

Public Health Leader: Orientation and Resource Guide

Original 2004
2010 Revision



Public Health
Prevent. Promote. Protect.



Local Public Health Association of Minnesota



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Public Health Leader: Orientation and Resource Guide 2010 Revision

Background:

The Orientation and Resource Guide is a joint effort of the Local Public Health Association of Minnesota (LPHA) and the Minnesota Department of Health (MDH), Community and Family Health (CFH) Division. The Guide was initially developed in 2004. The orientation plan identifies a number of subject/topic areas that are critical for new public health leaders to have a basic understanding of and knowledge of available resources. The Guide incorporates a variety of methodologies and experiences utilizing the expertise of resource people at both the local and state level as well as self study.

A survey conducted in 2008 of LPHA members on what was most important in learning about their responsibilities as leaders (new and experienced) and what they wished they had known reaffirmed many of the initial priorities and identified some new topic areas. The survey results resulted in the need to revise and update the document to accommodate these new findings and new public health challenges. Several topic areas were clarified and new topics were added along with the updating of resources.

A number of learning opportunities/experiences were identified as being very beneficial in the 2008 LPHA membership survey. These included having another director as a mentor, carpooling with other directors when attending meetings, connecting with other public health leaders through professional organizations, participating on various workgroups, meeting with the regional public health nursing consultant and talking and learning from seasoned staff.

Statement of Purpose:

Leaders of local public health departments and community health service agencies work in a complex system. Responsibilities include: identifying and responding to public health issues in their community, providing community and department leadership in addressing public health problems, developing policies and programs that impact the public health system across the state, developing and managing department budgets, and supervising staff, all while being accountable to elected officials and the public.

A strong and vibrant state and local public health system requires strong and vibrant leadership at the local level as well as at the state level. The Guide includes an orientation process and resource information that can serve as tools to help the new public health leader get off to a good start through the provision of support and mentorship and easy access of needed resources and information.

Problem

There is a need for a structured and systematic orientation process for newly hired staff in leadership positions in Minnesota's Community Health Service System.

Goals

1. Promote the development of newly hired staff in leadership positions in local health departments.
2. Assure a competent work force of public health staff at the local level.

Objectives

By participating in an orientation process new staff in leadership positions can expect to:

1. understand the foundations of public health in Minnesota, including such concepts as the public health principles, ten essential services, population based practice, and the local public health act (areas of public health responsibility and the essential local activities)
2. explore the knowledge base and skill set needed to effectively direct a public health department (political, business, leadership and management),
3. know where to get and how to use information, support, and technical assistance in order to address job challenges
4. learn specific techniques for such activities as team building, group decision-making, interest-based negotiations, financing and budget, and program evaluation

Suggested Process for Orientation

The Public Health Nurse Consultant (PHNC) from MDH and a mentor from LPHA are responsible for implementing an orientation process with the new public health leader. However, all LPHA members and MDH staff in the CFH Division share responsibility in providing a welcoming and learning environment for new leaders.

The orientation process occurs over a period of one year. It is individualized to meet the needs of each leader. The difference in the orientation for specific positions, such as Public Health Nurse Director, Community Health Service Administrator, Environmental Health Director, is one of emphasis and priorities. Similar knowledge is important for each type of position, but the depth of understanding required may vary. Also, geography and health department structure will affect priorities and the emphasis of each content area in the orientation process.

The PHNC and Mentor will work in partnership with the new leader to design an orientation process that meets his/her needs. Work with the PHNC will emphasize the theory related to the topic areas whereas the Mentor will focus more on the practical experience of applying the theories and concepts.

The PHNC will meet with the new leader and introduce a self-assessment tool. The self-assessment tool helps identify priority topics and plays an important part in determining

the sequencing of the various topics covered throughout the orientation process. As determined by the new leader, the self-assessment tool will be shared with both the PHNC and the Mentor.

The PHNC will notify the regional LPHA group and request that a mentor be identified within 2 months of hire. The LPHA Membership Committee representative of the new public health leader's LPHA region will be responsible to find a Mentor and give the Mentor's name to the region's PHNC. A Mentor will be identified that has a similar set of responsibilities as the newly hired staff person. In most instances the Mentor will be from the same geographic area as the new leader. On occasion the Mentor will be from another geographic area due to circumstances of availability, particular skills, etc. The new leader, the mentor and PHNC will coordinate with each other in developing a specific plan for the orientation process.

A variety of methodologies will be used throughout the orientation process. These may include such activities as one to one meetings with the regional PHNC and the mentor, joint meetings of the new leader, PHNC and mentor, conference calls, utilizing travel time together for orientation discussions, individual study and participating in other opportunities as they arise. The Mentor will host the new leader at the state and regional LPHA meetings, State Community Health Services Advisory Committee (SCHSAC), the annual CHS Conference and other meetings as deemed appropriate.

Groups of new leaders may meet regionally for discussion and orientation purposes. This will depend on proximity to each other. Another option would be to host conference calls, webinars or interactive television.

The mentor, new leader and PHNC will evaluate the process at the end of the orientation of the new leader. The PHNC will initiate the completion of the Evaluation Tool as provided in this plan within 4 weeks of completion.

