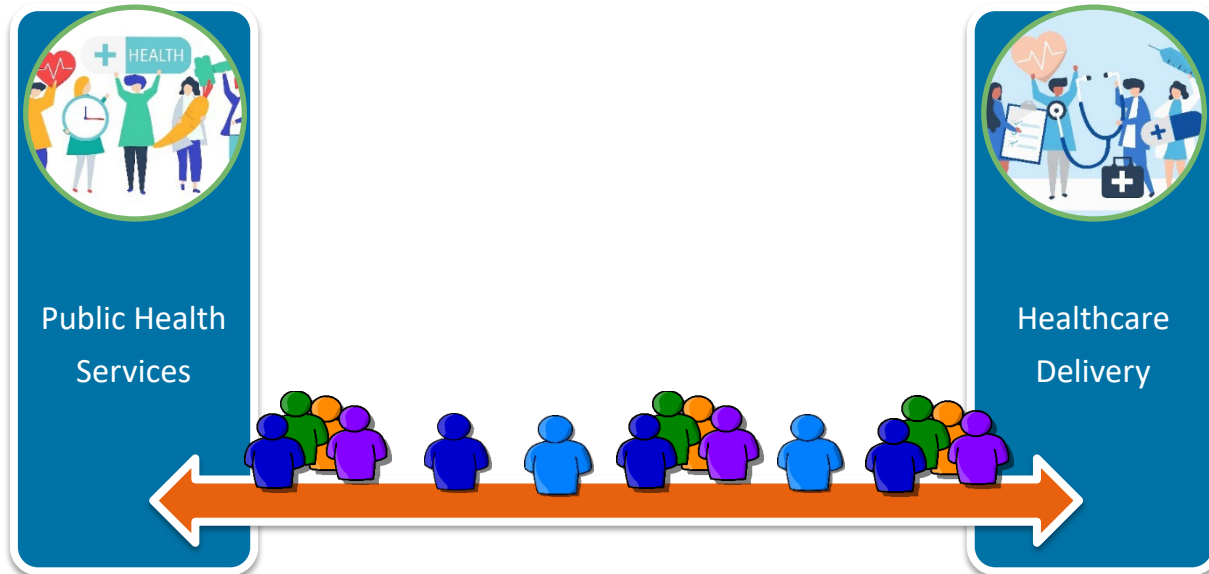


MICHIGAN HEALTH POLICY FORUM

Nike Shoyinka MD MPH
Medical Health Officer



Ingham County
Health Department



A Continuum of Population Health



THE PUBLIC HEALTH WORKFORCE IN THE COVID-19 ERA: Younger, More Diverse, With High Levels of Stress and Intent to Leave

Demographics

THE GOVERNMENTAL PUBLIC HEALTH WORKFORCE IS PREDOMINANTLY WHITE, FEMALE, AND OVER THE AGE OF 40.

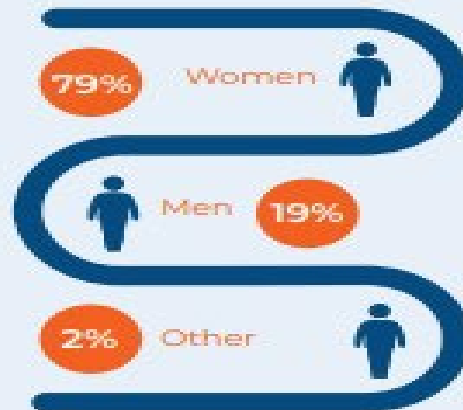
Race/Ethnicity



While the workforce as a whole has become more diverse, 66% of all executives are white.

