

Hidalgo County



Appendix 12: Workforce Development Plan

April 2023

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Approval and Implementation

Appendix 12: Workforce Development Plan

This appendix is hereby approved for implementation and supersedes all previous editions.

Eduardo Olivarez
Director, Health & Human Services

Date

Ricardo Saldaña
Emergency Management Coordinator

Date

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Authority

The Hidalgo County Commissioner’s Court has the authority to approve and implement the Public Health & Medical Services Plan. The Public Health & Medical Services Plan includes 12 appendices. The County Commissioner’s Court approved the Public Health & Medical Services Plan on [REDACTED], 2023. This plan aligns with the County’s Emergency Basic Plan, ESF-8: Public Health that was approved by the County Commissioner’s Court on September 7, 2021.

Purpose

The purpose of this plan is to outline how Hidalgo County Health and Human Services Department (HCHHSD) will meet the Centers for Disease Control and Prevention (CDC’s) *Bioterrorism and Emergency Readiness Competencies for All Public Health Workers*. This plan incorporates the National Incident Management System (NIMS) principles and utilizes the Incident Command System (ICS) in all exercises and training activities.

Training and development of the workforce is one part of a comprehensive strategy toward HCHHSD’s ongoing quality improvement. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs and addressing those gaps through targeted training and development opportunities.

The primary purpose of this plan is to assess enough workers needed to meet changing public health needs and changing populations. This plan further assesses the strengths of workforce planning between HCHHSD and educational institutions that assure diverse and high-quality professionalism.

Explanation of Terms

Acronyms

CASPER	Community Assessment for Public Health Emergency Response
CDC	Centers for Disease Control
DPS	Department of Public Safety
DSHS	Texas Department of State Health Services
EOC	Emergency Operations Center
HCHHSD	Hidalgo County Health and Human Services Department
ICS	Incident Command System
NIMS	National Incident Management System
PHEP	Public Health Emergency Preparedness

POD	Point of Dispensing
PPHR	Project Public Health Readiness
PPE	Personal Protective Equipment

Definitions

National Incident Management System: A unified approach to incident management; standard command and management structures; emphasis on preparedness, mutual aid, and resource management.

Situation & Assumptions

Situation

1. Hidalgo County’s jurisdictional area is vulnerable to a number of hazards. These hazards could result in emergency evacuations, destruction or damage to homes and businesses, personal property loss, disruption of food distribution and utility services, serious health risks or other situations that would seriously affect the daily life of county residents.
2. HCHHSD may be called upon to send trained staff to the Hidalgo County Emergency Operation Center (EOC), shelters, or points of dispensing (PODs) to perform field activities, including epidemiological investigations, CASPER, sanitation inspections, and/or evacuation support.
3. All HCHHSD and PHEP employees will be assigned emergency duties within the boundaries of Hidalgo County.

Assumptions

1. HCHHSD staff will be prepared for rapid emergency response and should remain flexible to adapt to changes in any emergency.
2. HCHHSD’s administration and PHEP program will work continuously towards building and maintaining a competent workforce capable of responding to all-hazards emergencies.

Concept of Operations

General

HCHHSD uses an “all hazards” approach to emergency preparedness planning. All HCHHSD staff may be called upon to respond during an emergency, which means utilizing a comprehensive plan towards capacity building and competency training for the current workforce. As an agency, HCHHSD is committed to promoting and maintaining a learning environment. Annually, staff are assessed to determine their educational needs. Division Directors are responsible for determining opportunities for staff to attend appropriate professional meetings and training related to programming efforts. Throughout the year, appropriate training opportunities are incorporated into General Staff meetings as well as at the agency’s annual staff meeting.

An employee survey was used to analyze HCHHSD’s workforce composition, its level of emergency preparedness knowledge of NIMS implementation requirements, and an assessment of employee training needs. HCHHSD is working with Emergency Management for a NIMS Compliance Certificate, NIMS Training Progress Report, and Resource Inventory Certification Form.

The report consisted of various methodologies, including both quantitative and qualitative measures; and a survey method was utilized to understand the perceptions of public health emergency training needs among HCHHSD employees. An electronic-based survey procedure was developed in house and all health employees were encouraged to participate. The survey period was two weeks (February 13 – February 27, 2023).

Project Public Health Readiness (PPHR) Committee Procedures and Development Plan

The primary goal of the PPHR Committee was to analyze the training needs of HCHHSD staff to prepare an appropriate Workforce Development Plan. The PPHR Committee will meet quarterly to review the training and survey results. The survey was conducted over a two-week period. Subsequent PPHR committee members are scheduled to analyze results, develop a training plan, and review the staff work plan. The HCHHSD staff training plan is described below and will be monitored by the PHEP program (Training Officer) and administration staff. Training is to be completed according to the training cycle data on Table #1.

HCHHSD’s training plan will be updated annually to include any new training needs identified through exercises or activation. The Workforce Development Plan will be reviewed every two years by the anniversary date of its initial approval. This work will be organized by HCHHSD Administration staff and any suggested updates will be presented to the PPHR Committee Members for further recommendation to the Workforce Developing Team, prior to the presentation of the updated plan to the HCHHSD PHEP Training Officer. At a minimum, revisions shall include updates to the Workforce Demographics, Strategies for Addressing the Gaps, and Implementing and Monitoring sections.

1. PPHR Committee Members

Director	Administrative Services Manager
Assistant Director	PHEP Division Manager
Financial Specialist	PHEP Coordinator
Budget Manager II	Personnel Officer
Director of Clinical Care Services	Assistant Director of Clinical Care Services
Director of Human Services	CRP Supervisor
Director of Operations	EMR/Database System Analyst
Epidemiologist III	Environmental Health Serv. Div. Manager
Executive Assistant I (Environmental)	Public Health Planner
SNS Coordinator	Public Health Specialist (PHEP)

NIMS Workforce Development Plan

HCHHSD has developed a training schedule requiring all public health staff to take NIMS/ICS courses assigned by their immediate division supervisor, according to their designated ICS Tier roles and knowledge. HCHHSD is required to be NIMS compliant (Chart 1-4). Therefore, all staff are required to take, at a minimum, ICS training levels IS 100 and IS 700 within 30 days of employment. Staff positions which have been identified to take a leadership role in the health department's public health emergency response are also required to take IS 200, IS 800, ICS 300 and ICS 400. ICS 300 and ICS 400 are classroom-based trainings; all other trainings are web-based and can be accessed through the TX-TRAIN website.

Public health emergency training includes seminars, workshops, tabletops, functional exercises, and full-scale exercises. These trainings/exercises will also include hot washes to assess strengths and weaknesses and will utilize participant feedback to identify and record lessons learned for staff performance improvement. All exercises conducted by HCHHSD will follow the Homeland Security Exercise and Evaluation Program (HSEEP) guidance with an After-Action Report and an Improvement Plan.

All staff will receive annual compliance updates to refresh their knowledge of compliance-related topics covered upon hire. HCHHSD has a Training-Registry for a list and schedule of annual compliance updates and responsible parties. In addition, supervisors will create an individual development plan (IDP) for each direct report during the annual evaluation process. The development plan defines goals and objectives for the upcoming year as well as activities and/or training to help staff meet those goals and objectives. This is covered in the personnel evaluation process.

HCHHSD will meet the public health capability for maintaining and enhancing workforce competencies via its bi-annual training needs assessment. ICS Tier training and other primary courses have been developed to ensure that all public health staff are familiar with their roles and responsibilities during an emergency response. The following is HCHHSD's Tier Organization, Chart 1-5.

Chart 1
Hidalgo County Health & Human Services Department
TIER 1

Volunteers

ICS 100	ICS 200	IS 700	ICS 800	HIPAA	NEEDLE STICK
Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training.		Personnel who, in the event of a public health emergency, will NOT be working within the emergency center/multiagency coordination system or will not be sent out to the field as responder.		The Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.	This training provides instruction on how to respond to occupational exposure to blood-borne pathogens via accidental needle sticks or blood splashes. It describes exposure control measures to be utilized immediately if a person receives a sharp injury or blood splash during a mass casualty real-event or exercise.

Chart 2

**Hidalgo County Health & Human Services Department
TIER 2**

Administrative Assistant II, Administrative Secretary, Billing Specialist, Billing Specialist I, Billing Specialist II, Billing Specialist IV, Billing Specialist V, Clerk Manager, Clerk I, Clerk II, Clerk III, Clinic Aide, Clinic Aide II, Community Service Aide, Community Service Aide II, Courier, Eligibility Specialist I, Eligibility Specialist II, Eligibility Worker, Executive Secretary, ImmTrac Outreach Specialist, Limited Med. Radiologic tech, Materials Clerk, Medical Assistant, Medical Technicians II, Medical Technician I, Medical Technician II, Outreach Specialist I, Outreach Specialist II, Outreach Worker Med. Asst., Receptionist, TB Outreach Specialist I, TB outreach Worker Med. Assistant, Vector/Animal Control Officer, Animal Control Specialist, Animal Control Specialist I, Animal Control Specialist II

ICS 100	ICS 200	IS 700	ICS 800	HIPAA	NEEDLE STICK	MGT-319 MEDICAL COUNTERMEASURES: POINT OF DISPENSING (POD), PLANNING & RESPONSE
Personnel who, in the event of a public health emergency, will NOT be working within the emergency operations center/multiagency coordination system or will not be sent out to the field as responder.				The Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.	This training provides instruction on how to respond to occupational exposure to blood-borne pathogens via accidental needle sticks or blood splashes. It describes exposure control measures to be utilized immediately if a person receives a sharp injury or blood splash during a mass casualty real-event or exercise.	This training is a guide for local health officials and their partners to coordinate plans to provide mass distribution of medical countermeasures in response to a large-scale public health incident. It focuses on recommendations to achieve CDC's 48-hour standard for Mass Prophylaxis delivery, and to learn how to operate a Point of Dispensing (POD) site.

Chart 3							
Hidalgo County Health & Human Services Department							
TIER 3							
Advance Nurse Practitioner, Family Nurse Practitioner RN III, RN V, TB RN, LVN, LVN II, LVN III, Special Population LVN, Health Inspector, Health Inspector I, Health Inspector II, Septic Tank Inspector							
ICS 100	ICS 200	ICS 300	IS 700	ICS 800	HIPAA	NEEDLE STICK	MGT-319 MEDICAL COUNTERMEASURES: POINT OF DISPENSING (POD), PLANNING & RESPONSE
<p>Personnel who, in the event of a public health emergency, will NOT be working within the emergency operations center/multiagency coordination system or will not be sent out to the field as responder.</p>					<p>The Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.</p>	<p>This training provides instruction on how to respond to occupational exposure to blood-borne pathogens via accidental needle sticks or blood splashes. It describes exposure control measures to be utilized immediately if a person receives a sharp injury or blood splash during a mass casualty real-event or exercise.</p>	<p>This training is a guide for local health officials and their partners to coordinate plans to provide mass distribution of medical countermeasures in response to a large-scale public health incident. It focuses on recommendations to achieve CDC's 48-hour standard for Mass Prophylaxis delivery, and to learn how to operate a Point of Dispensing (POD) site.</p>

Chart 4

Hidalgo County Health & Human Services Department

TIER 4

Administrative Services Manager, Assistant Clinical DON, Assistant Director, Assistant TB Records Manager, Billing Supervisor, Budget Manager II, Director, Coordinator II, CRP Supervisor, Director of Clinical Care Services, Director of Indigent Care Division, Director of Operations, Eligibility Worker Supervisor, EMR/Database System Analyst, Environmental Health Service Division Manager, Epidemiologist, Epidemiologist I, Epidemiologist II, Executive Assistant I, Executive Assistant IV, Financial Specialist, Health Strategic Planning Analyst, LVN- Surveillance, Planning Coordinator, Public Health Preparedness Coordinator, Public Health Emergency Preparedness Division Manager, Public Health Specialist, Public Health Technician I, Public Health Technician II, Public Health Technician II, RN Clinic Supervisor, RN Supervisor, SNS Coordinator, Social Worker, System Support Specialist, TB Records Manager, Technician II Surveillance, TV Vaccines For Children Educator, TVFC Manager, TVFC Program Coordinator

ICS 100	ICS 200	IS 201	IS 700	ICS 800	ICS 300	ICS 400	HIPAA	NEEDLE STICK	MGT-319 MEDICAL COUNTERMEASURES: POINT OF DISPENSING (POD), PLANNING & RESPONSE
Personnel who, in the event of a public health emergency, will NOT be working within the emergency operations center/multiagency coordination system or will not be sent out to the field as responder.							The Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.	This training provides instruction on how to respond to occupational exposure to blood-borne pathogens via accidental needle sticks or blood splashes. It describes exposure control measures to be utilized immediately if a person receives a sharp injury or blood splash during a mass casualty real-event or exercise.	This training is a guide for local health officials and their partners to coordinate plans to provide mass distribution of medical countermeasures in response to a large-scale public health incident. It focuses on recommendations to achieve CDC's 48-hour standard for Mass Prophylaxis delivery, and to learn how to operate a Point of Dispensing (POD) site.