Document Review:

PHNCs from the Office of Public Health Practice, in conjunction with the Membership Committee from LPHA will be responsible for the review and update of this document on a biennial basis. The next review will be conducted in the fall of 2012.

Public Health Leader: Orientation and Resource Guide 2010

TOPIC	RESOURCES & TOOLS
<p>I. Public Health Foundations</p> <ul style="list-style-type: none"> ◆ Public Health Definitions, Principles, and Value Structure ◆ Public Health Definition of Roles and Responsibilities (core functions, Ten Essential Services, etc.) ◆ Influences on Health of Populations - Social Determinants of Health ◆ Public Health – Definition of Population Based Practice, Criteria, and Application ◆ Public Health Interventions ◆ Strategies for Public Health/Evidence Based Practice ◆ The National Public Health Ten Essential Services 	<ul style="list-style-type: none"> a) Modules: Minnesota Department of Health (MDH) Core Essentials of Public Health: Live and Recorded Sessions b) Healthy People 2010 (Federal Health Objectives): http://web.health.gov/healthypeople c) A Call to Action: Advancing Health For All Through Social and Economic Change: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/calltoaction.pdf d) Public Health Interventions, Applications for Public Health Nursing Practice : http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/phinterventions_manual2001.pdf e) Strategies for Public Health: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/phresponsibilities06.pdf, http://www.health.state.mn.us/healthreform/ship/implementation/index.html f) National Association of County and City Health Officials (NACCHO) Operation Definition of a Local Health Department: http://www.naccho.org/topics/infrastructure/accreditation/OpDef.cfm
<p>II. Uniqueness of Official Public Health Agencies</p> <ul style="list-style-type: none"> ◆ Official Public Health agencies as representatives of government; relationships with the County Board and the Commissioner of Health ◆ Legal basis and governmental authorities at the federal, state and local level ◆ Covenant with the public: relationship with, responsibility to and public image ◆ Leadership role: bringing the community together for public health issues 	<ul style="list-style-type: none"> a) MDH web site: www.health.state.mn.us b) Local Boards of Health, Minnesota Statutes 145 A: https://www.revisor.leg.state.mn.us/statutes/?id=145A c) MDH, Minnesota Statutes 144.011: https://www.revisor.leg.state.mn.us/statutes/?id=144.011 d) Community Engagement: http://www.health.state.mn.us/communityeng/ e) Local Public Health Association (LPHA): http://www.lpha-mn.org/index.html

TOPIC	RESOURCES & TOOLS
<p>III. Public Health System in Minnesota</p> <ul style="list-style-type: none"> ◆ Public Health at the Local and State level (organizational structures, relationships, authorities, etc.) ◆ MDH: Structure, Programs and Resources ◆ Local Public Health Act, 145A ◆ Overview of State-local Partnership/SCHSAC ◆ Policy Development - Local and State ◆ Local Public Health Authorities and Mandates ◆ The Minnesota Six Areas of Public Health Responsibility & Essential Local Public Health Activities ◆ Public Health Goals - Minnesota Public Health Improvement Goals 	<ul style="list-style-type: none"> a) CHS Administration Handbook (MDH) 2009: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/chsadminhandbook.pdf b) Overview of the State and Local Partnership: http://www.health.state.mn.us/divs/cfh/ophp/system/administration/partnership.html http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/partnershipfactsheet2007.pdf c) Building a Solid Foundation for Health, A Report on Public Health System Development.2009: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/sysdevrpt2009.pdf d) Environmental Health Update: Delegation Agreements and the EH Knowledge Management Project: http://www.health.state.mn.us/divs/eh/delegations.html http://www.health.state.mn.us/divs/eh/local/knowproj/index.html e) Local Public Health Authorities and Mandates Documents: Statutory Authorities, Local Public Health Authorities Table (OPHP) f) MDH Local Public Health(LPH) Trailhead: http://www.health.state.mn.us/trailhead/ g) Public Health Areas of Responsibilities and Essential Local Activities: http://www.health.state.mn.us/divs/cfh/ela/index.html h) LPHA: http://www.lpha-mn.org/index.html i) Local Public Health Act, 145A: http://www.revisor.leg.state.mn.us/stats/145A j) Workspace: https://oep.health.state.mn.us/secure/ k) Healthy Minnesotans, Public Health Improvement Goals: http://www.health.state.mn.us/about/healthypeople2020.pdf

TOPIC	RESOURCES & TOOLS
<p>IV. Legislation and Ordinance Development</p> <ul style="list-style-type: none"> ◆ Political Change and Theory ◆ The Politics of Public Health ◆ The Legislative Process ◆ Legislative Initiatives: LPHA, AMC, MDH (process, roles, limitations) ◆ Ordinance Development ◆ Identification of the specific Minnesota House and Senate Representative for Local Jurisdiction 	<ul style="list-style-type: none"> a) How a Bill Becomes Law: http://www.leg.state.mn.us/leg/howbill.asp b) Regional LPHA Legislative Committee representative c) MDH Guide to the Legislature (MDH): http://fyi.health.state.mn.us/polcomm/govrel/documents/2009GuidetoLeg_000.pdf d) Making Your Case (MN Governors Council on Developmental Disabilities, 1-877-348-0505): http://www.mnddc.org/learning/document/GT122.PDF e) State Representatives, State Senators: http://www.leg.state.mn.us/ f) Article: Politics and Public Health Ethics in Practice. 2008. Gollust, Baum and Jacobson g) Association of Minnesota Counties: Legislative Process 101: http://www.mncounties.org/Intergovernmental_Services/LegProcess101_slideshow.pdf

