Contra Costa Health Services: Public Health Division

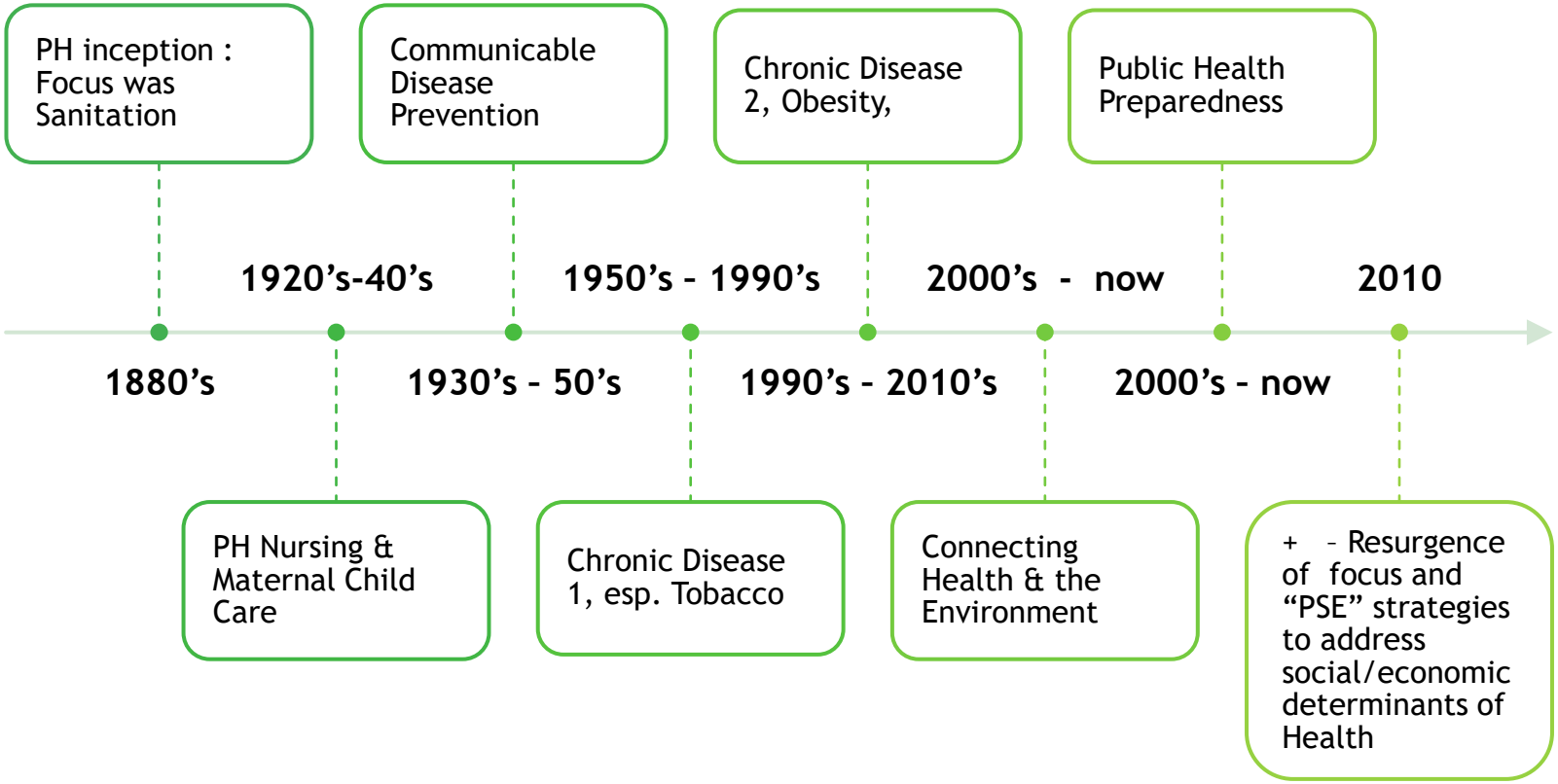
Workforce Development in the Wake of And despite COVID-19