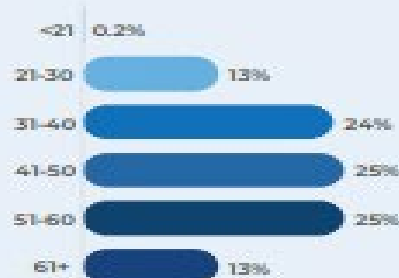
White 54%
Hispanic or Latino 18%
Black or African American 15%
Asian 7%
Two or more races 4%
American Indian or Alaska Native 1%
Native Hawaiian or other Pacific Islander 0.4%

Gender



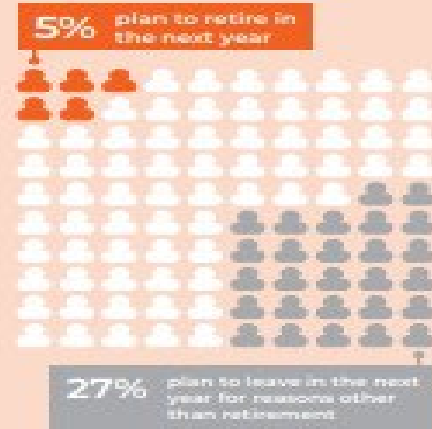
Age

The workforce is becoming younger, with an average age of 46, compared with 47 in 2017 and 48 in 2014.



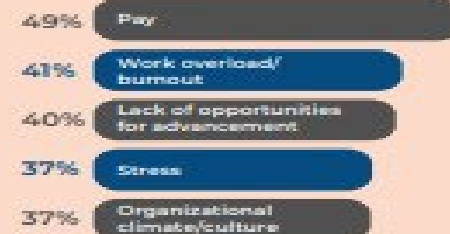
Intent to Leave

NEARLY A THIRD OF THE WORKFORCE SAID THEY ARE CONSIDERING LEAVING THEIR ORGANIZATION IN THE NEXT YEAR.



Among those considering leaving, 39% said the pandemic has made them more likely to leave.

REASONS FOR LEAVING



Workforce - A critical component of a strong public health infrastructure

- A strong public health infrastructure includes **a capable and qualified workforce**, up-to-date data and information systems, and agencies that can assess and respond to public health needs.

- Healthy People 2030



Strategic Priority – Organizational Healing

Develop Strong and Resilient Infrastructure to Support ICHD's Vision & Mission

Reset

- Understand the current state of the workforce, program, policy, and partnerships
- Envision & co-design the future ICHD
- Develop an implementable strategic plan

Restore

- Facilitate collective healing post pandemic
- Improve wellness Infrastructure & programs
- Close workforce gaps, e.g hiring training

Rebuild

- Strengthen the workforce programs, policies, and partnerships
- Facilitate organizational and community readiness for the next health crisis.





ICHD Workforce Development Committee:

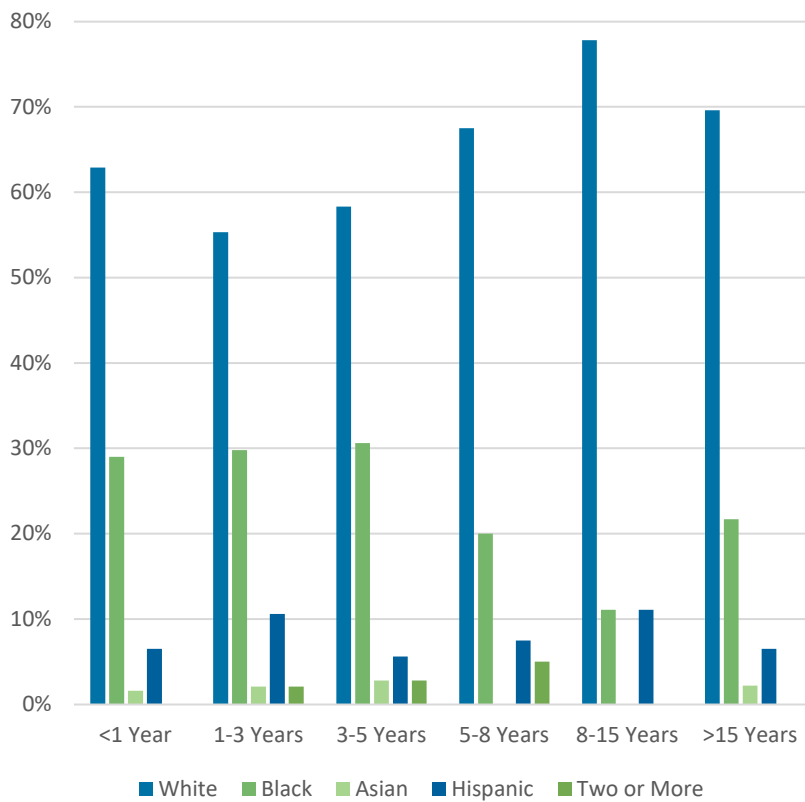
- New Committee September 2022, 21 ICHD staff members across
- Programmatic Goals:
 - Create a structure to strengthen the workforce by identifying and prioritizing areas for improvement
 - Meet accreditation requirements for PHAB Domain 8: Build and support a diverse and skilled public health workforce
- Workforce Development Coordinator:
 - Position created: September 2022