TOPIC	RESOURCES & TOOLS
<p>V. Statutes/Ordinances Related to Public Health</p> <ul style="list-style-type: none"> ◆ Public Health Law ◆ Public Meeting Laws ◆ Public Employee Limitations (lobbying, gifts, letters to the editor, etc.) ◆ Communicable Disease Reporting ◆ Data Practices ◆ Record Retention/Destruction ◆ The Nurse Practice Act ◆ OSHA (job safety analysis, respiratory protection, tuberculosis, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.) ◆ Public Health Nuisance ◆ Freedom to Breathe/Tobacco Ordinances ◆ Clandestine Drug Lab ◆ Local Ordinances ◆ Public Health Informatics/E-Health 	<ul style="list-style-type: none"> a) Local Public Health Act, 145A: http://www.revisor.leg.state.mn.us/stats/145A b) MDH Document: Local Public Health Authorities and Mandates c) Minnesota Historical Society, State Archives Department: http://www.mnhs.org/preserve/records/retentionsched.html d) Association of Minnesota Counties (AMC): http://www.mncounties.org/Publications/FYIs/PDF/Open_Meeting08.pdf http://www.mncounties.org/Publications/FYIs/PDF/Model_Ethics08.pdf e) Minnesota Board of Nursing: www.nursingboard.state.mn.us f) MDH - Communicable Disease Reporting: http://www.health.state.mn.us/divs/idepc/dtopics/reportable/rule/index.html g) MDH – Public Health Nuisance: http://www.health.state.mn.us/divs/eh/local/CHBoardGuide1992.pdf h) OSHA: http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=10051 i) MDH Freedom to Breathe: http://www.health.state.mn.us/freedomtobreathe/ j) MN OSHA: http://www.dli.mn.gov/MnOsha.asp k) Local County Attorney/County Auditor l) MDH link to county ordinances: http://www.health.state.mn.us/divs/eh/meth/ordinance/index.html m) Public Health Law Center at the William Mitchell College of Law (re: public health law – check the web site); http://www.publichealthlawcenter.org/ n) MDH E- Health link: http://www.health.state.mn.us/e-health/index.html o) MDH: Health Informatics Education, Training & Resources: http://www.health.state.mn.us/divs/hpsc/chi/resources.html p) NACCHO: Public Health Informatics http://www.naccho.org/topics/infrastructure/informatics/index.cfm

TOPIC	RESOURCES & TOOLS
<p>VI. Financial Management, Budgets:</p> <ul style="list-style-type: none"> ◆ County Specific Budget and Accounting System ◆ Business Plan – a tool in public health ◆ Budget Preparation -determining cost allocation ◆ Monitoring expenditures/program performance ◆ Grants: writing, role in supporting programs, meeting community needs ◆ Contract /Grant Management ◆ Fiscal Accountability: public dollars/local and state; federal audits ◆ Public Health Funding Sources, invoices/billing with time lines ◆ Budget Development reflecting Public Health priorities ◆ PPMRS: budget and expenditure reporting 	<ul style="list-style-type: none"> a) County Auditor/Finance Department, Public Health fiscal staff b) Minnesota County Attorney Association: www.mcaa-mn.org (see publication "2003 Contract Drafting" and "003 Contract Forms") c) "Introduction to Budget Overview," Public Health Nurse Consultant Toolkit d) AMC documents: http://www.mncounties.org/Publications/FYIs/PDF/County_BudgetOverview08.pdf http://www.mncounties.org/Publications/FYIs/PDF/CountyGov_Expenditures08.pdf http://www.mncounties.org/Publications/FYIs/PDF/CountyGov_Revenue08.pdf http://www.mncounties.org/Publications/FYIs/PDF/Property_Tax_System08.pdf e) MN Council on Foundations: Writing a Successful Grant Proposal: http://www.mcf.org/mcf/grant/writing.htm f) LPHA: Funding Sources and timelines (sharing of documents): http://www.lpha-mn.org/index.html g) PPMRS training: http://www.health.state.mn.us/ppmrs/resources.html h) PH System in MN PPMRS: Summary Report: www.health.state.mn.us/ppmrs/analysis.html (Summary of Expenditures, Staffing, Activities, and Performance Measures) i) Topic: Financial Management PPMRS: Statewide Financial Summary: www.health.state.mn.us/ppmrs/analysis.html (CHS Expenditures Summary Report) j) Topic : Human Resources PPMRS: Performance Measures Reports: www.health.state.mn.us/ppmrs/analysis.html (Assure an Adequate Local Public Health Infrastructure Report) k) Minnesota Counties Insurance Trust (county must be a member to access services): http://mcit.org/

