staff with management/supervisory expectations, and Tier Three generally refers to staff who are in senior leadership, such as the Health Commissioner.



II. Other Competencies

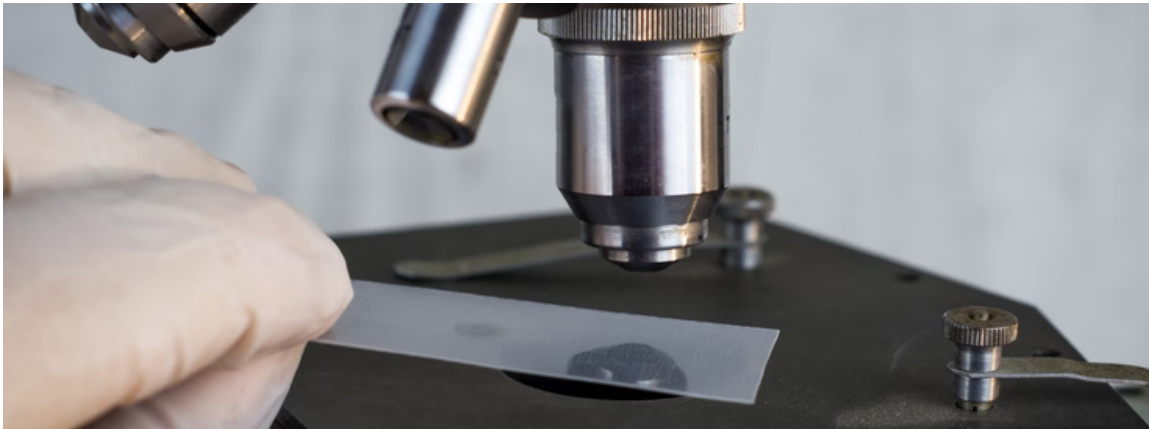


CCPH has adopted the Core Competencies for Public Health Professionals (October 2021 version) from The Council on Linkages Between Academia and Public Health Practice.

The core competencies are used in 1) creating job descriptions, and 2) in the self-assessment of employee skill and/or comfortability with the competencies related to their job duties.



III. CE Required by Discipline



Several CCPH positions require specialized credentials or licensure. These positions have CE guidelines in order to stay current and up-to-date on licensing. In addition to these positions that require certain credentials or licensure, several CCPH employees hold credentials and licensures that are not necessarily required for their position.

Here are the current CE guidelines for CCPH disciplines:

Discipline	CE Requirements
Nursing	24 contact hours every two years
Nurse Practitioner	100 CEU every five years, 24 hours every two years in area of specialty
Registered Environmental Health Specialist (REHS)	24 contact hours every two years
Health Educator (CHES/MCHES)	75 CECH every five years



III. CE Required by Discipline (Cont.)

Certified Public Health Practitioner	50 hours every two years
Physician	100 hours every two years
Social Worker (LSW, LISW, MSW, etc.)	30 hours every two years, three in ethics
Dietitian (RD, LD)	75 CPEU every five years by the Commission of Dietetic Registration (CDR)
International Board of Certified Lactation Consultant (IBCLC)	75 CERP every five years or by retest
Asbestos Inspector (AHES, AHAS)	Eight-hour refresher yearly
Lead Risk Assessor	Refresher course every three years
Certified Pest Control Operator	One hour of core required and one half hour in each category on application required and additional time in any category (after completing one hour of core and each category requirement) = five hours total every three years



III. CE Required by Discipline (Cont.)

Method 9 Field Certification for APC	Once every six months
Board of Health Member	Two contact hours yearly



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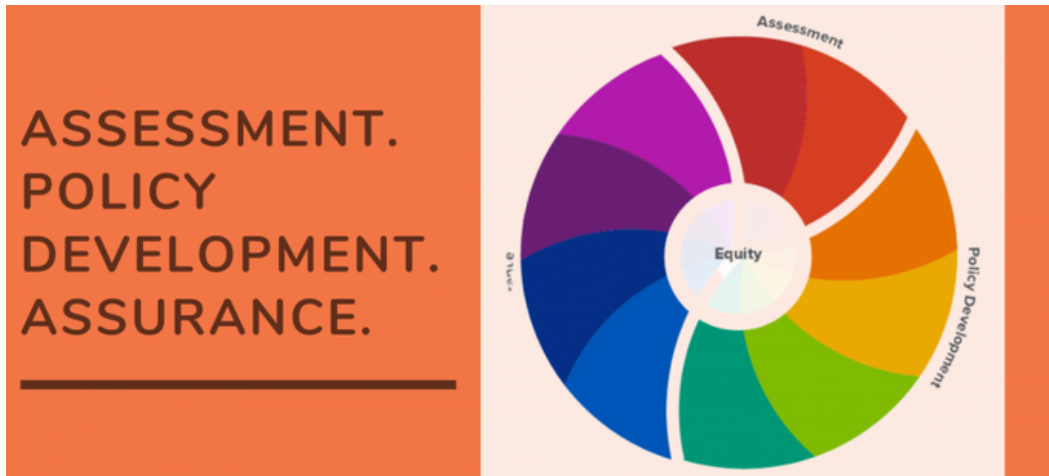
Canton City Public Health