Chart 5
Hidalgo County Health & Human Services Department

Public Information Officer

ICS 100	ICS 200	IS 700	ICS 800	ICS 29	E/L0105	CRISIS & RISK	HIPAA	NEEDLE STICK
<p>Personnel who, in the event of a public health emergency, deliver <u>key messages</u> using principles of crisis and emergency risk communication. The following training must be taken within six months of hire date and at least once every five years thereafter by public information staff within the jurisdiction.</p>				<p>The Public Information Officer Awareness Course (IS0029) is designed to familiarize participants with the concepts underlying the PIO role. This course can provide a basic understanding of the PIO function for those new to the position. Additionally, it can provide those in executive level roles the necessary knowledge of PIO roles and responsibilities during an emergency.</p>	<p>To equip participants with the skills needed to be full or part-time PIOs, including oral and written communications; understanding and working with the media; and basic tools and techniques to perform effectively as a PIO, both in the proactive/advocacy times and crisis/emergency response.</p>	<p>Academic Emergency Management & Related Courses (AEMRC) for higher Education Program (Crisis & Risk Communication)</p>	<p>The Health Insurance Portability and Accountability Act of 1996 is United States legislation that provides data privacy and security provisions for safeguarding medical information.</p>	<p>This training provides instruction on how to respond to occupational exposure to blood-borne pathogens via accidental needle sticks or blood splashes. It describes exposure control measures to be utilized immediately if a person receives a sharp injury or blood splash during a mass casualty real-event or exercise.</p>

Some staff will have position-specific training, relevant to PHEP training requirements (Chart 6). These courses are designed to provide state and local-level emergency responders with a robust understanding of the duties, responsibilities and capabilities of the NIMS Command and General Staff members. Exercises, simulations, discussions, and a final exam will enable staff to process and apply their new knowledge.

HCHHSD also has specific training on “risk communication” for the Public Health Information Officer or designated alternate. (Chart 5) The training for the PIO is in addition to the competencies training required for all HCHHSD employees.

Chart 6	
PHEP Training Requirements	
Capability 3: Emergency Operations Coordination	
Function 2: Activate public health emergency operations.	
Capability 4: Emergency Public Information and Warning	
Function 1: Activate the emergency public information system.	
IS-700	An Introduction to the National Incident Management System: This course introduces the NIMS concept. NIMS training provides a consistent nationwide template to enable all government, private sector and nongovernmental organizations to work together during domestic incidents.
ICS-100	Introduction to the Incident Command System (ICS). This course introduces ICS and provides the foundation for higher level ICS training. It describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and NIMS.
IS-800	National Response Framework (NRF), an Introduction. The course introduces participants to the concepts and principles of the NRF.
ICS-200	ICS for Single Resources and Initial Action Incidents: This course teaches personnel to operate efficiently during an incident or event within the ICS, especially for those likely to assume supervisory positions within ICS.
ICS-300	Intermediate ICS for Expanding Incidents: ICS-300 provides training for personnel requiring advanced ICS knowledge and application.
ICS-400	This course provides training and resources for personnel who require advanced application of ICS. This course expands upon information covered in ICS-100 through ICS-300.
IS-201	Forms Used for the Development of the Incident Action Plan: This course is designed to provide training through an independent study vehicle on the use of ICS forms.

Position-Specific Training: These courses are designed to provide State and local-level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of Command and General Staff members. Exercises, simulations, discussions, and a final exam enable participants to process and apply their new knowledge. Position-specific training courses include:

- E/L 950: NIMS ICS All-Hazards Position Specific Incident Commander
- E/L 952: NIMS ICS All-Hazards Position Specific Public Information Officer
- E/L 954: NIMS ICS All-Hazards Position Specific Safety Officer
- E/L 956: NIMS ICS All-Hazards Position Specific Liaison Officer
- E/L 958: All-Hazards Position Specific Operations Section Chief
- E/L 960: NIMS ICS All-Hazards Position Specific Division/Group Supervisor
- E/L 962: All-Hazards Position Specific Planning Section Chief
- E/L 964: All-Hazards Position Specific Situation Unit Leader
- E/L 965: All-Hazards Position Specific Resources Unit Leader
- E/L 967: All-Hazards Position Specific Logistics Section Chief
- E/L 969: All-Hazards Position Specific Communications Unit Leader
- E/L 970: All-Hazards Position Specific Supply Unit Leader
- E/L 971: All-Hazards Position Specific Facilities Unit Leader
- E/L 973: All-Hazards Position Specific Finance/Admin. Section Chief
- E/L 975: All-Hazards Position Specific Finance/Admin. Unit Leader Course

Core Preparedness Competencies

The role of public health is defined by ten essential functions provided to the community. Of these services, there are six *Core Preparedness Competencies* that every employee should be able to fulfill before, during and after a disaster. The following are included as part of HCHHSD's personnel assessment tools:

- a. Describe public health's role in responding to various local emergencies.
- b. Describe the organization's chain of command for emergency response.
- c. Identify and locate the agency's emergency response plan.
- d. Describe the functional roles and responsibilities for emergency response and demonstrate those roles in regular drills.
- e. Demonstrate the correct use of equipment used for emergency communications.
- f. Describe communication roles used during an emergency response:
 - i. Within the agency,
 - ii. With media (Only the Public Information Officer talks to media),
 - iii. With the public.
- g. Identify limits to one's own knowledge, skills, authority, and actively refer matters to someone else when the situation exceeds personal capabilities.
- h. Recognize deviations from the norm that might indicate an emergency and describe appropriate action (i.e., communicate clearly within the chain of command).

- i. Apply creative problem-solving and flexible thinking to unusual challenges and evaluate effectiveness of actions taken.

Workforce Development Plan Objective

HCHHSD has developed a competency training work plan for key positions, describing the type of training to be provided, along with defined objectives. Tiers 2, 3 and 4 reflect the Core Competencies that public health professionals at different stages of their career may wish to have. Specifically, Tier 2 Core Competencies apply to entry level public health professionals (i.e., individuals that have limited experience working in the public health field and are not in management positions); Tier 3 Core Competencies apply to individuals with management and/or supervisory responsibilities; and Tier 4 Core Competencies apply to senior managers and/or leaders of public health organizations.

- a. Competencies Training/All Public Health Employees
- b. Competencies Training/Public Health Leaders (TIER 4)
- c. Competencies Training/Communicable Disease Staff
- d. Competencies Training/Environmental Health
- e. Competencies Training/Preparedness Planning Staff
- f. Competencies Training Public Information Officer

HCHHSD's identified training priorities call for coursework and training in ICS, infection control, and point of dispensing management. The following training activities and courses were selected based upon their content and their ability to close the gaps identified by the training needs assessment:

- a. Incident Command System (ICS) (IS-100, IS-200, IS-700, IS-800, IS-300, IS-400) courses provide staff involved in incident response an understanding of the incident command and emergency management responsibilities that they may be called upon to fulfill in an emergency. The ICS courses are specific to each staff Tier level and are appropriate for their level of response (See Chart 6 - PHEP Training Requirements).
- b. Infection Control (Needlestick and Blood-borne Pathogen) courses and training provide staff involved in incident response practical knowledge about how to best protect oneself from contagions or blood-borne pathogens during public health emergencies, especially those involving vaccines or prophylaxis.
- c. Point of Dispensing Management courses (such as MGT-319) provide staff with the knowledge of how to exercise and revise a plan that utilizes an all-hazards, whole community approach, and assists with the coordination of planning, training, and responding to a public health emergency requiring mass prophylaxis.

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Note: The on-line TX Train courses provide a basic understanding of what every public health employee needs to know to respond to emergency situations. The courses are based on Emergency Preparedness Core Competencies for All Public Health Workers. In addition, the training cycle outlined below identifies the timeline for staff to complete training applicable to their assigned role or section. If staff are unable to complete assigned training by the deadlines, HCHHSD will assess the situation and reevaluate the training cycle for those staff.

Competencies Training

1. HCHHSD Employees

All HCHHSD employees are requested to take the following classes for competencies training depending on their location in an Organizational Chart. Staff need to function under the NIMS structure and by completing these classes they will have an understanding of their position during a Public Health Emergency. See tables 1-4 below.

Table 1. Competencies Training

ALL Public Health Employees					
<i>Describe the Public Health Role in an Emergence Response</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
An Overview of Public Health Emergency Preparedness & Response	1.5 Hours	TXTrain-1105478	Web-Based Training	Train TX	All staff should complete these courses within 6 months of employment and or of Plan been adopted
MGT-319 Medical Countermeasures: Points of Dispensing Planning and Response	16 Hours	PODs command structure for planning, execution, and demobilization	Classroom	TEEX	Bi-annual; all staff should complete this course within 6 months of employment.
Drill of the Employee Emergency Contact System	1 Hour	Call down depending on the organizational chart	Review at a General Staff Meeting	PHEP SNS Coordinator	All staff should experience a Drill during the first (1) year of employment and or of Plan been adopted

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Weapons of Mass Destruction Awareness (WMD)/ Terrorism Awareness for Emergency Responders Online AWR 160	8 Hours	AWR 160	Web-based Training – Self-study	TEEX	All staff should complete these courses within 6 months of employment and or of Plan been adopted
Emergency Support Function (ESF)#8- Public Health and Medical Services	5 Hours	ICS-808	Web-based Training – Self-study	FEMA & EMI	All staff should complete these courses within 6 months of employment and or of Plan been adopted

Table 2. Competencies Training

ALL Public Health Employees					
<i>Describe the chain of command in emergency response</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
ICS Courses depending on the Tier assignment	Depending on the Course	ICS – 700 ICS – 800 ICS – 100 ICS – 200 ICS – 300 ICS – 400	Web-based Training – Self-study Or classroom depending on the course	Train-Texas	All staff should complete ICS courses within 6 months of employment or promotion. Current staff identified as leaders have an additional 3 months to complete required training.
<i>Identify and locate the emergency response plan</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Public Health Emergency Operation Preparedness Training	1 Hour	Overview of Public Health Preparedness	General Staff Meeting	PHEP Staff	All staff should complete these courses within 6 months of employment and or of Plan been adopted

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Table 3. Competencies Training