TOPIC	RESOURCES & TOOLS
<p>VII. Human Resources</p> <ul style="list-style-type: none"> ◆ New Staff: selection and orientation ◆ Staff Supervision ◆ Performance Appraisal ◆ Cultural Diversity and Cultural Competence ◆ Affirmative Action, protected groups ◆ Employee Assistance Program ◆ Labor Negotiations/Contract Management ◆ County Personnel Policies/ Union Contracts ◆ Safety (home visitor, defensive driving, creating a respectful work place preventing sexual harassment and violence) ◆ Benefit Management (i.e. FMLA, worker’s compensation, etc.) ◆ Continuing Education/Employee training ◆ Volunteer Management 	<ul style="list-style-type: none"> a) Human Resources/Personnel Department/Affirmative Action Officer/County Personnel Policies/ Union Contracts County Safety Committee b) Minnesota Safety Council: http://www.mnsafetycouncil.org c) OSHA: http://www.doli.state.mn.us d) Minnesota County Insurance Trust (county must be a member to access services): http://.mcit.org/ e) Bureau of Mediation Services, 612/649-5433: www.bms.state.mn.us f) Free Management Library: A Complete Integrated Online Library for Non-profits and For-profits: http://www.managementhelp.org/evaluatn/interview.htm g) MN Train: https://mn.train.org/DesktopShell.aspx h) MN Responds: https://www.mnresponds.org/ i) MN Board of Nursing: http://www.state.mn.us/portal/mn/jsp/home.do?agency=NursingBoard j) Minnesota Department of Labor and Industry (Workers’ Compensation, FMLA, etc.): http://www.dli.mn.gov/WorkComp.asp k) The Provider’s guide to Quality and Culture: http://erc.msh.org/mainpage.cfm?file=9.0.htm&module=provider&language=English&ggroup=&mgrouP= l) Stratis Health: http://www.culturecareconnection.org/resources/further/index.html

TOPIC	RESOURCES & TOOLS
<p>VIII. Core Public Health Functions: Assessment, Planning and Evaluation Process</p> <ul style="list-style-type: none"> ◆ Community Health Assessment and Action Plan ◆ Data Collection and Interpretation ◆ Community Assessments - identification of community needs ◆ Theory of Action/Logic Models ◆ Program Evaluation ◆ Public Health Reporting (grants, PPMRS, annual reports, etc.) ◆ Health Disparities ◆ Culturally and Linguistic Appropriate Services (CLAS) Standards ◆ Quality Improvement/Quality Assurance ◆ Evidence Based Practice ◆ PPMRS ◆ Public Health Data - State and County Health Profiles ◆ Social Determinants of Health 	<ul style="list-style-type: none"> a). CHAAP: http://www.health.state.mn.us/divs/cfh/ophp/system/planning/chaap/index.html b) Kellogg Foundation: Logic Model Development Guide: http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf c) MN Public Health Collaborative for Quality Improvement: http://www.health.state.mn.us/divs/cfh/ophp/consultation/mlc2/index.html d) MDH Mobilizing Your Community to Promote Health: http://www.health.state.mn.us/divs/hpcd/chp/hpkit/index.htm http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/eval_main.htm e) University of Kansas: Community Toolbox: http://ctb.ku.edu/en/ f) MDH: Statewide Health Improvement Program (SHIP): http://www.health.state.mn.us/healthreform/ship/ g) Johns Hopkins Nursing Evidence-Based Practice Model and Guidelines. Newhouse, Robin et al. 2007. Printing Partners, Indianapolis, Indiana. USA. h) MDH: Minnesota Center for Health Statistics: http://www.health.state.mn.us/divs/chs/ i) CLAS Standards http://culturecareconnection.org/navigating/assessment.html j) CDC: The Community Guide – What Works to Promote Health: http://www.thecommunityguide.org/index.html k) Stratis Health: http://www.culturecareconnection.org/resources/further/index.html l) MDH: Public Health Intervention Wheel: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/phinterventions_manual2001.pdf m) The Cochrane Collaboration (evidence based practice): www.cochrane.org/index.htm n) Public Health Foundation: http://www.phf.org/ o) PPMRS http://www.health.state.mn.us/ppmrs/ p) NACCHO Quality Improvement Toolkit: http://www.naccho.org/toolbox/program.cfm?id=25&display_name=Quality%20Improvement%20Toolkit q) Office of Minority and Multicultural Health, MDH: http://www.health.state.mn.us/ommh/index.html r) County and State Profile Data http://www.health.state.mn.us/divs/chs/ s) Unnatural Causes: http://www.unnaturalcauses.org/ t) NACCHO: Health Equity and Social Justice Toolkit http://www.naccho.org/toolbox/program.cfm?v=2&id=22&display_name=Health%20Equity%20and%20Social%20Justice%20Toolkit

