

**Orientation for Newly Hired Staff in Leadership Positions in Local
Public Health Departments
(2004)**

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Orientation for Newly Hired Staff in Leadership Positions in Local Public Health Departments

(2004)

Statement of Purpose

Leaders of local public health departments and community health service agencies work in a complex system. Responsibilities include providing leadership and direction for multiple programs, responding to public health issues in their community, working in partnership with staff from other organizations, developing policies that impact the public health system across the state, supervising staff, all while being accountable to elected officials.

This orientation plan is a joint effort of the Local Public Health Association of Minnesota (LPHA) and the Minnesota Department of Health (MDH), Community Health Division. The orientation process incorporates a variety of methodologies and the expertise of resource people at both the local and state level. The Public Health Nurse Consultant (PHNC) from MDH and a mentor from LPHA (Mentor) are primarily responsible for implementing the orientation plan with the new public health leader. The topics included in this plan were determined to be of priority by several groups within local and state public health. The orientation occurs over a period of one year. It will be individualized to meet the needs of each leader. The difference in the orientation for specific positions, such as Public Health Nurse Director, CHS Administrator, Environmental Health Director, is one of emphasis and priorities. Similar knowledge is important for each type of position, but the depth of understanding required may vary. Also, geography and health department structure will affect priorities and the emphasis of each content area in the orientation process.

Problem

There is a need for a structured and systematic orientation process for newly hired staff in leadership positions in local public health departments.

Goals

1. Promote the development of newly hired staff in leadership positions in local health departments.
2. Assure a competent work force of public health staff at the local level.

Objectives

By participating in this orientation new staff in leadership positions can expect to:

1. understand the foundations of public health in Minnesota, including such concepts as the public health principles, ten essential services, population based practice and the local public health act
2. explore the knowledge base and skill set needed to effectively direct a public health department (political, business, leadership and management),
3. know where to get and how to use information, support, and technical assistance in order to address job challenges

4. learn specific techniques for such activities as team building, group decision-making, interest-based negotiations, financing and budget, and program evaluation

Suggested Process for Implementing the Orientation

The PHNC and Mentor will work in partnership with the new staff person (Orientee) to design an orientation plan that meets his/her needs. The general role of the PHNC will emphasize the theory related to the topic areas whereas the role of the Mentor will focus more on the practical experience of applying the theories and concepts.

The PHNC will meet with the Orientee and introduce the self-assessment tool. The self-assessment tool will identify priority topics and will in part determine the sequencing of the various topics covered throughout the orientation process. As determined by the Orientee, the self-assessment tool will be shared with both the PHNC and the Mentor.

The PHNC will notify the regional LPHA group and request that a mentor be identified. The Mentor will be chosen from those LPHA members having a similar set of responsibilities as the newly hired staff person. In most instances the Mentor will be from the same geographic area as the Orientee. On occasion the Mentor will be from another geographic area due to circumstances of availability, particular skills, etc.

The Orientee, the Mentor and PHNC will coordinate with each other in developing a specific plan for the orientation process.

A variety of methodologies will be used throughout the orientation process. These may include such activities as 1-1 meetings with the PHNC and the Mentor, joint meetings of the Orientee, PHNC and Mentor, conference calls, suggesting particular experiences, traveling together to meetings, and individual study.

Groups of Orientees may meet regionally for discussion and orientation purposes. This will depend on proximity to each other.

The Mentor will host the Orientee at the state LPHA meeting, SCHAC, and other meetings as deemed appropriate.

The Mentor, Orientee and PHNC will evaluate the process at the end of the orientation of the Orientee. The PHNC will initiate the completion of the Evaluation Tool as provided in this plan.

The orientation program will be reviewed and updated every three years by representatives from LPHA and MDH.

LEADERSHIP ORIENTATION: Orientation for Newly Hired Staff in Leadership Positions in Local Public Health Departments

Short Version of Topic Outline with Timeline (2004)