ALL Public Health Employees					
<i>Describe and demonstrate your role in an emergency response</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
“Job action sheets” emergency response	1 Hour	Depending on your role in a public health	General Staff Meeting	PHEP Staff	All staff should complete these courses within 6 months of employment and or of Plan been adopted
SNS Overview Course	1 Hour	TXTrain-1093663	Web-based training-self-study	PHEP SNS Coordinator	All staff should complete these courses within 6 months of employment and or of Plan been adopted
The Strategic National Program & Closed Point of Dispensing	2 Hour	TXTrain-1068896	Web-based Training – Self-study	Web-based Training – Self-study	All staff should complete these courses within 6 months of employment and or of Plan been adopted
Personal Protective Equipment in a Healthcare Setting to included N-95 Fit Testing	1 Hour	Hidalgo County Health Department	General Staff Meeting	Each individual Clinic or Supervisor	All staff should complete these courses within 6 months of employment and or of Plan been adopted
Mass Dispensing Clinic: Just-In-Time-Training (JITT)	30 Minutes	TXTrain-1089451	Web-based Training – Self-study	Web-based Training – Self-study	All staff should complete these courses within 6 months of employment and or of Plan been adopted

Table 4. Competencies Training

ALL Public Health Employees					
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Training for Epidemiology Outbreak Plans	1 Hour	Hidalgo County Health Department	General Staff Meeting	Epidemiologist Surveillance Team	All staff should complete these courses within 6 months of employment and or of Plan been adopted
Training for Isolation and Quarantine for Epidemiology Outbreak	1 Hour	Hidalgo County Health Department	General Staff Meeting	Epidemiologist Surveillance Team	All staff should complete these courses within 6 months of employment and or of Plan been adopted
<i>Demonstrate correct use of all emergency communication equipment</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Emergency Communications Training	1 Hour	Walkie-talkie, 800Mhz radio, telephone, etc.	General Staff Meeting	IT Division	All staff should complete these courses within 6 months of employment and or of Plan been adopted
Web-EOC 101 Introduction	2 Hours	Web EOC	General Staff Meeting	Mario Betancourt	All staff should complete these courses within 6 months of employment and or of Plan been adopted
<i>Apply creative solutions to unusual challenges and evaluate effectiveness of all actions taken</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Review After Action Reports on 2009/2010 H1N1 Pandemic Influenza Response and COVID-19 Response.	1.5 Hours	AAR's	General Staff Meeting	PHEP Staff	All staff should experience an exercise during the first (1) year of employment and or of Plan been adopted

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Must be involved in at least one All Hazards Response Situation/Exercise annually	4 Plus hours	Exercise/Real Event	When an opportunity Comes up	To be done with PHEP Staff	All staff should experience an exercise during the first (1) year of employment and or of Plan been adopted
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2. HCHHSD Leaders

In addition to the training listed for all HCHHSD employees above, HCHHSD Leaders have these additional competencies trainings that need to be conducted as per the Public Health and Medical Services Plan, see table 5.

Table 5. Competencies Training

PUBLIC HEALTH LEADERS (Tier 4)					
<i>Describe the chain of command and management system for emergency response in the jurisdiction</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
ICS Courses depending on the Tier assignment	Depending on the Course	ICS - 700 ICS - 800 ICS - 100 ICS - 200 ICS – 300 ICS – 400 IS – 201	Web-based Training – Self-study	Web-based Training – Self-study - FEMA	All leaders should complete these courses within 9 months of employment and or of Plan been adopted
<i>Communicate the public health information, roles, capacities, and legal authority to all emergency response partners</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Risk Communication in Public Health Emergencies	2 Hours	TXTrain - 1009201	Web-based Training – Self-study	Web-based Training – Self-study	All Leaders should complete these courses within 6 months of employment and or of Plan been adopted
Fundamentals of Communicating Health Risks	3 hours	TXTrain-1066960	Web-Based Training	Web-based Training – Self-study	All Leaders should complete these courses within 6 months of employment and or of Plan been adopted

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IS-102.c - Preparing for Federal Disaster Operations: FEMA Response Partners	2 Hours	TxTrain- 1040934	Web-Based Training	Web-based Training – Self-study	All leaders should experience an exercise during the first (1) year of employment and or of Plan been adopted
<i>Maintain regular communication with Hidalgo County Emergency Management Coordinator and response partners</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
Review Public Health & Medical Services Plan with Public Health Leaders and Emergency Management	8 Hours	Depending on Location	In Person	Hidalgo County PHEP Staff	All leaders should Review Public Health & Medical Services Plan with EMC after an exercise; and adopt any changes to the plan.
Review Project Public Health Plan with Public Health Leaders and Emergency Management	4 Hours	Hidalgo County Health Department	In Person	Hidalgo County PHEP Staff	All leaders should Review Projects with EMC after an exercise; at least once a year.
<i>Assure that the agency has written regularly updated plans for major public health categories of emergencies that respect the culture of the community and provide for at-risk populations</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
GIS Mapping training to assist in locating any situation	1.5 Hours	mapping locations at risk populations	General Supervisors Leadership meeting	IT Team	All Leaders should complete these courses within 6 months of employment and or of Plan been adopted
<i>Maintain regular communication with Hidalgo County Emergency Management Coordinator and response partners</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle

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Review Public Health & Medical Services Plan with Public Health Leaders and Emergency Management	8 Hours	Depending on Location	In Person	Hidalgo County PHEP Staff	All leaders should Review Public Health & Medical Services Plan with EMC after an exercise; and adopt any changes to the plan.
Review Project Public Health Plan with Public Health Leaders and Emergency Management	4 Hours	Hidalgo County Health Department	In Person	Hidalgo County PHEP Staff	All leaders should Review Projects with EMC after an exercise; at least once a year.
<i>Assure that the agency has written regularly updated plans for major public health categories of emergencies that respect the culture of the community and provide for at-risk populations</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
GIS Mapping training to assist in locating any situation	1.5 Hours	mapping locations at risk populations	General Supervisors Leadership meeting	IT Team	All Leaders should complete these courses within 6 months of employment and or of Plan been adopted
<i>Evaluate every emergency response to identify needed internal and external improvements</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
A Public Health Leader must ensure that an After-Action Report (AAR) is completed and submitted to the State for review for every drill, full exercise, tabletop or real event	7 Hours		On-Site - Classroom course or workshop	Texas Department of State Health Services - Community Preparedness Section	All Leaders should complete these courses within 9 months of employment and or of Plan been adopted
<i>Assure that knowledge and skill gaps identified through emergency response plans are evaluated and addressed</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle

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<p>A Public Health Leader must also submit to the State an Incident Action Plan (IAP) with the After-Action Report (AAR), indicating what immediate and/or long-term actions will be taken to correct operational deficiencies identified after the drill, full exercise, tabletop or real event</p>			<p>Hidalgo County Health Department</p>	<p>Hidalgo County Health Planner</p>	<p>All Leaders should complete these courses within 9 months of employment and or of Plan been adopted</p>
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3. Competencies Training for Environmental Health
 In addition to the training listed for all HCHHSD staff, Environmental Health Professionals have these additional competencies training that will allow them to function during a disaster or event, see Table 6.

Table 6. Competencies Training

ENVIRONMENTAL HEALTH					
<i>Demonstrate readiness to apply professional skills to a range of emergency situations and maintain regular communication with partner professionals in other agencies involved in emergency response</i>					
Name of Training	Format	Location	Availability	Who Does Training	Training Cycle
<p>Conduct quarterly meetings with all local environmental agencies within Hidalgo County.</p>	<p>2 Hours</p>	<p>Depending on Location/Agency</p>	<p>In Person</p>	<p>Hidalgo County Environmental Inspector</p>	<p>All staff should complete these courses within 6 month of employment and or of Plan been adopted</p>

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Develop an Emergency Public Health Strike Team and exercise at least one of the All-Hazards Emergency Response Plan within Public Health & Medical Services Plan	Depending on Emergency	Hidalgo County Health Department	Web-based Training - Self-study	Midwest Center for Life-Long-Learning in Public Health, University of Minnesota School of Public Health	All staff should complete these courses within 6 month of employment and or of Plan been adopted
Attend Environmental Health Association Meetings	Depending on Topic	Depending on Location/Agency	In Person	Various Agencies	All staff should complete these courses within 6 month of employment and or of Plan been adopted

Participate in continuing education to maintain up to date knowledge in areas relevant to emergency response

Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Food Safety Manager Certification Training	10 to 12 hours	TXTrain-1015626	Web-Based Training	to complete, cost \$85.00	All staff should complete these courses within 1 year of employment and or of Plan been adopted
System Design, Aggregate and Soil Classification	2 Hours	Depending on Location/Agency	As per environmental requirements	Epidemiologist/ Surveillance Team	All staff should complete these courses within 6 month of employment and or of Plan been adopted
Field Response and Surveillance Training	2 Hours	Depending on Location/Agency	General Staffing Meeting	Epidemiologist/ Surveillance Team	All staff should complete these courses within 6 month of employment and or of Plan been adopted

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DSHS-Notifiable Condition Training	3 Hours	Hidalgo County Health Department	In Person	Epidemiologist/Surveillance Team	All staff should complete these courses within 1 year of employment and or of Plan been adopted
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4. Competencies Training Communicable Disease and Preparedness Staff: Table IV
In addition to the training listed for all HCHHSD staff, Communicable Disease Staff have these additional competencies training that will allow them to work with other agencies in the event of a disease outbreak, see Table 7.

Table 7. Competencies Training

COMMUNICABLE DISEASE STAFF					
<i>Demonstrate readiness to apply professional skills to a large range of emergency Situations</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
Review/Read all surveillance plans, Pandemic Influenza, SARS, and Smallpox etc.	Depending on Plan Topic	Hidalgo County Health Department	In Person	Epidemiologist/Surveillance Team	All staff should complete these courses within 6 month of employment and or of Plan been adopted
DSHS-Notifiable Condition Training	3 Hours	Hidalgo County Health Department	In Person	Epidemiologist/Surveillance Team	All staff should complete these courses within 1 year of employment and or of Plan been adopted
<i>Maintain regular communication with partner professionals in other agencies involved in emergency response</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
Attend Monthly Epidemiology Meetings/Trainings with Healthcare Providers.	Depending on Topic	Depending on Location	In Person	Depending on Sponsor	All staff should complete these courses within 6 month of employment and or of Plan been adopted
Monthly Health Coalition meetings	Depending on Topic	Depending on Location	In Person	Health Partners	All staff should complete these courses within 6 month of employment and or of Plan been adopted

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Monthly HCHSD Supervisory-Level management meetings	Depending on Topic	Depending on Location	In Person	Hidalgo County Health & Human Services Department	All staff should complete these courses within 6 month of employment and or of Plan been adopted
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Participate in continuing education to maintain up to date knowledge in areas relevant to emergency response

Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
Basic Epidemiology	1 Hour	TXTrain – 1049877	Web-based Training - Self-study	Midwestern Public Health Training Center (MPHTC)	All staff should complete these courses within 1 year of employment and or of plan being adopted.
Bioterrorism Preparedness: Infectious Disease Epidemiology and Public Health Surveillance	6 Hours	TXTrain-1012405	Web-based Training - Self-study	Region VI South Central Public Health Training Center- Tulane University	All staff should complete these courses within 1 year of employment and or of plan being adopted.
Disaster Epidemiology: Community Assessment for Public Health Emergency Response (CASPER)	1 Hour	TXTrain-1098713	Web-based Training – Self-Study	CDC- Centers for Disease Control and Prevention	All staff should complete these courses within 1 year of employment and or of plan being adopted.
Develop an Epidemiology Strike Team	1 Hour	Hidalgo County Health Department	In Person	Hidalgo County PHEP	All staff should complete these courses within 1 year of employment and or of plan being adopted.
Monthly Regional – Statewide Epidemiology conference calls	Depending on call	Depending on Location / Agency	Conference Call	State / Local Departments	All staff should complete these courses within 1 year of employment and or of plan being adopted.
Epidemiology and Control of Infectious Diseases	Self-paced	TXTrain-1023236	Web-based Training – Self-study	UC Berkeley School of Public Health	All staff should complete these courses within 1 year of employment

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					and or of plan being adopted.
Hepatitis Basics	1 Hour	TXTrain-1019990	Web-based Training – Self-study	Texas Department of State Health Services	All staff should complete these courses within 1 year of employment and or of plan being adopted.