Training Needs





I. Competency Based Training Needs



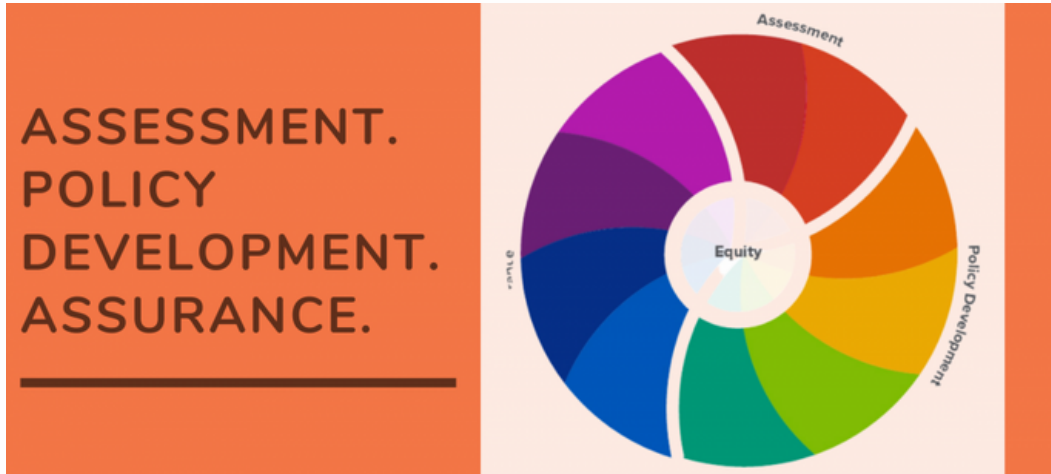
This section provides an overview of Canton City Public Health's identified training gaps as well as a description of the barriers to the achievement of closing those gaps.

In 2021, Canton City Public health participated in the national PHWins survey which provided organizations information regarding Public Health core competency-based training needs shared by staff. Below is a table outlining the findings of the 2021 PHWins survey specifically for Canton City Public Health:

Strategic Skill Domain	Percentage of Staff Who Identified the domain as a training need
Change Management	65%
Budget and Financial Management	60%
Systems and Strategic Thinking	59%
Justice, Equity, Diversity & Inclusion	57%



I. Competency Based Training Needs (2)



Community Engagement	53%
Policy Engagement	52%
Data-based Decision- making	46%
Cross-sectoral Partnerships	43%
Effective Communication	25%
Programmatic Expertise	19%



II. Health Equity Training Needs



As mentioned in the table above, 57% of CCPH–frontline workers and upper management alike–identified Justice, Equity, Diversity & Inclusion as a training need for our department. Health equity training is timely and relevant in our department for many reasons, one of which is that our community is diverse in a variety of ways, and another is that our department wants to take necessary strides toward becoming more community-centered; we want our community to tell us what they want and need from us as their local Public Health organization as opposed to us telling the community what they should want or need. We want to place our community first and foremost and the first steps in doing that require training and education. Moreover, in 2022, CCPH hired their first Community Health Equity Coordinator to drive this work, which includes educating staff on Justice, Equity, Diversity & Inclusion concepts, revising organizational policies and procedures to be more accessible, and more in order to make strides toward population-wide health equity.



III. Other Needs



In addition to the aforementioned change management and equity training needs, CCPH staff have anecdotally requested trainings on conflict resolution and diffusion, as well as Microsoft and other CCPH-used software training.

As it pertains to potential training needs of management and leadership, continual enrichment regarding supervisory skills is key. Moreover, having succession planning training may be beneficial as several CCPH staff in management or leadership positions are nearing retirement. Therefore, those roles will soon require a transition. While a transition of a mid- to senior-level employee is difficult itself, it becomes even more difficult when the majority of CCPH staff have been employed for three years or less; while having a new workforce has plenty of benefits, it also means we are losing institutional knowledge when long-term employees retire without passing their knowledge on internally.



IV. Barriers, Solutions & Goal Justifications Cont.



Allotting Training Time While training is key to continually developing our workforce, adequate training requires time. Meaningfully allotting time for employee training and development is challenging when some of our programs are simultaneously short-staffed and experiencing higher than usual caseloads. To combat this, leadership and training staff should send a selection of trainings quarterly to staff with an expectation that each staff member completes two hours of continued learning. For staff who need CEUs to keep licensure, trainings that go toward their specialty are acceptable and will count toward the two hour quarterly threshold. Over the course of a year, this would mean that CCPH staff would have at least eight hours of continued education. According to a cross-industry Association of Talent Development study, the average amount of yearly training hours per employee in 2021 was 32.9. Therefore, our first step of two training hours quarterly equates to approximately 4x less than the average for employee training time.

Using a Learning Management System Like many local health departments in Ohio, Canton City Public Health has relied on OhioTrain, the free training catalog and pseudo-learning management system provided by the Ohio Department of Health, to send trainings to staff. While OhioTrain does have capabilities to post internal trainings, it is not meant to be a true learning management system as everyone on the OhioTrain network has access to any trainings that are posted. Moreover, to get a course approved for use on OhioTrain, there is a chain of approvals necessary from state administrators; local health departments are not able to post courses whenever they need. To combat this challenge, Canton City Public Health made the decision to adopt the Articulate suite for both e-learning training creation and learning management.



IV. Barriers, Solutions & Goal Justifications Cont.

Through Articulate 360's software such as Rise and Storyline, CCPH Workforce Development Specialist will have the ability to create custom, interactive online training for CCPH staff members. Moreover, through Articulate's learning management system, Reach, the Workforce Development Specialist will be able to disseminate training and training plans directly to staff via email as well as manage and track completion of trainings for reporting and compliance purposes.

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