CHEAC Annual Meeting
October 6 , 2021

Dan Peddycord RN, MPA/HA
Climate Change And Health Policy Officer
Former: Public Health Director

CONTRA COSTA
HEALTH SERVICES

Workforce Development in the context of some PH History – circa



20TH CENTURY ACHIEVEMENTS BY PH WORKFORCE

Top 10 Achievements in Public Health

1. Vaccination
2. Motor-vehicle safety
3. Safer workplaces
4. Control of infectious diseases
5. Decline in deaths from coronary heart disease and stroke
6. Safer and healthier foods
7. Healthier mothers and babies
8. Family planning
9. Fluoridation of drinking water
10. Recognition of tobacco use as a health hazard

And emerging now…..

- COVID-19 : A True Pandemic with lasting impact
- Strong focus on Inequity
- Population Health Improvement (as a pop. health Management Strategy)
- Emerging focus on Violence
- Calling out racism as a PH Issue
- Climate Change

As a Society… (reflecting on PH workforce across Time….

- "Public health is what we do collectively as a society to **assure conditions** where people can be healthy."
- *Institute of Medicine, 1998*

COVID-19 Impact on PH Workforce

Overwhelmed Traditional CI/CT

Overwhelmed PH Lab Capacity

Overwhelmed our need to convey data & information

Overwhelmed Communications

Overwhelmed need to attend to special populations

And Testing, and Vaccination

COVID-19 Impact on PH Workforce

Challenged Health Officer Authority & Decision Making

Required Enhanced Partnership across entire Health Sector

Required Enhanced Partnerships with Community Agencies

Required many PH staff to play new roles

Required many County Staff to assume support roles

Required constant coordination with State and Regional PH Partners

How Contra Costa managed the Surge in cases and subsequent PH Actions.

- By end of March 2020 migrated to an **ICS Model under the Office of the Director** of CCHS.
- Leveraged the **Whole Person Care & PH Clinical Service Teams** to staff and lead key roles in the response from CI/CT to Vaccinations.
- Further expanded the **CI/CT Team** with staff from across multiple CCHS Divisions, TEW (Temporary Emergency Workers), State Staff and other county staff and community partnerships such as schools and health centers.
- Enhanced Staffing for the **Communications Team.**
- Enhanced staffing for the **PH Lab team** (as qualified staff were available)
- Leveraged full weight of **CCHS Informatics Team** to enhance automation and linkages with State IT systems (simply could have not done this without that team)
- Hired a **Chief Equity Officer** under the Office of the Director of CCHS
- Leveraged PH and CCHS wide programs to build an **Ambassador Program.** Also partnered with our **Social Service Agency (EHSD)** and many **community agencies and advocates** including; **United Latino Voices, Hijas del Campo, Farmworkers and African American Pastors.**

How Contra Costa managed the Surge in cases and subsequent PH Actions.

- **Created dedicated "risk sector" focused response teams**: e.g. Schools, Congregate Settings, Business Outbreak.
  - These teams developed a close alliance between CI/CT, as well as communicating and clarifying Policy and PH Guidance related to COVID-19 prevention and outbreak management.
  - For example: hosted weekly calls with all school Superintendents via the County Office of Education.
  - Developed a risk mitigation plan (**Play Book**) for congregate facilities. cchealth.org/covid19/clf

How Contra Costa managed the Surge in cases and subsequent PH Actions.

- COVID-19 Testing:
  - Levered the entirety of CCHS (Ambulatory Care, Hospital, Behavioral Health, Public Health, nearly every licensed health professional we had to support COVID Testing until vaccine became eligible.
  - Leveraged other county staff in support roles.
  - Asked local health system partners to step-up testing efforts.
  - As demand for vaccine waned in late summer, and mandatory testing impacted certain sectors, demand for testing increased greatly.
  - Acquired new lab equipment for the PH Lab to increase capacity.