5. Competencies Training/Preparedness Planning Staff
 In addition to the training listed above for all HCHHSD staff, PHEP Staff have these additional competencies training. Within HCHHSD, the PHEP division works on Surveillance, Planning and Training other Staff within the Health Department. PHEP staff needs to know the leaders' roles, environmental roles, Communicable Disease roles, and Preparedness roles, see Table 8.

Table 8. Competencies Training

PREPAREDNESS PLANNING STAFF					
<i>Describe the chain of command and management system for emergency response in the jurisdiction.</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
The Public Health Emergency Operations Centre (PHEOC)	3 Hours	TXTrain-1095432	Web-based Training – Self-Study	World Health Organization (WHO)	All staff should complete these courses within 6 months of employment and or of plan being adopted.
IS-230.E: Fundamentals of Emergency Management	6 Hours	TXTrain-1052660	Web-based Training – Self-study	FEMA	All staff should complete these courses within 6 months of employment and or of plan being adopted.
<i>Communicate the public health information, roles, capacities, and legal authority to all emergency response partners.</i>					
Name of Training	Format	Public Health Description	Availability	Sponsor	Training Cycle
Foundations of Public Health Preparedness	Self-paced	TXTrain-2177	Web-based Training – Self-study	TrainTX	All staff should complete these courses within 6 months of employment and or of plan being adopted.

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<i>Maintain regular communication with emergency response partners.</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Attend DSHS quarterly Public Health Emergency Preparedness meetings	Depending on Topic	Depending on Location /Agency	In Person	Various	All staff should complete these courses within 6 months of employment and/or of plan being adopted.
Attend annually the TDEM Conference	Annually	Various Locations	In Person	TDEM	Selected staff will attend annual conference.
<i>Assure that the agency regularly practices all parts of the emergency response.</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
IS-120.C: An Introduction to Exercises	3 Hours	FEMA Website	Web-based Training Self-study	FEMA	All staff should complete these courses within 6 months of employment and/or of plan being adopted.
Field Investigator Response and Surveillance Training	1 Hour	Hidalgo County Health Department	In Person	Epidemiologist/ Surveillance Team	All staff should complete these courses within 6 months of employment and/or of plan being adopted.
Bioterrorism Preparedness: Infectious Disease Epidemiology and Public Health Surveillance	6 Hours	TXTrain-1012405	Web-based Training Self-study	Region VI South Central Public Health Training Center- Tulane University	All staff should complete these courses within 6 months of employment and/or of plan being adopted.
Disaster Behavioral Health	1 Hour	TXTrain-1021342	Web-based Training Self-study	Northwest Center for Public Health Practice	All staff should complete these courses within 6 months of employment and/or of plan being adopted.
<i>Evaluate every emergency response to identify needed internal and external improvements.</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle

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All AARs must be HSEEP compliant	2 Hours				Staff should complete every 3 months of plan being adopted.
<i>Assure that knowledge and skill gaps identified through emergency response planning, drills, and evaluation are addressed.</i>					
Name of Training	Format	Public Health Description	Availability	Who Does Training	Training Cycle
Quarterly Drills/Call-downs of the Public Health Employees must be exercised	2 Hours	Hidalgo County Health Department	PHEP Staff	Hidalgo County Health Chief Administrative Officer	Staff should complete every 3 months of plan being adopted.

New Employee Orientation

All new employees are required to complete an orientation with the HCHHSD Administration Division. Additional training courses are required for employees based on their job classification and other state and federal requirements.

HCHHSD Orientation consists of face to face, video, and on-line training which provides new employees with an overview of all programs offered by HCHHSD. Additional training is assigned to fulfill state and federal training requirements. These must be completed within the first 90-120 days of employment. Topics include, but are not limited to:

- a. Human Resources Orientation with Hidalgo County
- b. HCHHSD Overview Presentation
- c. Incident Command System
- d. National Incident Management System
- e. HIPAA
- f. Customer Service Training
- g. Infection Control Training

Just-in-Time Training

All employees, community partners, and volunteers will be provided “just-in-time” hazard specific response training as needed during an exercise or an event by the Training Officer, Public Health Planner, SNS Coordinator, or other staff as assigned to ensure public health staff, volunteers, and response staff, are aware of their duties and responsibilities during a public health emergency or exercise.

These trainings are sometimes in the form of job action sheets, hand-outs, on-line classes, and power point presentations.

HCHHSD will update the training database annually, which includes public health staff and volunteers.

This database will also contain the resources (form of job action sheets, hand-outs, on-line classes, and power point presentations) that can be accessed as needed for Just-in-Time training.

Results and Implication Report, Brief Definition

Demonstration of staff competency needs to be completed after the assessment. Staff competency may be enhanced by:

- a. Attending classes,
- b. Participating in an activity, exercise, or real event,
- c. Completing an online course,
- d. Viewing a training video,
- e. Certification by a supervisor or content specialist.

Training Needs Assessment

The purpose of the Training Needs Assessment developed by HCHHSD was to survey staff to identify training gaps and areas requiring improvement to ensure that the Workforce Development Plan is directly correlated and influenced the needs of HCHHSD as related to public health emergency preparedness. Identified gaps and areas for improvement allow HCHHSD to develop a practical workforce development training schedule that focuses on establishing requisites on basic public health emergency management for all staff. Creating standard requisites allows staff to continuously develop their skills and maintain their levels of competency. HCHHSD's Workforce Development Plan Committee meets on a quarterly basis to review department progress and to plan integrate specialized trainings (for each department) into the workforce development plan and exercise schedule, as applicable. Each department supervisor or manager is responsible for ensuring that employees complete each of the training courses required for their Tier level based upon timeframes set by the Workforce Development Plan Committee.

The results of the electronic-based survey were used as a baseline assessment of competencies for HCHHSD. The results of the assessment were analyzed by the PHEP Division and the Project Public Health Ready Committee. HCHHSD decided to concentrate the survey on the CDC Bioterrorism and Emergency Readiness Competencies for All Public Health Workers to assure a common understanding and proficiency baseline among all staff. The assessment contained employee demographic information and sections to inventory staff skills and competency training history. Specifically, employees were surveyed on their skills and knowledge of emergency response, especially as it relates to the top three hazards identified for the jurisdiction, and knowledge of equipment (See Assessment Tool).

The Training Needs Assessment Committee found that staff lacked knowledge and experience in ICS and incident management. The Workforce Development Plan Committee reviewed the results and determined that a working knowledge of incident command and incident management are integral parts to meeting the CDC

Preparedness Capabilities and having the ability to respond effectively in a public health emergency. The priority subject areas that were determined to require action were Incident Command System/Structure, infection control, and mass prophylaxis as related to points of dispensing.

The Integrated Preparedness Plan (IPP) is updated yearly using gaps identified by the Training Needs Assessment and the Workforce Development Plan Committee. HCHHSD endeavors to ensure that public health staff are trained in courses to close the gaps identified during the Training Needs Assessment. The PHEP Coordinator coordinates the review and updating of both the Workforce Development Plan and the IPP to ensure that subsequent needs assessment data are met.

Future training will be built on this baseline assessment, and a bi-annual training needs assessment will ensure ongoing development for all staff. Courses and training to address identified gaps/priorities were reviewed, agreed upon, and incorporated into the Workforce Development Plan.

PHEP staff will use a database to track improvement strategy progress. HCHHSD staff submit proof of certification or training completion to the PHEP Training Officer as training is completed. The PHEP Training Officer stores electronic copies of the certificates on HCHHSD's server and updates the Workforce Development Tracking Form database. The Workforce Development Tracking Form database will be updated at least twice annually, and updates will be communicated to all staff.

The Workforce Development Plan will be accessible to all division supervisors. Some improvement strategies outlined in the Workforce Development Plan are assigned to the Workforce Development Plan Committee for review. HCHHSD's Performance Management and Quality Improvement Plan plus the Quality Management Initiative describes how improvements will be made, how the team's improvement review will be conducted, and how the results would be vetted, refined, and adopted.

Training Needs Assessment Tool – Employee Survey and Analysis with Graphs

The HCHHSD Employee Training Needs Assessment 2023 was distributed via email using an online survey tool. The survey was conducted from February 13, 2023, until February 27, 2023. A total of 199 complete responses were received. Results are presented below in a detailed series of tables with the per questions answer.

As of February 27, 2023, the HCHHSD had 228 full-time employees, who are directly impacted by this assessment and training plan. A total of 199 surveys were completed, for an 87% completion rate. (Efforts were made to have all staff complete the survey by February 27, 2023).



Please see Training Needs Assessment Tool below:

Hidalgo County Health and Human Services Department: Training Needs Assessment

The Public Health Emergency Preparedness Division is currently going through the Project Public Health Ready (PPHR) re-recognition process. The PPHR is a criteria-based training and recognition program created by the National Association of County and City Health Officials (NACCHO) and the Centers for Disease Control and Prevention (CDC) to help local health departments develop core public health emergency preparedness competencies.

With this process, an employee training needs assessment must be completed for the Health & Human Services Department. The assessment will be open from February 13, 2023 - February 27, 2023. We kindly ask ALL employees to answer each question to the best of their ability. Keep in mind that this assessment will not be used against you. With your help and cooperation, this assessment will help us identify gaps within our training work plan for the next five (5) years.

Thank you for your participation!

 aylin.reta@hchd.org (not shared) [Switch account](#) 

* Required

Employee Demographics

First and last name: *

Your answer

Employee ID number: *

Your answer

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Residence zip code: *

Your answer _____

What is your gender? *

- Male
- Female
- Prefer not to disclose

What is your age range? *

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older

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What is the highest level of education you have completed? *

- High School or GED
- Bachelor's Degree
- Master's Degree
- PHD or Doctorate
- Other

If you selected "Other" to previous question, please specify:

Your answer _____

What is your current job title? *

Your answer _____

How many years have you been working in your current position at HCHHSD? *

- 0-5
- 6-10
- 11-15
- 16-20
- 21 years or more

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How many years have you been working at HCHHSD altogether? *

- 0-5
- 6-10
- 11-15
- 16-20
- 21 years or more

Select the division for which you work for: *

- Administration / General Funds
- Billing
- Clinical Care Services
- Immunizations
- Disease Control and Epidemiology
- Environmental Health
- Hidalgo FIT
- Indigent
- IT
- Public Health Emergency Preparedness
- Tuberculosis
- Don't know
- Other

If you answered "Other" to the previous question, please specify:

Your answer _____

Emergency Response

Choose ONLY the TOP THREE hazards you might indicate an emergency requiring * health department response.