TOPIC
<p>Public Health Foundations</p> <ul style="list-style-type: none">• Public health definitions, principles, and value structure• Public health definition of roles and responsibilities - Core functions, Ten Essential Services• Public health goals - Minnesota Public Health Improvement Goals• Public health data - State and County Health Profiles• Influences on health status of populations - determinants of health• Public health is a population based practice - definition, criteria, application• Public Health Interventions• Strategies for Public Health
<p>Uniqueness of Official Public Health Agencies</p> <ul style="list-style-type: none">• Official public health agencies as representatives of government; relationships with the county board, the Commissioner of Health• Legal basis and governmental authorities at the federal, state and local level• Covenant with the Public: relationship with, responsibility to, public image• Responding to forever changing community need within the framework of public health (public health categories, CHS program areas)• Leadership role in bringing the community together to address public health issues
<p>Public Health System in Minnesota</p> <ul style="list-style-type: none">• Public health at the local and state level• Local Public Health Act, 145A• Overview of CHS in Minnesota (CHS organizational structures, authorities, etc.)• State-local partnership/SCHSAC• Policy development at state and local level• Mandated local public health services (community assessment, public health nuisance, communicable disease investigation, PAS)
<p>Key Organizations Related to Public Health</p> <ul style="list-style-type: none">• Minnesota Department of Health: structure, programs, resources• Department of Human Services: programs related to public health (Long Term Care Consultation)• Department of Children Families and Learning: programs related to public health (collaboratives, school health, interagency committees, Birth to 21)• Department of Corrections: programs related to public health (correctional health, juvenile risk reduction programs)• Minnesota Pollution Control Agency• Department of Natural Resources• Department of Agriculture• MPHA/APHA; NABOH; NACCHO; ASTHO; MEHA, SOPHE, MN Home Care Association• Working with other county departments, community organizations and private agencies on mutual priorities

Statutes/Ordinances Related to Public Health

- The law and public health
- Public meeting laws
- Public employee limitations (lobbying, gifts, letters to the editor, etc.)
- Communicable disease reporting
- Data practices, record retention
- Nurse Practice Act, delegation
- OSHA (job safety analysis, TB, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.)
- Public Health Nuisance
- Tobacco Ordinances

Financial Management, Budgets

- Business plan – what is it, how to use as a tool in public health
- Budget preparation, determining cost allocation
- Monitoring expenditures/program performance
- Grants: writing, role in supporting programs, meeting community needs
- Contract management
- Fiscal accountability for public dollars/state audits
- County Auditor/Finance Department
- Funding sources, with timelines, for public health

Human Resources

- Hiring, orientation
- Supervision, disciplining
- Performance appraisal
- Cultural diversity & cultural competence
- Affirmative Action, protected groups
- Employee Assistance Program
- Labor negotiations/contract management
- Union/personnel rules
- Safety (HV, defensive driving, creating a respectful work place preventing sexual harassment and violence, OSHA)

Program Development & Evaluation

- CHS planning and evaluation
- Data and assessment skills
- Identify community needs
- Theory of action
- Program evaluation
- Reporting
- Quality assurance
- Cultural competency

<p>Community Participation</p> <ul style="list-style-type: none"> • Effective community engagement • Effective use of advisory committees • CISS Model for Community Planning • Working with community coalitions, community based organizations • Developing networks and partnerships
<p>Creating a Credible and Confident Style of Influence</p> <ul style="list-style-type: none"> • Effective leadership, leadership style assessment • Collaborative leadership • Active listening, one-to-one communication • Build on strengths, compensate for weakness • Stress management • Time management • Motivational theories
<p>Developing a Creative, Effective Culture</p> <ul style="list-style-type: none"> • Implementing your agencies Vision and Mission • Assessing organization functioning • Developing leadership in others • Orienting new staff, coaching/supervising staff • Delegating appropriately and effectively • On-going communication with staff
<p>Effectively Working with Groups</p> <ul style="list-style-type: none"> • Facilitating meetings • Roberts Rules of Order • Leading/participating in groups • Group decision making • Team building • Difficult people • Conflict resolution, interest based problem solving • Reporting, presenting information
<p>Visibility & Promoting Public Health</p> <ul style="list-style-type: none"> • Building a network supportive to Public Health • Building and maintaining the public trust • Working with the County Boards, colleagues in the county • Working with the media • Social marketing • Risk communication, decision making during emergencies

LEADERSHIP ORIENTATION: Orientation for Newly Hired Staff in Leadership Positions in Local Public Health

Topic Outline with timeline (2004)