TOPIC	RESOURCES & TOOLS
<p>IX. Community Participation: Working with Groups, Coalition and Community Based Organizations</p> <ul style="list-style-type: none"> ◆ Community Engagement ◆ Working with Advisory Committees ◆ Models for Community Planning ◆ Development of Networks and Partnerships ◆ Meeting Facilitation ◆ Roberts Rules of Order ◆ Group Process/Dynamics ◆ Consensus Building ◆ Coalition Building ◆ Conflict Resolution, Interest Based Problem Solving ◆ Presentations and Information Sharing ◆ Community Forums 	<ul style="list-style-type: none"> a) MDH: Community Engagement: http://www.health.state.mn.us/communityeng/index.html b) University of Kansas: Community Toolbox: http://ctb.ku.edu c) CHS Administration Handbook, 2009 (MDH) Chap. 6: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/chsadminhandbook.pdf d) NACCHO: Mobilizing for Action through Planning and Partnerships: http://www.naccho.org/topics/infrastructure/mapp/index.cfm e) MDH: PPMRS Assure an Adequate Public Health Infrastructure: http://www.health.state.mn.us/ppmrs/performanceasures/reports/2009_glance_infrastructure.pdf f) Promote Healthy Communities; Healthy Behavior: http://www.health.state.mn.us/ppmrs/performanceasures/reports/2009_glance_infrastructure.pdf g) Facilitation Resources University of Minnesota Extension: http://www.extension.umn.edu/U-Facilitate/ http://www.extension.umn.edu/U-Connect/ h) Co-Intelligence Institute: http://www.co-intelligence.org/index.html i) “Great Meeting!” Kelsey et Plumb, Hanson Park Press, 2008: http://www.greatmeetingsinc.com/ j) Roberts Rules of Order: http://www.robertsrules.com/ h) Art of Hosting http://www.artofhosting.org/home/
<p>X. Leadership Skill Development</p> <ul style="list-style-type: none"> ◆ Leadership - leadership style assessment ◆ Collaborative Leadership ◆ Communication Techniques: examples: active listening ◆ Self Care for Leaders: examples: stress management & time management ◆ Motivational Theories ◆ Leadership Theories 	<ul style="list-style-type: none"> a) Self-assessment tools: http://www.leadership.gc.ca b) LPHA Library: http://www.lpha-mn.org/library.htm c) MDH: PHN Newsletter on Self Care: http://www.health.state.mn.us/divs/cfh/ophp/resources/phnnews/phnnew1109.pdf d) National Public Health Leadership Institute: http://www.phli.org/index.htm e) NACCHO: Survive and Thrive: http://www.naccho.org/topics/infrastructure/surviveandthrive/upload/NACCHO_SurviveandThrive_FNLforWeb.pdf f) Strengths Finder 2.0, Rath, Tom Gallup Press, 2007: http://sf2.strengthsfinder.com g) Communication: http://www.spitfirestrategies.com/

TOPIC	RESOURCES & TOOLS
<p>XI. Organizational/Workforce Development</p> <ul style="list-style-type: none"> ◆ Implementation of Agency’s Vision, Mission & Values ◆ Assessment of Organization Functioning ◆ Staff Leadership Development ◆ New Staff Orientation ◆ Effective and Appropriate Delegation ◆ Staff Communication – current and ongoing ◆ Staff Development: Build on strengths, public health competencies ◆ Staff Self Care ◆ Coaching/Supervision :Reflective Supervision, Reflective Practice and Motivational Interviewing ◆ Cultural Competency ◆ Team Building ◆ Generational Differences in the Workplace ◆ Colleges and Universities 	<ul style="list-style-type: none"> a) LPHA Library: "Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance", Lueke, Richard, Additional books are also available: http://www.lpha-mn.org/library.html b) MN TRAIN: Training_Finder Real-time Affiliate Integrated Network (TRAIN): http://mn.train.org/DesktopShell.aspx?tabid=1 c) Columbia University Center for Public Health Preparedness: http://www.ncdp.mailman.columbia.edu/files/PH_Generic.ppt d) Stratis Health: Culture Care Connection: www.culturecareconnection.org/ e) MDH: Cultural Competence: http://www.health.state.mn.us/divs/idepc/refugee/topics/cultcomp.html f) Generational Differences in the Workplace: http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf g) Zero to Three: National Center for Infants, Toddlers and Families: http://main.zerotothree.org/site/PageServer?pagename=ter_key_reflectivesupervision h) Quad Council on Nursing, The Public Health Nursing Shortage-A Threat to the Public’s Health: http://www.resourcenter.net/images/ACHNE/Files/QCShortagePaperFinal2-07.pdf i) Free Management Library: A Complete Integrated Online Library for Non-profits and For-profits: http://www.managementhelp.org/evaluatn/intrview.htm