- Biological Disease Outbreak
- Biological Terrorism
- COVID-19
- Food Borne Disease
- Flood
- Hurricane / Tropical Storm
- Pandemic Influenza
- Tornado

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Please indicate if you agree or disagree with the following statements: *

	Agree	Disagree
I can recognize an unusual event that might indicate a public health emergency.	<input type="radio"/>	<input type="radio"/>
I know and understand the public health role in an emergency response.	<input type="radio"/>	<input type="radio"/>
I will report for work during a public health emergency.	<input type="radio"/>	<input type="radio"/>
I know who to report to at work during a public health emergency.	<input type="radio"/>	<input type="radio"/>
I know who to report to at work during an emergency when my immediate supervisor is not available.	<input type="radio"/>	<input type="radio"/>
I can describe the chain of command used by HCHHSD in an emergency response under the ICS structure.	<input type="radio"/>	<input type="radio"/>
I can identify and locate a copy of the Emergency Response Plan at HCHHSD.	<input type="radio"/>	<input type="radio"/>
I know and understand my assigned role during a public health emergency response event or exercise.	<input type="radio"/>	<input type="radio"/>
I know my job responsibilities during a mass distribution public health event involving SNS.	<input type="radio"/>	<input type="radio"/>
I know my job responsibility during a food-borne outbreak.	<input type="radio"/>	<input type="radio"/>
I know what the Incident Command System (ICS) is.	<input type="radio"/>	<input type="radio"/>

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I know how to appropriately use the following: *

	Yes	No
2-Way Radio	<input type="radio"/>	<input type="radio"/>
Cell Phone	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>
Fax Machine	<input type="radio"/>	<input type="radio"/>
Public Health Information Network (PHIN)	<input type="radio"/>	<input type="radio"/>

Please indicate "Yes" or "No" to the following statements: *

	Yes	No
I can solve problems within my scope of my responsibilities when responding to an emergency.	<input type="radio"/>	<input type="radio"/>
I know who to contact to refer matters that exceed my knowledge or responsibilities.	<input type="radio"/>	<input type="radio"/>

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Employee Skills and Confidence

For each skill area listed below, indicate if you feel CONFIDENT with your ability to * perform the skill.

	Yes, I feel confident.	No, I do not feel confident.
Correctly use personal protective equipment (PPE) needed for my public health emergency response role.	<input type="radio"/>	<input type="radio"/>
Be able to describe the Command Staff and General Staff positions to the Incident Command System.	<input type="radio"/>	<input type="radio"/>
Able to analyze and interpret information as it applies to my public health role responsibilities in an emergency response.	<input type="radio"/>	<input type="radio"/>
Be able to write appropriate health-related communication and can adapt my writing so that the person who will read it will understand.	<input type="radio"/>	<input type="radio"/>
Be able to identify partner organizations that work with the HCHHSD.	<input type="radio"/>	<input type="radio"/>
Apply public health skills (such as biostatistics, epidemiology, behavioral health, and health education) to the HCHHSD services.	<input type="radio"/>	<input type="radio"/>
Solve problems within my scope of my responsibilities when responding to an emergency.	<input type="radio"/>	<input type="radio"/>
Know who to contact to refer matters that exceed my knowledge or responsibilities.	<input type="radio"/>	<input type="radio"/>

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Employee Skills and Importance

Please indicate if you feel it is IMPORTANT for you to have the following skills: *

	Yes, I feel it is important.	No, I do not feel it is important.
Knowing how to correctly use personal protective equipment (PPE) needed for my emergency response role.	<input type="radio"/>	<input type="radio"/>
Describing the Command Staff and General Staff positions to the Incident Command System.	<input type="radio"/>	<input type="radio"/>
Analyzing and interpreting information as it applies to my work responsibilities.	<input type="radio"/>	<input type="radio"/>
Identifying partner organizations that work with HCHHSD during a public health emergency response.	<input type="radio"/>	<input type="radio"/>
Writing appropriate health-related communication to the following languages: English, Spanish, Other.	<input type="radio"/>	<input type="radio"/>
Knowing and applying public health skills (such as: biostatistics, epidemiology, behavioral health, and health education) to the HCHHSD services.	<input type="radio"/>	<input type="radio"/>
Solving problems within my scope of my responsibilities when responding to an emergency.	<input type="radio"/>	<input type="radio"/>
Knowing who to contact to refer matters that exceed my knowledge or responsibilities.	<input type="radio"/>	<input type="radio"/>

Please list 2 of your strongest public health skills you know and can apply during a public health emergency response. *

Your answer _____

Planning, Courses, & Training

I have an emergency plan for my family and pets in the event that I am required to work during an emergency situation. (Choose the best answer.) *

- I have an emergency plan and have shared it with my family.
- I have taken some actions to prepare myself and my family.
- I would like additional information or assistance to develop a family plan.

Choose all that apply: *

- I have been fit tested for an N-95 mask.
- I understand when I would need to wear an N-95 mask.
- I have not been fit tested, but my emergency role requires me to wear an N-95 mask.
- I don't know what an N-95 mask is.

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Have you completed any of the following courses and/or trainings? (Check all that apply.) *

- HCHHSD Overview / Presentation
- HIPAA Training
- Needle Stick Training
- Infection Control Training
- IS-100: Introduction to Incident Command System
- IS-200: Basic Incident Command System for Initial Response
- IS-201: Forms Used for the Development of the Incident Action Plan
- IS-700: An Introduction to the National Incident Management System
- IS-800: National Response Framework, An Introduction
- G-300: Intermediate Incident Command System for Expanding Incidents
- G-400: Advanced Incident Command System, Command and General Staff
- GIS-319 Mass Prophylaxis
- MGT 319: Medical Countermeasures and Point of Dispensing (PODs)
- I don't know / I'm not sure
- I have not completed any trainings

The training format that I find most effective for my assigned emergency responsibilities and my learning style is: *

- Conference, group discussions, or workshop
- Drill, exercise, or hands-on training
- Online assessment
- Reading manuals
- Video

Submit

Clear form

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Training Needs Assessment Analysis

The HCHHSD is primarily a female (76.9%) dominated workforce with 22.6 % male (Chart 1), with 40.2% of staff over the age of 45 years. Approximately 60% of the employees are less than 44 years of age, for a younger pull of employee composition, according to age range.

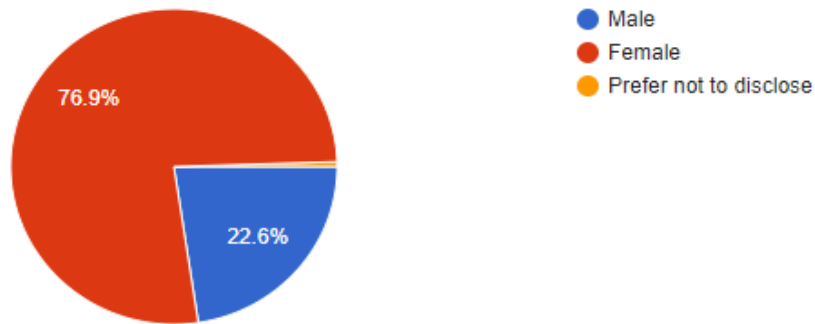
1. Employee characteristics

Employee's first and last name are collected to monitor survey completeness.

Question 1: What is your gender?

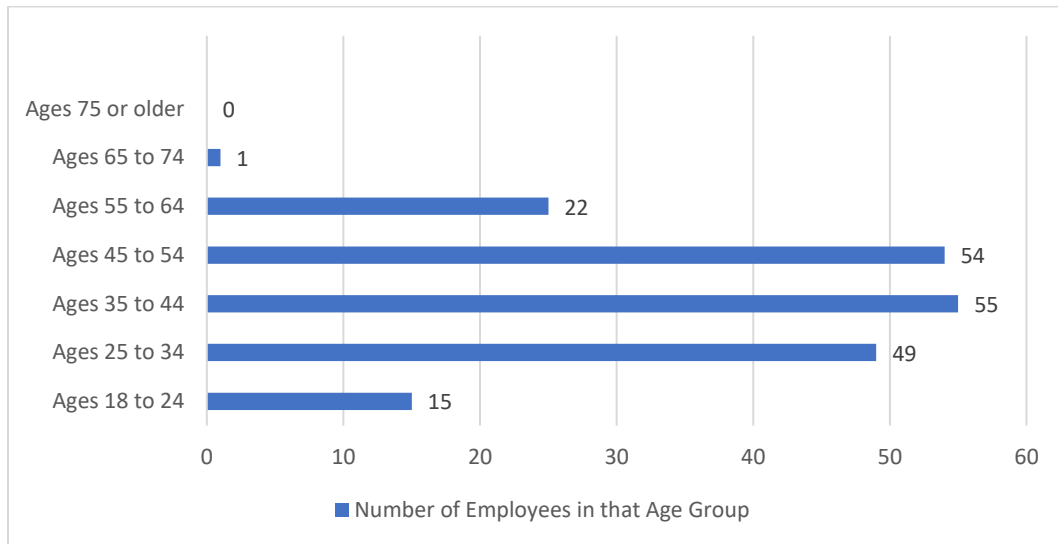
Survey	Total
Female	153
Male	45
Prefer Not to Disclose	0
Total	199

Graph 1. HCHHSD Employee Gender Breakdown by Percentage



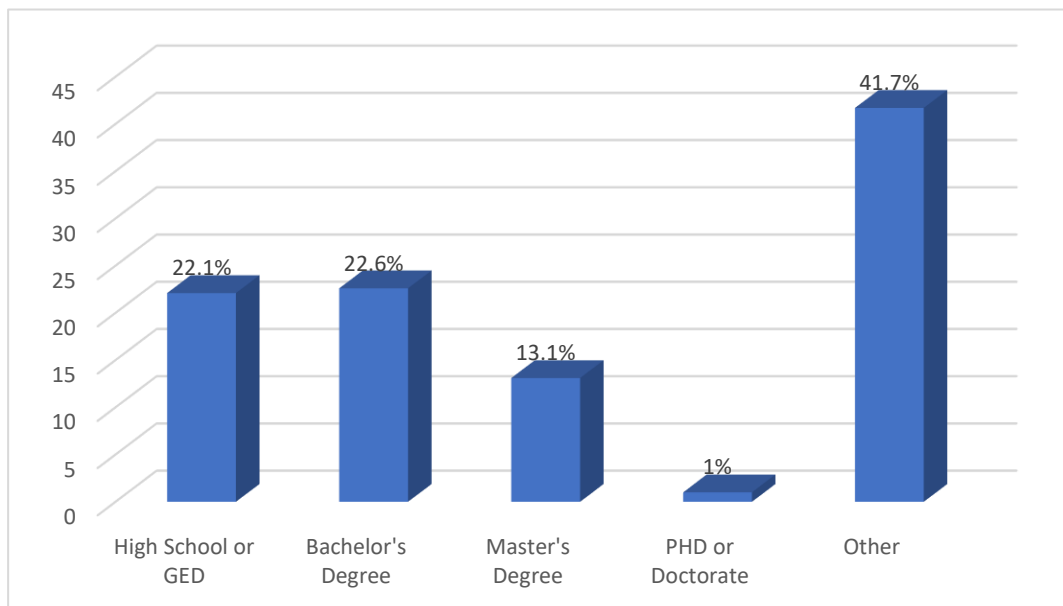
Question 2: What is your age range?

Graph 2. HCHHSD Count of Employees by Age Group



Question 3: What is your highest level of education you have completed?