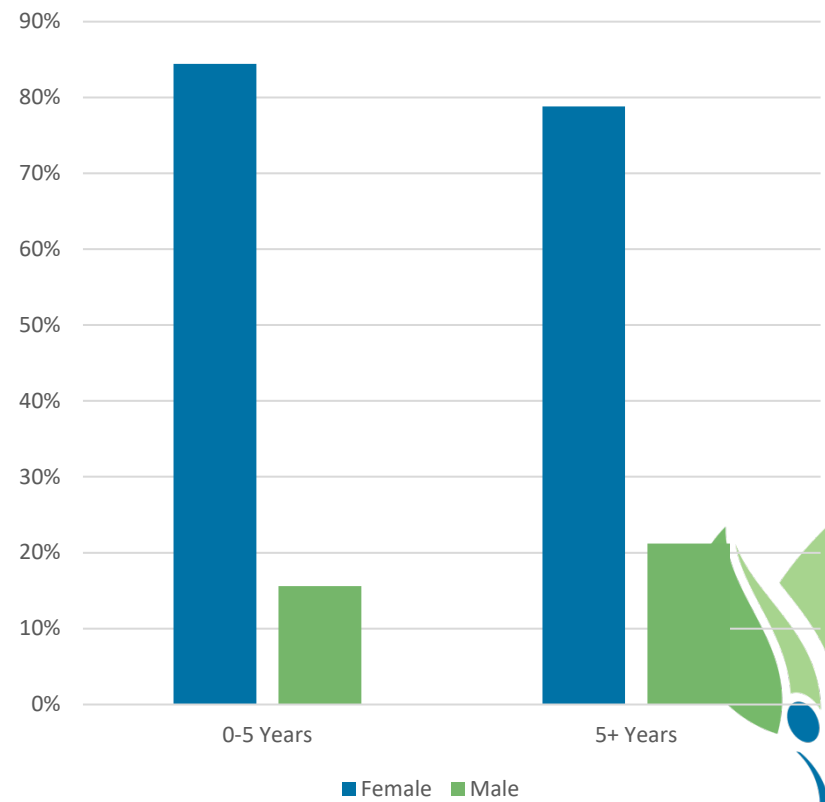
WORKFORCE DEVELOPMENT ASSESSMENTS

- Employee Wellbeing Survey
- Workforce Engage Survey - Developed, conducted, and analyzed to assess ICHD workforce
- Workforce Qualitative Inquiry Project was developed and conducted as a qualitative follow-up to October 2022 Workforce Engagement Survey