TOPIC	RESOURCES & TOOLS
<p>XII. Visibility & Promoting Public Health/Marketing of Public Health/Promoting the Value and Uniqueness of Public Health</p> <ul style="list-style-type: none"> ◆ Public Health Logo-NACCHO ◆ Public Health Network (CHS Advisory committee/ Family Services Collaborative, etc.) ◆ The Public Trust – building and maintaining ◆ Working with the County Boards and County Colleagues ◆ Orientation to Public Health of Newly Elected Officials ◆ Media Relations ◆ Social Marketing ◆ Risk Communication ◆ Story Telling 	<ul style="list-style-type: none"> a) Early and Often, How Social Marketing of Prevention Can Help Your Community (MN Institute of Public Health, 2000): www.miph.org b) NACCHO: Marketing Public Health: http://www.naccho.org/advocacy/marketing/ c) Public Health Logo: http://www.naccho.org/advocacy/marketing/upload/PHBrandGuide.pdf www.naccho.org/localpublichealthbrand d) Peter M. Sandman: Risk Communication Website: http://www.psandman.com/ e) Center for Risk Communication: http://www.centerforriskcommunication.com/staff.htm f) “The Media and You.” National Public Health Information Coalition, Can be ordered at a cost of \$5.00 from: https://nphic.org/ecommerce/default.aspx g) MDH: Working with the Media: http://www.health.state.mn.us/divs/hpcd/chp/hpkit/text/hcheck_media_main.htm h) Envirorisk (a free web-based course in environment risk assessment and risk communication): www.phppo.did.gov/phtn i) CHS Administration Handbook: http://www.health.state.mn.us/divs/cfh/ophp/resources/docs/chsadminhandbook.pdf j) Minnesota Public Health Association (MPHA): http://mpha.net/ k) CDC: various sections on promoting public health interventions: http://www.cdc.gov/ l) Andy Goodman: Public Interest Communications: http://www.agoodmanonline.com/about/index.html

TOPIC	RESOURCES & TOOLS
<p>XIII. Emerging Issues</p> <ul style="list-style-type: none"> ◆ Health Care Reform (MN) <ul style="list-style-type: none"> ○ Baskets of Care ○ Medical Home ○ SHIP ◆ Health Care Reform (National) ◆ Public Health Accreditation ◆ Additional issues addressed by LPHA/SCHSAC ◆ Climate Change ◆ Health Impact Assessment ◆ Effective Use of Communication Technology (facebook, twitter, etc.) 	<ul style="list-style-type: none"> a) MDH: Health Care Reform http://www.health.state.mn.us/healthreform/ http://www.health.state.mn.us/healthreform/baskets/steering.html http://www.health.state.mn.us/healthreform/homes/-index.html http://www.health.state.mn.us/healthreform/ehealth/index.html b) NACCHO: National Health Care Reform: http://www.naccho.org/advocacy/health-reform.cfm c) Public Health Accreditation Board: http://www.exploringaccreditation.org d) LPHA website: http://www.lpha-mn.org/index.html e) SCHSAC http://www.health.state.mn.us/divs/cfh/ophp/system/schsac/index.html f) Climate Change www.nrdc.org g) Health Impact Assessment: http://www.cdc.gov/healthyplaces/hia.htm

TOPIC	RESOURCES & TOOLS
<p>XIV. Key Organizations Related to Public Health</p> <ul style="list-style-type: none"> ◆ MDH: Minnesota Department of Health: structure, programs, resources ◆ DHS: Department of Human Services: programs related to public health (Home and Community Based Services, C&TC Outreach) ◆ MDE: Department of Education: programs related to public health (collaborative, school health, interagency committees, Birth to 21, Early Childhood Screenings) ◆ DOC: Department of Corrections: programs related to public health (correctional) health, juvenile risk reduction programs) ◆ MPCA: Minnesota Pollution Control Agency (solid waste, septic systems, feedlots) ◆ Department of Natural Resources (beaches, wild animal) ◆ Department of Agriculture (grocery stores, convenience stores) ◆ Board of Animal Health (animal welfare, disease) ◆ CDC ◆ CMS: Center for Medicare and Medicaid Services ◆ LPHA: Local Public Health Association ◆ MPHA: Minnesota Public Health Association ◆ APHA: American Public Health Association ◆ NALBOH: National Association of Local Boards of Health ◆ NACCHO: National Association of City and County Health Officials ◆ ASTHO: Association of State and Territorial Health Officials ◆ MHCA: Minnesota Home Care Association ◆ MEHA: Minnesota Environmental Health Association 	<ul style="list-style-type: none"> http://www.health.state.mn.us/ http://www.dhs.state.mn.us http://education.state.mn.us/mde/index.html www.doc.state.mn.us www.pca.state.mn.us www.dnr.state.mn.us www.mda.state.mn.us http://www.bah.state.mn.us/ http://www.cdc.gov/ http://oig.hhs.gov/oas/cms.asp http://www.lpha-mn.org/index.html http://mpha.net/ www.apha.org www.nalboh.org/ www.nacho.org www.astho.org www.mnhomecare.org/ www.mehaonline.org

TOPIC	RESOURCES & TOOLS
<ul style="list-style-type: none">◆ SOPHE: Society for Public Health Education◆ AMC: Association of Minnesota Counties◆ University of Minnesota School of Public Health	<p>http://www.sophe.org/</p> <p>www.mncounties.org</p> <p>www.sph.umn.edu/</p>

Public Health Leader: Orientation and Resource Guide 2010 Revision

MENTOR RESPONSIBILITIES

Within two months of hire, the Local Public Health Association (LPHA) Membership Committee representative of the new public health leader's LPHA region will be responsible to find a Mentor and give the Mentor's name to the region's Public Health Nurse Consultant (PHNC).