Graph 3. HCHHSD Employee Highest Level of Education



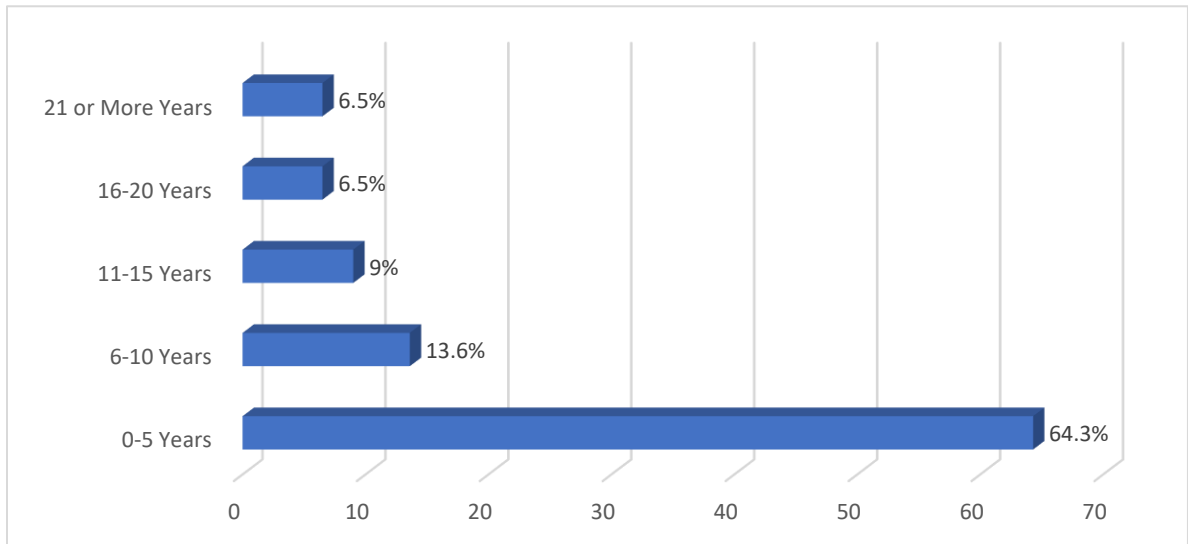
The majority of the HCHHSD employees have obtained “other” level of education, such as vocational/technical school.

Question 4 – What is your current job title?

Hidalgo County Health Department job titles are as seen in Charts I-5.

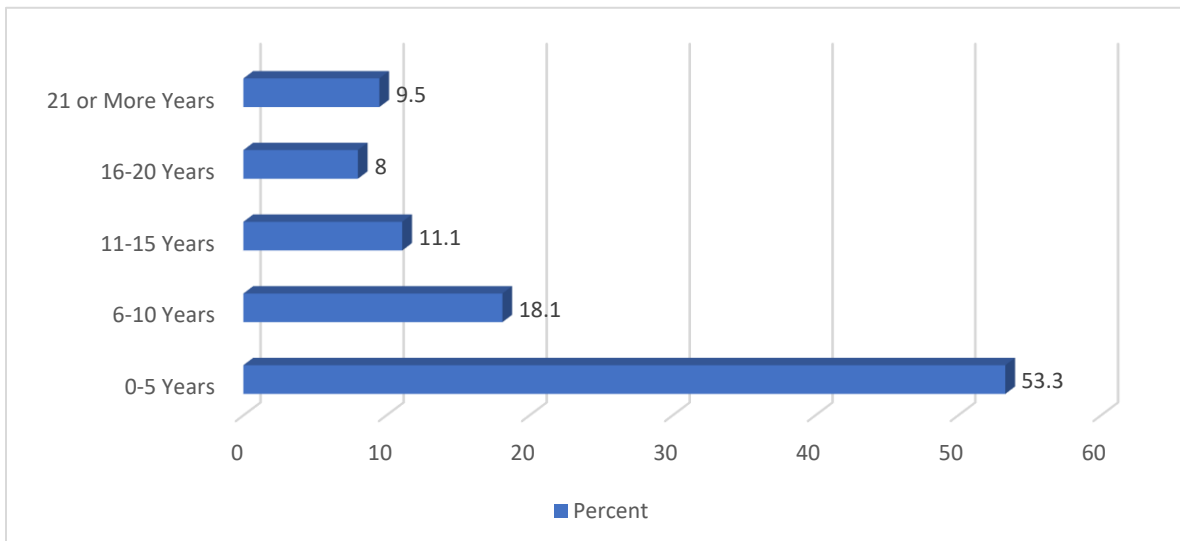
Question 5 – How many years have you been working in your current position at HCHHSD?

Graph 4. Employee Years Worked in Current Position at HCHHSD



Question 6 – How many years have you worked for HCHHSD altogether?

Graph 5. Employee Years Worked at HCHHSD

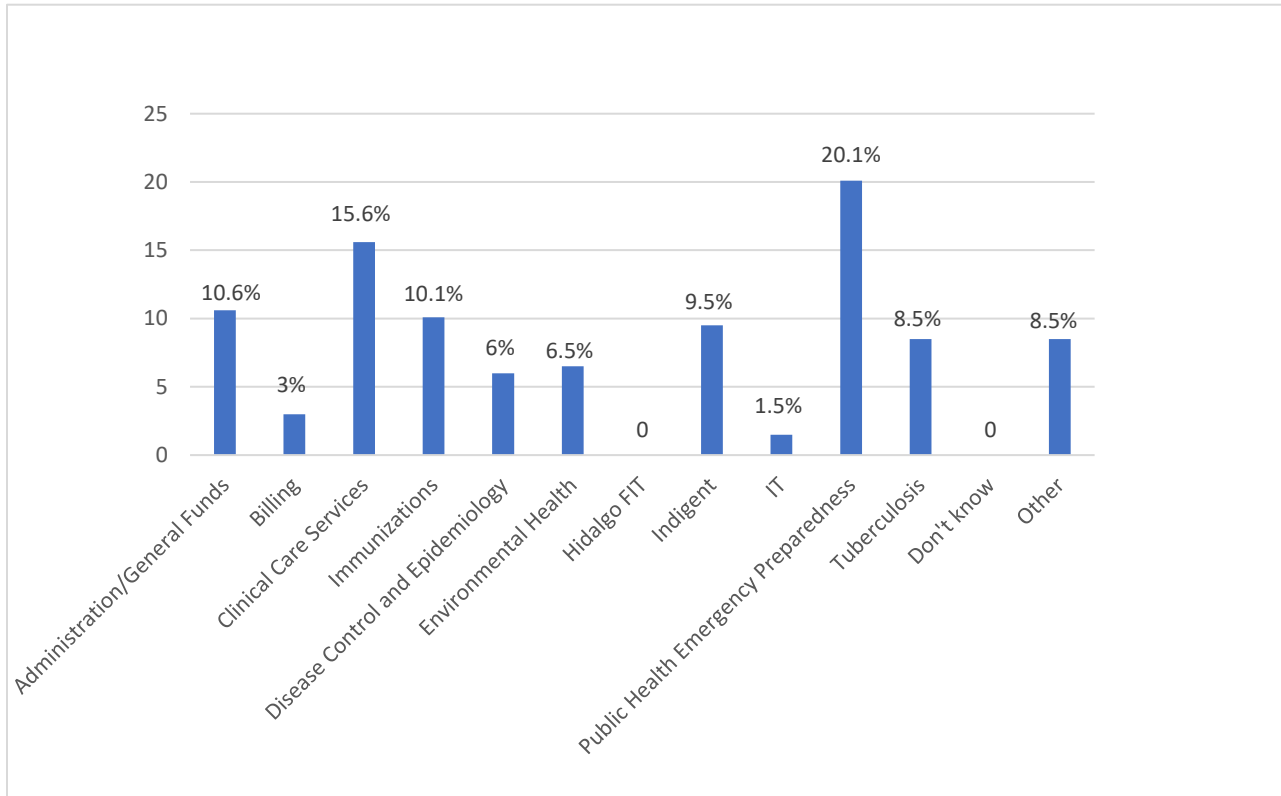


The majority of employees at HCHHSD have both been in their current position and employed for 0-5 years.

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Question 7 – Select the division you work for.

Graph 6. HCHHSD Employees by Division



Question 7 of the Employee Training Needs Assessment demonstrates that most employees are knowledgeable about chain of command and have a basic knowledge of the agency’s organizational chart. Although only 8.5% of employees answered “other” in their responses were such as “Covid-19 Grant”, we can demonstrate that a basic understanding of HCHHSD’S structure is present.

2. Emergency Response Questions

Question 8 – Choose only the top three hazards you might indicate an emergency requiring health department response.

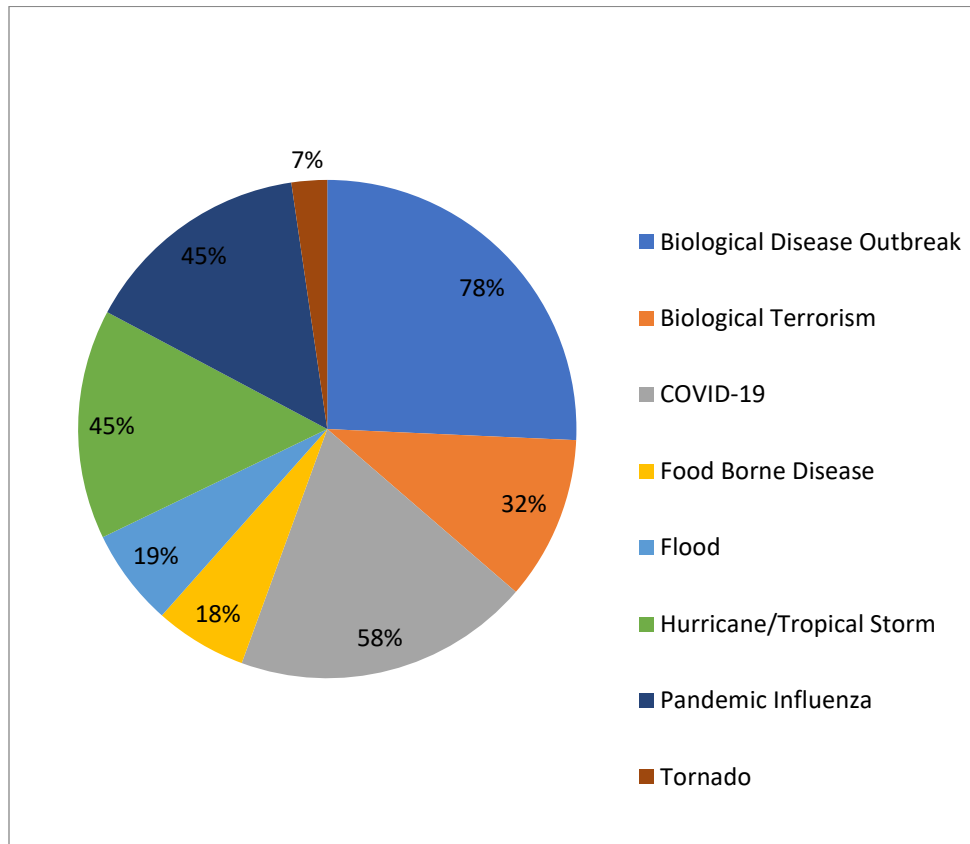
This question had many variations of very similar hazardous events. Most of the responses were in accordance with the top hazards or emergency events listed in our most recent public health emergency risk assessment, which lists the following events for our jurisdiction are as follows and will be reflected in our exercise plan (IPP):

- a. Hurricane/Tropical Storm
- b. Pandemic Influenza
- c. Tornado
- d. Hazardous Materials Incident (Fixed Facility)
- e. Food Borne Disease
- f. Flood

g. Biological Terrorism (Communicable)

Some of the events were related to a localized response in a clinical area or a specific event that would affect an individual client. More training and education for our workforce will improve their knowledge regarding emergency response and the risk categories that will generate a rapid response from the HCHHSD staff.

Graph 7: HCHHSD Employee's Top Three Hazards Identification



Building employee retention is especially important since HCHHSD's workforce consists largely of inexperienced staff (53.3%) with less than five (5) years working for the organization. Further development of the Workforce Development Plan shall attempt to identify the reasons for this occurrence. It is too early in the plan to say if this is attributable to high turnover rates due to salary, limited advancement opportunities, operational concerns, or other issues, such as employees being drawn away to other healthcare careers.

An important factor for HCHHSD's workforce development plan is to determine any correlation between turn-over rates and employees' individual experience and background; this may be possible by evaluating employees' prior work background before joining HCHHSD. Fortunately, the recent hiring of several highly experienced and Temporary personnel at HCHHSD brings a new level of professionalism to the

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organization’s public health preparedness area. Conversely, any inexperienced new hires will result in a greater demand for in-house training, education, and workforce development to fill the skills/experience gap.