How Contra Costa managed the Surge in cases and subsequent PH Actions.

- **Vaccine Administration**:
  - Shifted priory to Vaccination in early 2021 and leveraged the entirety of CCHS (Hospital, Ambulatory Care, Behavioral Health, Public Health, EMS, and nearly every licensed health professional to support vaccine administration.
  - Leveraged the Medical Reserve Corps and Fire Service Partners.
  - Partnered with local **Pharmacies** early in the game.
  - Acquired freezer storage for the Pfizer vaccine early
  - Asked & pushed local health systems to step up vaccination efforts.
  - Partnered with Kaiser and others on mass vaccination events.
  - Partnered with the State and National Guard

How Contra Costa managed the Surge in cases and subsequent PH Actions.

- **Vaccine Administration**…continued
  - Created a mobile vaccine team, initially for reaching persons living in congregate settings and for at-risk persons who were homebound but then opened to any event with 5 or more persons willing to be vaccinated. (This included SNF's, Board & Care Homes, Low-income Senior Apartment Complexes and others)
  - Held and continue to do so, many location specific vaccine clinics designed to reach the most vulnerable and populations that are vaccine hesitant. (This included Schools, Grocery Stores, Churches and a variety of community events,
  - Constant communications about benefits of and availability of vaccine.
  - Leveraged ambassadors and trusted voices in the community to support vaccine administration for those who are vaccine hesitant.
  - Will likely leverage school-based health services and have conducted multiple on-site school-based vaccine pods to date.

Some late Summer/early Fall workforce challenges - 2021

- Staff and leadership are exhausted, especially following the "End of the Blueprint on June 15th)
- Vaccine complacency vs. Delta Variant surge.
- Vaccine hesitancy vs. Delta Variant
- In-person learning has resumed for schools
- Need to staff up for age eligible school vaccinations incl. COVID.
- Need to plan for younger children vacation when eligible.
- Boosters have, so far, been met in traditional health settings. CCHS now offers by appointment and walk-in.
- The constant demand and needs of school partners is never ending.
- We have seen a rather high turn over of PH Staff, including key leaders
- Many staff like remote working, while some don't.

Some early thoughts on planning for the next 12-24 months and beyond

- Delivery System Partners are largely focusing on their own patients and staff for testing and vaccine administration – hence not as available for general public
- Urgent need to identify a feasible CD surge staffing plan and with details on where we "draw" staff from.
- Need to sustain cross training for surge staff and pre-identified team of leaders.
- Have fully aligned PH Epidemiology with CCHS Informatics
- Recognize need to enhance support for PH Emergency Preparedness Team….esp as they are called into the "response".
- Build upon enhanced state and regional PH Lab capacity.
- Will likely sustain some form of the "at-risk" response teams for schools, and congregate settings.
- Will continue to build out a PH Career Pathways Initiative with local high schools and colleges and community partners.

…..and other PH Workforce needs.

- Support for role of a **Chief Equity Officer** and the necessary planning and priorities that evolve to call out inequity and racism.

- To address features of **CalAIM** – ECM, ILOS, CCS, Whole Person Care.
  - How best to align this work with local managed care plan.

- To address the "**social and environmental**" influences on health and inequity in the built environment
  - Built Environment – County General Plan
  - Need for a population health economist
  - Don't forget to address inequity woven into historic planning and related policy.

….other PH Workforce needs.

- **Climate Change**
  - Development of a local climate action plan – with metrics and a focus on inequity
  - CCHS new position
- Violence Prevention
  - Beyond IPV and partnerships with Social Services
  - Include community violence, gun violence
  - Community policing – partnerships with CCHS Behavioral Health
- Cannabis Policy
  - Sustained need for local health regulation
- Health, Climate and Equity in ALL Policies
  - PH needs to further invest in resources and staffing to support a policy agenda and to leverage the necessary community and regional partnerships to do so.

And other PH Workforce needs.