The Mentor will be responsible to:

Contact the new leader, introduce self and offer a mentor relationship. Upon agreement:

- Inform of, invite and host the new public health leader at regional and statewide meetings including the Community Health Service Conference;
- encourage carpooling whenever possible to allow for networking;
- encourage participation in State Community Health Advisory Committee (SCHAC), LPHA and regional work groups, and
- ask the new leader to complete a self-assessment on his/her understanding of Minnesota's public health system and the topics outlined in the resource guide. This assessment will identify priority topics to be covered and training needs in the orientation process.

Contact the PHNC and the new leader to discuss the results of the self-assessment and coordinate the orientation methodology (meetings, phone calls, webinars) to be used, focusing on the practical experience of applying the theory and concepts.

Maintain regular contact with the new leader throughout the orientation period estimated to be anywhere from six months to a year.

After the orientation period has been completed, ask the new leader to complete the evaluation tool within four weeks and forward to the PHNC.



Local Public Health Association

www.mncounties2.com/lpha

LEADERSHIP ORIENTATION: Self-Assessment Tool (2010)

Every person accepting a leadership position in a local public health department or community health service agency faces multiple opportunities and challenges. In addition each person will have a varied background and level of knowledge regarding a range of topics important to their new leadership role. This self-assessment tool will help identify priority areas to discuss with the Public Health Nursing Consultant (PHNC) and/or the LPHA Mentor during the orientation process. Complete this self-assessment, identifying specific questions you have about particular topic areas. Please consider sharing the completed self-assessment with your PHNC and Mentor.

For each topic area, use the following scale circling the number that best describes your level of understanding:

1 None	2 Little	3 Enough to Get By	4 Good
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Section Title	Topics	Rank Your Understanding (see scale above)
I. Public Health Foundations		
Questions:	◆ Public Health Definitions, Principles, and Value Structure	
	◆ Public Health Definition of Roles and Responsibilities (core functions, Ten Essential Services, etc.)	
	◆ Influences on Health of Populations - Social Determinants of Health	
	◆ Public Health – Definition of Population Based Practice, Criteria, and Application	
	◆ Public Health Interventions	
	◆ Strategies for Public Health/Evidence Based Practice	
	◆ The National Public Health Ten Essential Services	
II. Uniqueness of Official Public Health Agencies		
Questions:	◆ Official Public Health agencies as representatives of government; relationships with the County Board and the Commissioner of Health	
	◆ Legal Basis and governmental authorities at the Federal, State and Local Level	
	◆ Covenant with the Public: relationship with, responsibility to and public image	
	◆ Leadership Role: Bringing the community together for public health issues	

Section Title	Topics	Rank Your Understanding (see scale above)
III. Public Health System in Minnesota		
Questions:	♦ Public Health at the Local and State level (organizational structures, relationships, authorities, etc.)	
	♦ MDH: Structure, Programs and Resources	
	♦ Local Public Health Act, 145A	
	♦ Overview of State-local Partnership/SCHSAC	
	♦ Policy Development – Local and State	
	♦ Local Public Health Authorities and Mandates	
	♦ The Minnesota Six Areas of Public Health Responsibility & Essential Local Public Health Activities	
	♦ Public Health Goals - Minnesota Public Health Improvement Goals	
IV. Legislation and Ordinance Development		
Questions:	♦ Political Change and Theory	
	♦ The Politics of Public Health	
	♦ The Legislative Process	
	♦ The Legislative Initiatives: LPHA, AMC, MDH (process, roles, limitations)	
	♦ Ordinance Development	
	♦ Identification of the specific Minnesota House and Senate Representative for Local Jurisdiction	
V. Statutes/Ordinances Related to Public Health		
Questions:	♦ Public Health Law	
	♦ Public Meeting Laws	
	♦ Public Employee Limitations (lobbying, gifts, letters to the editor, etc.)	
	♦ Communicable Disease Reporting	
	♦ Data Practices	
	♦ Record Retention/Destruction	
	♦ The Nurse Practice Act, delegation	
	♦ OSHA (job safety analysis, respiratory protection, tuberculosis, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.)	
	♦ Public Health Nuisance	
	♦ Freedom to Breathe/Tobacco Ordinances	