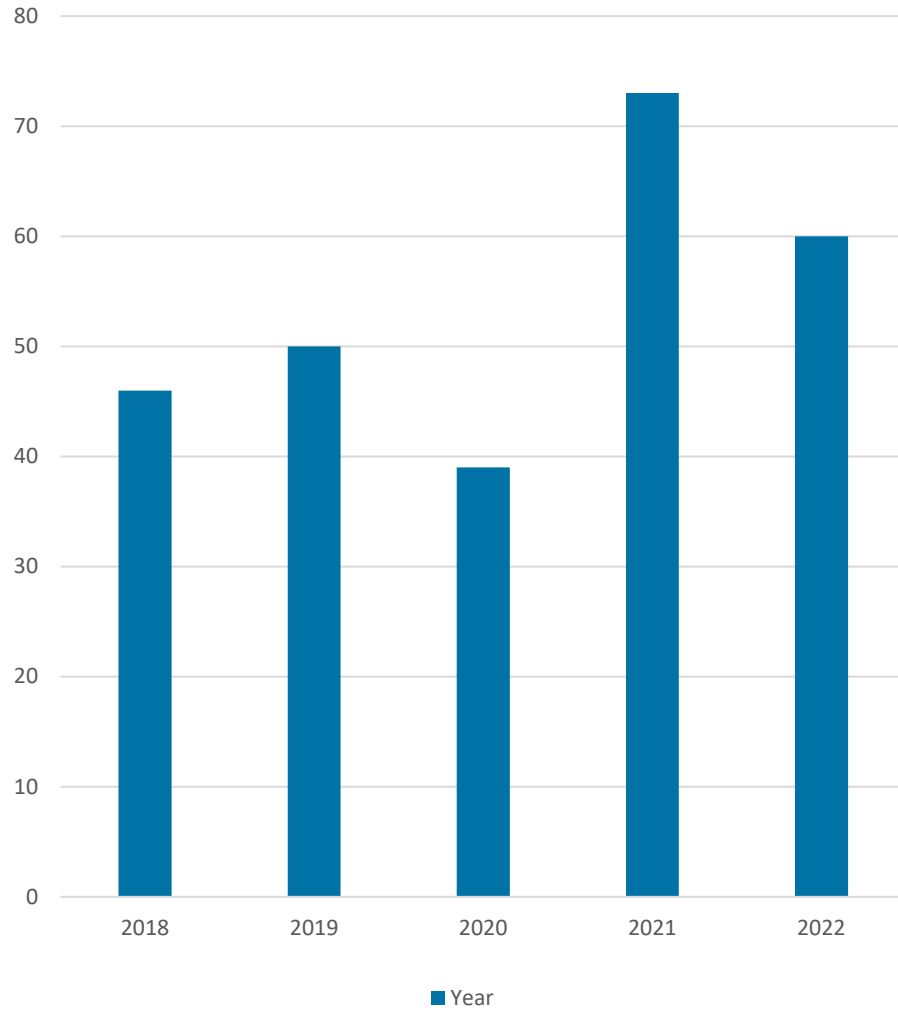
Years of Service at Separation by Race/Ethnicity



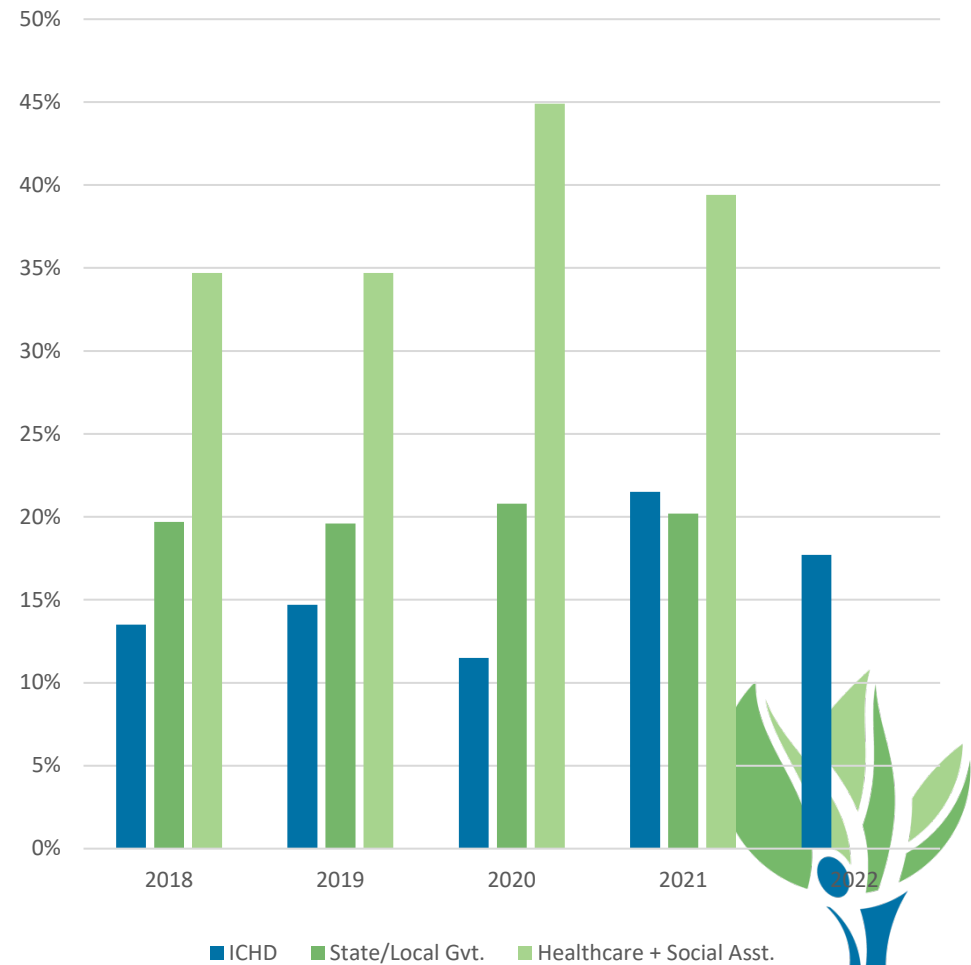
Years of Service at Separation Comparison (Gender)



