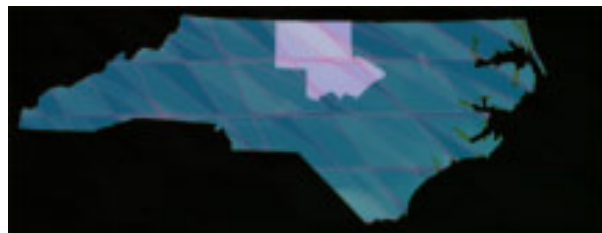


Summary of Public Health Workforce Development, Recruitment and Retention Initiatives in the Central North Carolina Partnership for Public Health



About the Partnership:

The Central North Carolina Partnership for Public Health (CNCPPH) Includes

Alamance, Caswell, Chatham, Durham, Guilford, Orange, Person, Rockingham, and Wake Counties.

North Carolina works through a decentralized public health system. Participating health departments in the Central North Carolina Partnership voluntarily work together at health director and staff levels on a regional basis to address common challenges, to leverage resources, and to build economies of scale.

For workforce development initiatives, individual local health agencies are governed by local boards of health and work with their own county level human resource services as well as with the state personnel system.

CNCPPH Vision

Mobilizing Diversity to Drive Innovation

CNCPPH Mission

To provide leadership to promote healthy lifestyles, assure access to care, and eliminate health disparities by mobilizing diversity to drive innovation.

Regional Workforce Development – Innovative Approaches to Recruiting and Retaining a Diverse Workforce in North Carolina

National and regional changes in demographics are contributing factors in a looming workforce shortage crisis. There is a growing disparity between the composition of the North Carolina public health workforce and the composition of North Carolina citizens. Furthermore, the CNCPPH counties include designated rural Health Professional Shortage Areas in Person and Caswell, the North Carolina state capital in metropolitan Wake, two comprehensive cancer centers in Durham and Orange, and burgeoning Hispanic populations in Alamance, Chatham and elsewhere.

According to the Institute for Public Health's Center for Public Health Preparedness, "consistent with national trends, nearly 50% of the public health workforce in North Carolina is 45 years of age and older." Forty three percent (43%) of the public health department was retirement eligible in 2006 and the average age of the public health nurse was 45. According to the Census Bureau, about 1/3 of North Carolina's population is minority and between 2005 & 2006, nearly 1/4 of North Carolina's new residents were Hispanic. With these growth rates and impending shortages, it is essential that the Central Partnership develops operational methods of recruiting and retaining the portion of the workforce.

The Central Partnership for Public Health has introduced innovative regional methods to address public health issues and improve the conditions of public health services through a special aim to eliminate health disparities and promote diversity in the public health workforce. Recent project work in the partnership has focused on workforce development and innovative approaches to recruiting and retaining minority public health professionals by addressing the objectives outlined in their 2005-2007 work plan for Incubator projects. These essential activities included:

- Local health department wage analysis
- Identification of key contacts for each priority recruiting source
- Collaborations with county human resources staff
- Partnership with the Johnetta B Cole Institute to address recruitment and retention for diverse populations (summit agenda included as Appendix A)

As the vision and mission of the partnership allude to, workforce diversity is a central strategic value. To this end, the Central Partnership has just completed a contract with the Johnetta B. Cole Institute at Bennett College in Greensboro, North Carolina. Be Perdue, the Executive Director of the Diversity & Inclusion Institute, worked with the partnership to host a workforce recruitment and retention summit on February 21st, 2007 in Greensboro. Local health directors, county managers, human resource directors and key leaders in the Central Partnership counties participated together to develop new approaches to the issues public health experiences with regard to identifying and cultivating promising minority candidates early on and establishing a diversity baseline to track and report changes.

The partnership also plans to inventory and evaluate existing recruitment policies and procedures in the coming year in collaboration with human resource managers, and analyze these policies and procedures from a workforce diversity perspective.

The increased need for additional Spanish speaking individuals in the public health workforce has heightened awareness to recruit and retain qualified staff in all occupations of public health and to offer ongoing training opportunities for advancement.

