



Gap Analysis Workforce Preview

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FOUNDATIONAL
CAPABILITIES
GAP ANALYSIS



GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH
North Carolina Institute for Public Health



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Abacus Evaluation

- Evaluation design

Division of Public Health

- Sponsor, Liaisons

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- Subject Matter Expert

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- Principal Investigator, ARPA Parent Project

John Weissman

- Subject Matter Expert

Joe Dawson

- Communications, Design

Alison Singer

- Quantitative Data Lead

Nico Gasquet

- Data Analyst



ARPA Regional Workforce
Development Directors

Regional Health Director
Representatives



2,895 Surveys

27 Interviews

7 Focus Groups

Region	Survey	Interviews	Focus Group
Region 1	✓	✓	✓
Region 2	✓	✓	○
Region 3	✓	✓	✓
Region 4	✓	✓	✓
Region 5	✓	✓	✓
Region 6	✓	✓	✓
Region 7	✓	✓	✓
Region 8	✓	✓	✓
Region 9	✓	✓	✓
Region 10	✓	✓	○

✓ Full Participation ✓ Partial Participation ○ Nonparticipation



Your Mission:

1. Evolve/Support current workforce.
2. Update OSHR job specs.
3. Shape future workforce.
4. Conduct a workforce study.



Ten. Reports.

Each of the 10 public health regions is unique.



Final Report (February 28)

Identical

Foundational Public Health Services

Key Terms

Methods

Background

State Highlights

Regional

Regional Context

Participant Summaries

Gaps & Strengths
by Area and Capability

Equity

Staffing

Recommendations



Report overview - Appendices

A. Detailed review of previous assessments

B. Detailed descriptions of methods

C. Survey and Interview Instruments

D. Data tables



Key Finding (Workforce) #1:

Staffing shortages are felt in local health departments in multiple ways.

1. Stress and burnout
2. Difficulty fulfilling key public health services
3. Community engagement suffers when staff are stretched thin



Key Finding (Workforce) #2:

The pandemic prompted creativity and innovation that can be carried forward.

1. Volunteers
2. Shared surge staffing strategies
3. Non-traditional pipelines into public health
4. Flexibility with work hours and locations



Key Finding (Workforce) #3:

People want to be heard.

1. State-local disconnect
2. Culture of listening
3. Generational disconnect



Recommendation 3

Region

Harness the energy (and funding) of the moment to creatively address workforce and organizational development needs.

State

Support flexibility and creativity whenever possible.



Q&A



Thank you!

Rose Byrnes

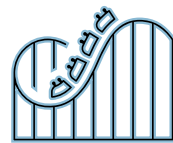
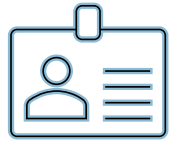
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Image by rawpixel.com on Freepik

Organizational Assessment Learning Labs

We hear your pain(s)...



...and we want to provide some painkillers.

- Facilitate sessions that allow you to:
 - build your new teams to lead with excellence and be high-performing
 - bring joy back to your workplace
 - problem solve collectively and effectively
 - build your organization/infrastructure at same time as you are building your workforce
 - address your regional Foundational Capabilities Gap Assessment through design thinking and planning





Learning Lab	Total Hours
Leading with Excellence (Midlevel Managers) <ul style="list-style-type: none"> Building a High Performing Leadership/ Management Team, Creating a Learning Culture, Creating the Supports for Your Team to Succeed 	6 hrs virtual (LHD specific teams)
Building High Performing Teams <ul style="list-style-type: none"> Capturing Our Joy, Strength Based Teams, Communicating Well, Understanding and Supporting Others through Change 	8 hrs virtual + activities (LHD specific teams)
Problem Solving Facilitation Techniques <ul style="list-style-type: none"> Think Tank-collectively solve a problem together, Story Sharing Circles, Design Thinking Introduction and Simulation 	6 hrs virtual (LHD specific teams or regional teams)
Problem Solving Session/Design Thinking Session	12 hrs virtual or in-person (LHD specific teams or regional teams)