ICHD Employee Turnover by Year



Turnover Rates by Year- Industry Comparison



ICHD WORKFORCE TURNOVER ANALYSIS- FEB 2023

Collected data:

- 5-year average turnover rate 15.8% for 2018-2022
- Lowest: 11.5% in 2020; highest: 21.5% in 2021
- ICHD turnover rates lagged one year behind U.S. industry average turnover rates during the COVID-19 pandemic years
- ICHD retirement rate did not increase during COVID-19 (~12% of total turnover for years 2018-2022)
- ~50% of all ICHD employees hired between 2018 and 2022 left employment in the same time period

ICHD WORKFORCE DEVELOPMENT PRIORITIES

- Using analyzed data and relevant research, the ICHD WFD team identified the following priority work areas:
 - Workplace wellness
 - Adaptive Leadership development
 - Workforce retention
 - Training and professional development
 - New employee orientation and onboarding
 - Coaching and mentoring
 - Employee recruitment and hiring
 - Volunteers and academic internship program

PROGRAM ACCOMPLISHMENTS

- Workplace Wellness Seminar – Offered virtually and in person
- Quantitative/qualitative assessments ~ 80% of ICHD workforce for feedback and improvement recommendations
- Used ~ \$70,000 grant funding to equitably provide over 50 employees with training opportunities over 3-4 months.
- Identified workplace culture improvement tasks to complete through the fiscal year 2023

NATIONAL PUBLIC HEALTH WEEK

- National Public Health Week events - employee appreciation and awards luncheon with nearly 200 employees in attendance



WORKFORCE DEVELOPMENT FUTURE GOALS

- Employee recognition and unification strategies
- Community partnerships to implement equitable pathways into public health careers
- Conduct quantitative and qualitative workforce assessments
- Provide equitable training and development opportunities for all employees
- Sustain a strong public health workforce with effective leadership and supportive workplace culture
- Meet PHAB accreditation requirements
- Reduce the ICHD workforce turnover rate to 10% or lower by 2026

Acknowledgements

- Ingham County Health Department Work Force
- ICHD Workforce Development Committee
- Workforce Development Coordinator – Aaron Watts
- Anne Barna Deputy Health Officer - Administration
- Brenda Gray Deputy Health Officer – Public Health Services



References

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- Shaff, Jaimie MPA, MPH; Ray, Madhury MD, MPH, CEM; Bleus, Tatiana MPH. Operationalizing PH WINS 2021: Pathways to Resilience for Public Health. Journal of Public Health Management and Practice 29(Supplement 1):p S9-S11, January/February 2023. | DOI: 10.1097/PHH.0000000000001668



THANK YOU!!