Although the human resource staffs affiliated with each member of the CNCPPH through local county government assist with workforce recruitment in varying degrees, the CNCPPH has many unmet staffing needs. A range of recruitment methods that are novel to these human resources departments, the field of public health, and some health organizations in the private sector must be incorporated in order to find success. The CNCPPH continues to seek best practices in workforce development for public health and has built upon the work accomplished in partnership with the Johnetta B. Cole Institute.

Next steps for the Central Partnership include developing a more robust diversity pipeline strategy including working with technical colleges and local high schools for recruitment, maximizing relationships with structures and systems that assure cultural competence, and measuring results over time. From the final report of the Central Public Health Incubator Diversity Initiative, it is recommended public health moves to strategic sourcing. Critical to the Diversity Pipeline Strategy is to assure that the organization(s) is not only actively sourcing targeted populations through professional associations, college campuses, and technical schools, but is also developing and leveraging long-term relationships in various communities. The Central Partnership will continue to develop internships, scholarships, and forge additional partnerships with colleges, universities and community groups.

As a result of the partnership with The Johnetta B. Cole Institute, the Central Partnership for Public Health now has access to sample worksheets to manage recruitment efforts, a diversity recruitment and retention checklist, a sample recruitment measurement score card, a sample retention measurement score card, strategies for implementation, a SWOT analysis of the Incubator participation, and marketing suggestions for recruiting minority candidates such as a sample web site design, sample ads, and career sourcing references to historically black colleges and universities and organizations who use LatPro to attract Hispanic candidates to public health.

Although there is still much to do to improve public health workforce development including recruitment and retention initiatives in the Central region of North Carolina, activities over the past 2 years have helped us make tremendous strides in knowing where we are and where we need to go to have a workforce that is reflective of the communities we serve and to have a workforce that are not only satisfied with the resources available to them, but are eager to contribute to the health of our communities.

The CNCPPH will continue their work focusing on public health workforce development and is currently proposing new activities to further their goals and objectives and find new best practices to share with others.

APPENDIX A:

**NC Health Incubator Project Diversity Summit
Wednesday, February 21, 2007
9:00 am – 3:30 pm
Bennett College for Women
Greensboro, North Carolina**

8:30 am	Arrival and Registration
9:00 am	WELCOME INTRODUCTION TO INCUBATOR PROJECT Lisa Macon Harrison Program Officer, Public Health Incubator Collaboratives BACKGROUND OF CENTRAL PARTNERSHIP INCUBATOR ACTIVITIES Dorothy Cilenti Alamance County Health Director
9:20 am	INTRODUCTION TO JBC INSTITUTE SESSION OBJECTIVES Bea Perdue JBC Institute
9:30 am	IDI PROFILE & DISCUSSION Mary-Frances Winters President The Winters Group
11:30am	LUNCHEON & KEYNOTE ADDRESS Dr. Johnnetta B. Cole President Bennett College for Women
1:30 pm	“LEARNING SESSIONS” (choose one) Managing Change Donata Nelson, Project Coordinator, JBC Institute -or- North Carolina’s Changing Demographics Marie Miranda Robles, Training Coordinator Office of Minority Health and Health Disparities -or- Recruiting in Black and Brown Yamile Walker, Human Relations Administrator City of Greensboro
2:30 pm	SUMMARY DISCUSSION & ACTION ITEMS

3:00 pm

CLOSING COMMENTS

Merle Green

Guilford County Health Director

Chair, Central Partnership for Public Health Incubator

SESSION GOALS & OBJECTIVES

The NC Health Incubator Summit served to:

- Identify and assess individual cultural awareness, cultural competencies, and predisposed responses to self in relationship to cultural interaction (response and debrief to cultural assessment tool)
- Provide participants with an open, honest and safe environment to identify and explore individual and organizational cultural competency as it relates to recruiting and retaining a public health workforce
- Provide participants with an opportunity to hear from one of the nations top diversity thought leaders – Dr. Johnnetta Cole
- Examine key issues of attracting, hiring and retaining people of color focused on: environmental change – demographics – cultural influences
- Explore and identify strategies for establishing/strengthening the partnership between Health Directors & HR Directors
- Identify and adopt action items toward the delivery of the major project focus – Development of Best Practice Guide for Recruiting Minorities