Question 9: Please indicate if you agree or disagree with the following statements:

Statement	Agree	Disagree
I can recognize an unusual event that might indicate a public health emergency.	192	7
I know and understand the public health role in an emergency response.	188	11
I will report for work during a public health emergency.	191	8
I know who to report to at work during a public health emergency.	186	13
I know who to report to at work during a public health emergency, when my immediate supervisor is not available.	184	15
I can describe the chain of command used by HCHHSD in an emergency response under the ICS structure.	145	54
I can identify and locate a copy of the Emergency Response Plan at HCHHSD.	121	78
I know and understand my assigned role during a public health emergency response event or exercise.	157	42
I know my job responsibilities during a mass distribution clinic public health event involving SNS.	118	81
I know my job responsibility during a food-borne outbreak.	99	100
I know what the Incident Command System (ICS) is.	144	55

The HCHHSD staff have a good understanding of their program level assignment, as evidenced by the answers provided in Question 9.

Question 10 – I know how to appropriately use the following:

Knowledge of Equipment	Yes	No
2-Way Radio	158	41
Cell Phone	199	0
Email	199	0
Fax Machine	187	12

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Public Health Information Network (PHIN)	88	111
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Question 9 and 10 measure the level of knowledge in certain competencies directly related to emergency preparedness. Based on the average of each response, the areas which need more education are:

- a. Ensuring employees are aware of their assigned duties and role during a public health emergency and response operation.
- b. Appropriate use of PHIN – this response was expected, since not all departments use this network for secure communication. HCHHSD will work in educating the staff in the use of PHIN and creating accounts for employees.
- c. Identifying and locating a copy of the Emergency Response Plan at HCHHSD – we will address those plans during All-Staff quarterly meetings.
- d. Knowledge and training on the Incident Command Structure and incident management.

Question 11 - Please indicate “yes” or “no” to the following statements:

	YES	NO
I can solve problems within the scope of my responsibilities when responding to an emergency.	188	11
I know who to contact to refer matters that exceed my knowledge or responsibilities.	187	12

Question 12: For each skill area listed below, indicate if you feel CONFIDENT with your ability to perform the skill.

Employee Skills & Confidence	Yes	No
Correctly use personal protective equipment (PPE) needed for my public health emergency response role.	174	25
Be able to describe the Command Staff and General Staff positions to the Incident Command System.	126	73
Able to analyze and interpret information as it applies to my public health role responsibilities in an emergency response.	173	26

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Be able to write appropriate health-related communication and can adapt my writing so that the person who will read it will understand.	172	27
Be able to identify partner organizations that work with the HCHHSD.	157	42
Apply public health skills (such as biostatistics, epidemiology, behavioral health, and health education) to the HCHHSD services.	130	69
Solve problems within the scope of my responsibilities when responding to an emergency.	187	12
Know who to contact to refer matters that exceed my knowledge or responsibilities.	181	18

Question 13 – Please indicate if you feel it is IMPORTANT for you to have the following skills:

Employee Skills & Importance	Yes	No
Knowing how to correctly use personal protective equipment (PPE) needed for my public health emergency response role.	191	8
Describing the Command Staff and General Staff positions to the Incident Command System.	189	10
Analyzing and interpreting information as it applies to my work responsibilities.	197	2
Identifying partner organizations that work with HCHHSD during a public health emergency response.	194	5
Writing appropriate health-related communication to the following languages: English, Spanish, Other.	193	6
Knowing and applying public health skills (such as: biostatistics, epidemiology, behavioral health, and health education) to the HCHHSD services.	189	10
Solving problems within my scope of responsibilities when responding to an emergency	197	2
Knowing who to contact to refer matters that exceed my knowledge or responsibilities.	194	5

Questions 12 and 13 addressed the level of importance and confidence in different competencies for public health workers. The responses vary among each competency or skill, but a trend can be observed to report decreased level of confidence when compared to the importance of each skill towards their job duty.

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After the implementation of the training plan, the level of confidence should increase in all areas for the majority of the HCHHSD staff. It is important to observe that knowledge in public health sciences was graded one of the lowest percentages both in confidence and importance skill area for HCHHSD workforce.

Question 14 - Please list 2 of your strongest public health skills you know and can apply during a public health emergency response.
Below you will find all submissions for question 14.

	Skill 1	Skill 2
1	Management	Finance & budget
2	Educating the community on public health matters	Data collection
3	Responsible	Knowledgeable
4	Analyzing and interpreting information applicable to job responsibilities	Solving problems within scope of job responsibilities
5	Communication	Knowledge of environmental areas
6	Communication	Teamwork
7	Communication	
8	Knowing who to contact	Describe the ICS command
9	Stats	Planning
10	Epidemiology	Health Education
11	Using I.C.S to respond to an emergency	Serving as Public Information Officer
12	Following orders from superior authorities	Able to explain medical items in layman's terms
13	Teamwork	Being punctual
14	Education	Nursing skills
15	Incident Command	Operations
16	Jotting down personal information on each individual	PPE
17	Provide health education	Identify and refer to resources
18	Critical thinking	Problem solving
19	Knowing my role	Knowing who to report to
20	Communication	Leadership
21	Understanding ICS system	Analyzing certain situations and understanding what or who to contact.
22	Contact my director and call clinic nurse/ ambulance in case of a clt gets ill depending on problem	N/A
23	Bilingual	Communicate effectively
24	Following directions	Knowing who to contact in case of emergency
25	Organization	Work well under pressure
26	Communication	
27		
28	Epidemiology	Health Education

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29	Analyzing and interpreting data	Solving problems within my scope of responsibilities
30	Entering demographics information into computer systems with HIPPA compliance	N/A
31	Collaborating	Communication
32	Knowing who to contact	Emergency planning
33	Answering phone calls	Screening for medical assistance
34	Wearing PPE	Following directions
35	Answering phone calls	Directing people to the right point of contact
36	Communication	Self-control
37	Communication	Self-control
38	Knowing who to contact	Communicate information to general public in a way they can understand
39	People/Communication skills	Quick to respond
40	Self-control	Communication
41	Knowing how to handle information to interpret to others	Staying organized with information/materials given
42	Data collection	Information sharing/security
43	Mitigation	Response
44	Analyzing and interpreting information applicable to job responsibilities	Knowing how to properly use PPE for emergency response
45	Clerical duties: inputting/updating data	Presenting data to other departments/general public
46	Analyzing and interpreting information	Bilingual in writing appropriate health related communications
47	Epidemiology	Health Education
48	Communication	Responsibilities
49	Data analysis	Health-related communication
50	Knowing who to call in case of emergency	Emergency first aid
51	Communication	Bilingual
52	Planning	Education
53	Teamwork	Problem solving
54	Strong work ethic	Teamwork
55	Medical care	Bilingual
56		
57	Communication	Teamwork
58	Communication	Teamwork
59	Interpretation	Supporting others to understand
60	Provide medical assistance	Educate patients and calm them down
61	Start an IV infusion	Multitasker
62	Communication	Problem solving
63	Project management	Coordination
64	Knowing who to contact	Knowing how to identify partner organizations during emergency response

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65	Writing health communications	Solving problems within scope of responsibilities
66	Multitasker	Able to take initiative
67	Problem solving	Strong work ethic
68	N/A	N/A
69	Knowing how to properly use PPE	Knowing how to set up a POD
70	Knowing how to properly use PPE	Solving problems within scope of responsibilities
71	Participating in FEMA courses	Medical background
72	Public Health Emergency Planning	Knowledge of ICS structure
73	Attentiveness	Able to follow directions
74	Adaptiveness	Attentiveness
75	Teamwork	Problem solving
76	N/A	N/A
77	Problem solving	Education
78	Education	Communication
79	Communication (verbal and written)	Problem solving
80	Behavioral health	Health education
81	Communication	First Aid/ CPR
82	Phlebotomy	Vitals
83	Knowing how to properly use PPE	Knowing Chain of Command
84	Analyzing and interpreting information	N/A
85	Teamwork	Following instructions
86	Knowing how to properly use PPE	Asking superiors for guidance when responsibilities diverge
87	Knowing who to contact in case of emergency	Staying calm
88	Mass vaccination	First Aid
89	Immunizations	Vitals
90	Communication and decision making	CPR
91	Remaining calm	Being effective
92	Data entry	Knowledge translation
93	Knowing how to properly use equipment for emergency response	Knowing who to contact during emergency response
94	Bilingual	Organized and responsible
95	Clerical duties	Communication
96	Communication	Directing public to correct resources
97	Initiating response by assessing situation	Knowing the key contact of health personnel
98	Medical experience	Organizational/multitasker
99	Communication	Organization
100	Vector	Rabies
101	Financial planning and management	Communication
102	Following ICS	Providing quality clinical care services to the general public
103	Communication	
104	Health education	Behavioral health
105	Assessment	Treatment

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106	Apply nursing skills during emergency response	Able to vaccinate the general public in case of an outbreak
107	Patient care	Education
108	Bilingual	Knowledge of vaccine benefits
109	Communication	Administration of immunizations
110	Staff support	N/A
111	Bilingual	Vaccinations
112	N/A	N/A
113	Knowing how to properly use PPE	Solving problems within scope of responsibilities
114	N/A	N/A
115	Communication	Organization
116	N/A	N/A
117	Critical thinking	CPR
118	Quickness in response	Knowledgeable of responsibilities
119	Nursing/Triage	Emergency medical treatment
120	CPR	N/A
121	Following Chain of Command	Communication
122	Communication	Environmental Health
123	Experience	Reliability
124	Communication	Leadership
125	Bilingual	N/A
126	SNS PODS	Knowing ICS structure
127	Communication	Emergency vaccination
128	HCHHS Training Hazard Conference	Food Borne Illness Training Conference
129	Analyzing and interpreting information applicable to job responsibilities	Solving problems within scope of responsibilities
130	Knowing and applying health skills	Knowing how to properly use PPE
131	Command / Control	Leadership
132	Communication	Analyzing information
133	Communication	Adapt to roles and responsibilities during emergency response
134	Bilingual	Knowing how to properly use PPE
135	Analyze and interpret information	Problem solving
136	Communication (verbal and written)	Analyzing information applicable to job responsibilities
137	N/A	N/A
138	CPR	First Aid
139	Coordination	Following instructions
140	Knowing how to properly use PPE	Solving problems within scope of responsibilities
141	N/A	N/A
142	Quick to respond	Adaptive
143	Vaccinations	Testing
144	Responsible	Knowledgeable
145	Outbreak coordination	Emergency planning
146	Leadership	Organization

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147	Communication and teamwork	Initiative
148	Able to assess patients' physical and medical needs	N/A
149	Organization	Time management
150	Identifying potential disease prone areas	Community outreach
151	Coordination	Assisting individuals who need help
152	Medical needs	Following directions
153	Epidemiology	Health education
154	Administering immunizations	Medical assistant duties
155	Organization	Communication
156	Leadership	Organization
157	Following instructions	Following Chain of Command
158	Communication/Listening	Advocacy/Empathy
159	Communication	Health Equity
160	Solving problems within scope of job responsibilities	N/A
161	Communication	Leadership
162	Epidemiology	Identifying partner organizations
163	Teamwork	Strong work ethic
164	Immunizations	N/A
165	20+ years of experience	N/A
166	Telephone skills	Documenting information for patients
167	Leadership	Organization
168	Analyzing and interpreting information	N/A
169	Solving problems within scope of job responsibilities	Knowledge of equipment needed in emergency response
170	Self-initiative/proactive approach	Problem solving
171	BioLab testing	Knowing how to properly use PPE
172	Communication	Teamwork
173	Knowing how to properly use PPE	Solving problems within scope of job responsibilities
174	Customer service	Assist patients obtain services
175	People/Communication skills	Create marketing materials/reports
176	Communicate effectively with patients during an emergency	Following Chain of Command during an emergency
177	Analyzing and interpreting information applicable to job responsibilities	Knowing who to contact when responsibilities diverge
178	Health education	Communication
179	Social skills	Critical thinking
180	Communication	Health education
181	Public Health nursing clinical care; 27+ years of experience	N/A
182	Knowing who to contact during an emergency	Solving problems quickly when responding to an emergency
183	Communication	Telephone skills
184	Nursing care	Education

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185	Communication	Organization
186	Knowing all exit locations in our building and ensuring all employees are vacated	N/A
187	First Aid	Vaccinations
188	Supply and medical needs distribution	N/A
189	Immunizations application	Knowledge of ICS structure
190	Knowing how to properly use PPE	Knowing and applying Public Health skills
191	Communication	Following protocol and directives
192	Communication	Strong work ethic
193	Information organization	Following protocol
194	Knowing who to contact	Communication
195	Communication	Leadership
196	Knowing how to properly use PPE	Applying Public Health skills
197	Computer and telephone skills	N/A
198	Medical assistant duties	Disaster training
199	N/A	N/A

Question 15 – I have an emergency plan for my family and pets in the event that I am required to work during an emergency situation (choose the best answer).