Section Title	Topics	Rank Your Understanding (see scale above)
	◆ Clandestine Drug Lab	
	◆ Local Ordinances	
	◆ Public Health Informatics/E-Health	
VI. Financial Management, Budgets:		
Questions:	◆ County Specific Budget and Accounting System	
	◆ Business Plan – a tool in public health	
	◆ Budget Preparation -determining cost allocation	
	◆ Monitoring expenditures/program performance	
	◆ Grants: writing, role in supporting programs, meeting community needs	
	◆ Contract /Grant Management	
	◆ Fiscal Accountability: public dollars/local and state; federal audits	
	◆ Public Health Funding Sources, invoices/billing with time lines	
	◆ Budget Development reflecting Public Health priorities	
	◆ PPMRS: budget and expenditure reporting	
VII. Human Resources		
Questions:	◆ New Staff: selection and orientation	
	◆ Staff Supervision	
	◆ Performance Appraisal	
	◆ Cultural Diversity and Cultural Competence	
	◆ Affirmative Action, protected groups	
	◆ Employee Assistance Program	
	◆ Labor Negotiations/Contract Management	
	◆ County Personnel Policies/ Union Contracts	
	◆ Safety (home visitor, defensive driving, creating a respectful work place preventing sexual harassment and violence)	
	◆ Benefit Management (i.e. FMLA, worker’s compensation, etc.)	
	◆ Continuing Education/Employee training	
	◆ Volunteer Management	

Section Title	Topics	Rank Your Understanding (see scale above)
VIII. Core Public Health Functions: Assessment, Planning & Evaluation		
Questions:	◆ Community Health Assessment and Action Plan	
	◆ Data Collection and Interpretation	
	◆ Community Assessments - identification of community needs	
	◆ Theory of Action/Logic Models	
	◆ Program Evaluation	
	◆ Public Health Reporting (grants, PPMRS, annual reports, etc.)	
	◆ Health Disparities	
	◆ Culturally and Linguistic Appropriate Services (CLAS) Standards	
	◆ Quality Improvement/Quality Assurance	
	◆ Evidence Based Practice	
	◆ PPMRS	
	◆ Public Health Data - State and County Health Profiles	
	◆ Social Determinants of Health	
IX. Community Participation: Working with Groups, Coalition and Community Based Organizations		
Questions:	◆ Community Engagement	
	◆ Working with Advisory Committees	
	◆ Models for Community Planning	
	◆ Development of Networks and Partnerships	
	◆ Meeting Facilitation	
	◆ Roberts Rules of Order	
	◆ Group Process/Dynamics	
	◆ Consensus Building	
	◆ Coalition Building	
	◆ Conflict Resolution, Interest Based Problem Solving	
	◆ Presentations and Information Sharing	
	◆ Community Forums	

Section Title	Topics	Rank Your Understanding (see scale above)
X. Leadership Skill Development		
Questions:	◆ Leadership - leadership style assessment	
	◆ Collaborative Leadership	
	◆ Communication Techniques: examples: active listening	
	◆ Self Care for Leaders: examples: stress management & time management	
	◆ Motivational Theories	
	◆ Leadership Theories	
XI. Organizational/Workforce Development		
Questions:	◆ Implementation of Agency's Vision, Mission & Values	
	◆ Assessment of Organization Functioning	
	◆ Staff Leadership Development	
	◆ New Staff Orientation	
	◆ Effective and Appropriate Delegation	
	◆ Staff Communication – current and ongoing	
	◆ Staff Development: Build on strengths, public health competencies	
	◆ Staff Self Care	
	◆ Coaching/Supervision :Reflective Supervision, Reflective Practice and Motivational Interviewing	
	◆ Cultural Competency	
	◆ Team Building	
	◆ Generational Differences in the Workplace	
	◆ Colleges and Universities	

Section Title	Topics	Rank Your Understanding (see scale above)
XII. Visibility & Promoting Public Health/Marketing of Public Health/Promoting the Value and Uniqueness of Public Health		
Questions:	◆ Public Health Logo-NACCHO	
	◆ Public Health Network (CHS Advisory committee/ Family Services Collaborative, etc.)	
	◆ The Public Trust – building and maintaining	
	◆ Working with the County Boards and County Colleagues	
	◆ Orientation to Public Health of Newly Elected Officials	
	◆ Media Relations	
	◆ Social Marketing	
	◆ Risk Communication	
	◆ Story Telling	
	◆ Effective Use of Communication Technology (face book, twitter, etc.)	
XIII. Emerging Issues		
Questions:	◆ Health Care Reform (MN) <ul style="list-style-type: none"> ○ Baskets of Care ○ Medical Home ○ SHIP 	
	◆ Health Care Reform (National)	
	◆ Public Health Accreditation	
	◆ Additional issues addressed by LPHA/SCHSAC	
	◆ Climate Change	
	◆ Health Impact Assessment	
	◆ Effective Use of Communication Technology (face book, twitter, etc.)	

**Public Health Leader:
Evaluation of Orientation: Process and Resource Guide**

The goal of this project is to promote the development of newly hired staff in leadership positions in local public health departments. We would like to hear about your experiences in this orientation process. Your comments will be used to make changes in the orientation process and resource guide.

A. What is your position?

- CHS Administrator
 Public Health Director
 Other: Please identify _____

B. Date you started in your position? _____

Date when you were assigned a mentor? _____

Did you feel you received adequate support early on in your position?

Yes No

Comments:

C. What was most useful in the orientation process?

D. What suggestions do you have for improvement of this orientation process?

E. Do you have suggestions for elimination of particular topics from the Topic Outline? If so, please identify.

F. Do you have suggestions for additional orientation topics? If yes, please identify.

G. Did you use resources or tools not listed that you found helpful? If yes, please list and provide information on where to find them?