- PH Role in Population Health Management
  - Yes, our role is Pop. Health Improvement…and don't you wish that was the true focus!
  - We need a workforce capable of outlining a set of actions based on ROI.
    - To do that we may need to leverage some Population Health Economist and Sociologist.
    - Yes, a sociologist….as our health behaviors are so strongly influenced by the lived environment.
  - While we invest in meeting social needs via CalAIM…don't' forget about the more upstream social determinants .
    - That Population Health Economist will likely play a role here too as real change may present as challenges to political history and local economy.
  - Invest in Population Health Policy
    - Policy that reshapes the food quality environment
    - Policy that addresses clean air, clean water, and climate change
    - Policy that addresses the root causes of violence
    - Policy that addresses how policy is made and influenced!

In Summary

An ounce of prevention is still worth a pound of cure…and maybe a whole lot more.

And for that reason, investing in the PH Workforce will yield high returns.

CHEAC Annual Meeting

Public Health Workforce Innovations

Santa Barbara County

October 6, 2021

Pre-pandemic workforce development

- Paid internships
  - First generation college students
- Lunch & Learn
  - Health equity topics
- Growth Space
  - Career development
  - Coaching for leadership/management recruitments
- Health equity coordinator

During COVID-19 Pandemic Response

- Pipeline into PH to build current capacity
  - Community experts training PH staff in language justice, H2A program; health equity issues
    - Dedicated Farmworkers Resources and Support staff in EHS
  - Contact Investigation & Contact Tracing from county departments
  - Communications experts
  - Informatics contractors
  - Medical Reserve Corp
  - Extra-Help
- Assignments within the PH Dept to COVID response
  - Leadership roles in the DOC
- Creation of COVID-19 Response Unit

C-19 Response Team

- Functions include:
  - CICT
  - Outbreaks
    - Schools
    - Non-Schools
  - Isolation & Quarantine Services
  - Mobile Vaccination Teams
- Ability to flex up or down depending on cases or need
- Ability to cross-train staff
- Ability to maintain operations for other communicable diseases

Post-pandemic Workforce Development

- Using grants to build infrastructure:
  - Health equity office: 2 FTEs
  - Informatics Manager: 1 FTE
  - Communications Strategist: 1 FTE
  - Re-organize Fiscal Division to add more leadership roles
  - Farmworkers Resources & Support staff
- Institutionalizing COVID-19 Response Unit within Disease Control Program

Kern County Workforce Development

Amy Rutledge, REHS, Assistant Director of Public Health

Challenges

- High staff turnover (especially licensed staff)
- Shortages of health care professionals
- Additional workload including COVID-19 duties (e.g., contact tracing and investigation, testing and vaccinations)

Solutions

- Promote public health as a career choice
  - *Provide high school students with a career related learning experience*
- Affiliation Agreement with CSU Bakersfield
  - *On-the-job training to senior nursing students to complete their clinical hours*
  - *Nursing Job Fair—set up booth to showcase programs and conducted on-the-spot interview*
- Partnership with Trinity EMS and Delta Healthcare Agency
  - *EMTs and Travel Nurses*

PreCOVID Efforts

- Partnership with Kern High School District
  - *Health Careers Academy*
  - *College night presentations*
  - *Youth Leadership Bakersfield*
- Bakersfield College Public Health Science degree
  - *Internship opportunities for students*
- CSU Bakersfield
  - *Nursing Program affiliation agreement*
  - *ERM Program*

PostCOVID Plans

- Kern High School District
  - *Re-engage Health Careers Academy*
  - *Explore opportunities with ROC program*
- Bakersfield College
  - *Engagement with Nursing program*
  - *Re-engagement with Public Health Sciences program*
- CSU Bakersfield
  - *Continued affiliation agreement with Nursing Program*
  - *Re-engage ERM Program*
  - *Public Health Program*
    - PH Director input in choosing faculty
    - Continual involvement through Community Advisory Board

Thank You