Emergency Plan: Answer Choices	Reponses
I have an emergency plan and have shared it with my family.	33%
I have taken some actions to prepare myself and my family.	38%
I would like additional information or assistance to develop a family plan.	29%

Most employees indicated that they had acted in preparing themselves and their family in case of an emergency at 38%. A sizable number of employees, 29%, expressed interest in preparing for emergencies inquiring for additional information regarding an emergency plan for their families and pets, should the situation require them to work.

Question 16 – Please choose all that apply.

N-95 Mask: Answer Choices	Reponses
I have been fit tested for an N-95 mask.	39%
I understand when I would need to wear an N-95 mask.	75%
I have not been fit tested, but my emergency role requires me to wear an N-95 mask.	28%
I don't know what an N-95 mask is.	5%

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The use of PPE is a significant component of an emergency response, in terms of employee safety and health. An N-95 mask should be available to all HCHHSD staff. More than half of the employees, an estimated 28% of the HCHHSD staff, reported not having been fit tested for an N-95 mask. On the other hand, an estimated 75% of employees understood when an N-95 mask would be needed. PPE training will be prioritized to prepare the employees in knowing the types of PPE and appropriate use of each type of equipment available.

Question 17 – Have you completed any of the following trainings? Check all that apply.

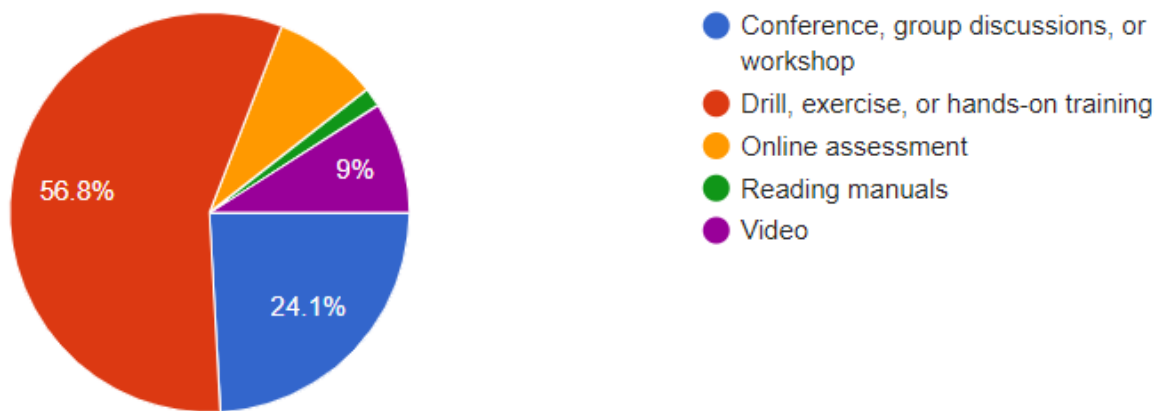
Courses/Training: Answer Choices	Reponses
HCHHSD Overview / Presentation	62%
HIPAA Training	97%
Needle Stick Training	50%
Infection Control Training	45%
IS-100: Introduction to Incident Command System	43%
IS-200: Basic Incident Command System	40%
IS-201: Forms Used for the Development of the Incident Action Plan	23%
IS-700: An Introduction to the National Incident Management System	32%
IS-800: National Response Framework, An Introduction	31%
G-300: Intermediate Incident Command System for Expanding Incidents	17%
G-400: Advanced Incident Command System, Command and General Staff	16%
GIS-319 Mass Prophylaxis	10%
MGT 319: Medical Countermeasures and Point of Dispensing (PODs)	14%
I don't know / I'm not sure	17%
I have not completed any trainings	2%

Question 17 addresses the proposed list of training for the HCHHSD training plan and its current completion status among the staff. The training that has been widely provided is HIPAA training. The lowest rate of completion is observed in trainings, specifically GIS-319, MGT 319, G-300, and G-400. Due to the availability of such courses and the significant number of employees without access to a computer, the training plan should consider offering these trainings in a classroom setting to attain

a higher completion rate. Outside of a core team of personnel already designated to emergency response roles, most HCHHSD employees are unfamiliar with ICS (and these are the same subgroup of personnel likely to have hands-on roles in public health emergency response rather than leadership roles). Especially troubling were the findings of Q17 regarding the infection control training. Considering the large portion of personnel assigned to clinical roles, the development team found that only 90 respondents had completed Infection Control training. Compared to data from Q7 regarding division staff working for, other than Administration, and staff who have lesser clinical roles, at least 155 employees should have Infection Control training of some type. Therefore, there is a training deficit with 58% of those requiring Infection Control training having such training. Compared to data from the last Training Needs Assessment conducted, HIPAA training has increased amongst all department employees, 98%. More in-depth data analysis and/or future survey tools are required to more closely correlate training achievement to personnel roles. In the future, the training requirements as part of this workforce development plan will more closely align with specific positions and roles within the HCHHSD than simply by categorical assignment (i.e., specific requirements for 'clinical' personnel or for 'environmental health' personnel since within these sub-groups, employees filling administrative, clerical, or support/maintenance roles may incorrectly be identified for trainings meant for specific positions such as 'nurses' or 'sanitarians').

Question 18 – The training format that I find most effective for my assigned emergency responsibilities and my learning style is:

Graph 8: HCHHSD Employee Training Preference



Evaluation

The workforce development plan describes how progress will be tracked for each identified training topic. With only 53.3% of the HCHHSD workforce having been employed for less than 5 years, it was not surprising to find that only about 62.3% of respondents similarly noted they had completed some type of HCHHSD overview

(orientation) training. Future data analysis or subsequent surveying would be necessary to determine HCHHSD knowledge base for more veteran HCHHSD employees. While newer employees may lack experience and skill sets, these two data points may illustrate that these same newer employees are more familiar with the programs and services offered by the HCHHSD than more veteran employees who, though experienced, may not be well updated on the services and programs of the HCHHSD outside of that employee's program area.

The Training Needs Assessment found that there is considerable (80.9% of respondents) interest in and applicability to training modalities that are hands-on and/or in classroom-based settings. On the other hand, less than eleven percent of respondents value online- and document-based learning modalities. The approach to developing Charts 1-5 therefore focused, to the extent possible, on providing training requirements for staff that align to hands-on and/or classroom-based settings. A decision was therefore reached to make as many of the required training be done as part of initial orientations or regularly scheduled all staff meetings. However, without approved trainers for many of the ICS courses and limited staff resources in the PHEP program to serve as instructors for other public health preparedness trainings, much of training identified in Chart 1-5 will remain online coursework.

One previous workaround to facilitate this training modality has been technical support and facilitation for those taking online courses. PHEP staff has facilitated training by providing computing resources to staff that do not regularly have computer access, guiding inexperienced computer users, and addressing technical issues in accessing web tools. Another issue identified during development of these Charts and associated training requirements is the lack of local and regional training opportunities hosted through the Texas Division of Emergency Management (TDEM), Texas Department of Public Safety (TXDPS), or through the Texas A&M Engineering Extension Service (TEEX) [a schedule of training opportunities by these and other agencies is hosted by the website preparingtexas.org].

While other regions in Texas see regularly scheduled courses hosted in many major cities on a monthly or weekly basis with a wide range of topics, course availability in the south Texas region has been scarce with only a handful of courses being offered throughout the year and regularly. This limits training opportunities for HCHHSD personnel to meet workforce development plans. Again, this issue will be addressed through online courses until such capacity is developed regionally through other emergency management partners. In the interim, while the workforce development plan is implemented, there will be an above average demand on the PHEP program to address training needs.

Plan Development & Maintenance

Plan Development

HCHHSD's Director will oversee the development of this plan and approve all attached documents. The Director may choose to assign individuals or committees to assist him.

Distribution of Planning Documents

Once approved, the plan shall be disseminated to DSHS Austin, Community Preparedness Section. A copy of the Public Health and Medical Services Plan shall be provided to the County Emergency Management Coordinator. Copies of plans and appendixes will be distributed to individuals or programs among the County's stakeholders and partners. Copies will also be set aside for the EOC and other emergency facilities.

Review and Update

This plan will be reviewed and evaluated on a bi-annual basis and revised as needed by the HCHHSD PHEP Training Officer. The plan may be amended as directed by the HCHHSD Director, or as a result of lessons learned following drills, exercises, and analysis of After-Action Reviews. The purpose of evaluating our plan is to ensure high-level performance across the department and to further support the development and sustainability of a strong workforce within HCHHSD. In general, the evaluation of our plan is comprised of three questions:

- a. Is the plan being implemented as designed and working well?
- b. How can the plan be improved?
- c. What is the impact of the plan?

The Workforce Development Team prepares an annual update to highlight all HCHHSD workforce development efforts and findings. The report is reviewed by senior leadership and Clinic Supervisors. Great senior leadership support is part of the PPHR Committee Members and Workforce Development Team members.

New employees have ninety days from the time they are hired to complete all NIMS courses and have six months to complete the competencies/training for all public health employees, depending on each situation. If the new employee is in a specific key position, the employee will complete all the training within one year of employment.

Evaluation Process

The HCHHSD evaluation activities may include an annual performance appraisal, exercises, incident responses, or other agency/worker activities and events. Each division supervisor will be responsible to evaluate their staff at the supervisor level, peer-to-peer, or 360 degrees. The PPHR Committee Members together with PHEP Training Officer will be developing a detailed process, including how the evaluation is structured, who conducts the evaluation, and how often the evaluations will be performed. Monitoring and evaluation of the Workforce Development Plan allows HCHHSD staff to identify "how well we are doing" in developing our workforce to provide

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quality public health service. It allows us to track and report on the strength and improvement of our workforce to County leadership, the community and stakeholders and its impact on public health service delivery within the community. There are several methods to consider when evaluating the implementation and success of the Workforce Development Plan.

HCHHSD will develop a Workforce Development Team that will be responsible for the oversight, monitoring and evaluation of the program. The team will monitor and evaluate the effectiveness of the Workforce Development Program; the team will conduct post-training evaluations as well as a quarterly survey of staff on the effectiveness of training. Managers and supervisors will also incorporate evaluation of competencies into each employee's annual performance review. On a quarterly basis, the Workforce Development Team will address any emerging issues, assure all trainings are available to respective tiers and competencies, identify new training opportunities and seminar topics, and monitor the effectiveness trainings pertinent to HCHHSD job duties, and document progress toward workforce development goals and objectives.