TOPIC	RESOURCES & TOOLS (see list of Orientation Materials & Resources for more specific information on how to access)	TIMELINE/ METHOD
<p>Public Health Foundations</p> <ul style="list-style-type: none"> • Public health definitions, principles, and value structure • Public health definition of roles and responsibilities (Core functions, Ten Essential Services, etc.) • Public health goals - Minnesota Public Health Improvement Goals • Public health data - State and County Health Profiles • Influences on health status of populations - determinants of health • Public health is a population based practice - definition, criteria, application • Public Health Interventions • Strategies for Public Health 	<p>CHS Administration Handbook (MDH) Modules: Core Essentials of Public Health (MDH) Healthy People 2010 http://web.health.gov/healthypeople Healthy Minnesotans, Public Health Improvement Goals www.health.state.mn.us/divs/chs/ophp/goals.htm A Call to Action: Advancing Health For All Through Social and Economic Change www.health.state.mn.us/divs/chs/mhip/action.pdf Public Health Interventions, Applications for Public Health Nursing Practice www.health.state.mn.us/divs/chs/phn/interventions Local Public Health: Working for Minnesota Communities (LPHA) Strategies for Public Health www.health.state.mn.us/strategies</p>	<p>0 – 6 mo</p>
<p>Uniqueness of Official Public Health Agencies</p> <ul style="list-style-type: none"> • Official public health agencies as representatives of government; relationships with the county board, the Commissioner of Health • Legal basis and governmental authorities at the federal, state and local level • Covenant with the Public: relationship with, responsibility to, public image • Responding to forever changing community need within the framework of public health (public health categories, Essential Local Public Health Activities) • Leadership role in bringing the community together to address public health issues 	<p>MDH web site: www.health.state.mn.us Governing for Public Health, (SCHSAC Report, MDH) Modules: Core Essentials of Public Health (MDH)</p>	<p>0 – 6 mo</p>

<p>Public Health System in Minnesota</p> <ul style="list-style-type: none"> Public health at the local and state level (organizational structures, authorities, etc.) Local Public Health Act, 145A Overview of State-local partnership/SCHSAC Policy development at state and local level Mandated local public health services (community assessment, public health nuisance, communicable disease investigation, PAS) 	<p>Local Public Health Act, Chapter 145A statute and rules http://www.health.state.mn.us/divs/chs/schsac/act-rule.pdf CHS Administration Handbook (MDH)</p> <p>Local SCHSAC Representative www.health.state.mn.us/divs/chs/schsac</p>	<p>0 –6 mo</p>
<p>Key Organizations Related to Public Health</p> <ul style="list-style-type: none"> Minnesota Department of Health: structure, programs, resources Department of Human Services: programs related to public health (Long Term Care Consultation) Department of Education: programs related to public health (collaboratives, school health, interagency committees, Birth to 21) Department of Corrections: programs related to public health (correctional health, juvenile risk reduction programs) Minnesota Pollution Control Agency Department of Natural Resources Department of Agriculture MPHA/APHA; NABOH; NACCHO; ASTHO; MEHA, SOPHE, MN Home Care Association Working with other county departments, community organizations and private agencies on mutual priorities 	<p>Web sites of state departments</p> <p>Community Social Services Act Plan – county specific Community Corrections Act Plan – county specific</p>	<p>7 – 12 mo</p>
<p>Ordinancing and Legislating</p> <ul style="list-style-type: none"> Legislative process Legislative initiatives: LPHA, AMC, MDH (process, roles, limitations) Ordinancing process State Representatives 	<p>Working with the Legislature (LPHA)</p> <p>MDH Guide to the Legislature (MDH)</p> <p>Making Your Case (MN Governors Council on Developmental Disabilities, 1-877-348-0505) www.MNcdd.org</p> <p>State Representatives, State Senators http://www.leg.state.mn.us/</p>	<p>0 – 6 mo</p> <p>----- 7-12 mo</p>

<p>Statutes/Ordinances Related to Public Health</p> <ul style="list-style-type: none"> • The law and public health • Public meeting laws • Public employee limitations (lobbying, gifts, letters to the editor, etc.) • Communicable disease reporting • Data practices, record retention • Nurse Practice Act, delegation • OSHA (job safety analysis, TB, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.) • Public Health Nuisance • Tobacco Ordinances 	<p>Local Public Health Act, 145A http://www.revisor.leg.state.mn.us/stats/145A Preserving and Disposing of Government Records, Department of Administration (documents in alphabetical order at www.ipad.state.mn.us/docs) CHS Administration Handbook (MDH) County Attorney</p> <p>Modules: Core Essentials of Public Health (MDH) Board of Nursing, 612/617-2296 www.nursingboard.state.mn.us</p>	<p>7 – 12 mo</p>
<p>Financial Management, Budgets:</p> <ul style="list-style-type: none"> • Business plan – what is it, how to use as a tool in public health • Budget preparation, determining cost allocation • Monitoring expenditures/program performance • Grants: writing, role in supporting programs, meeting community needs • Contract management • Fiscal accountability for public dollars/state audits • County Auditor/Finance Department • Funding sources, with timelines, for public health 	<p>County Auditor Finance Department</p> <p>Garner text (see bibliography)</p> <p>County Attorney Chapter 15: Developing and Executing Contracts, CHS Administration Handbook Sample Contract Form available from the County Attorney Association: 651-641-1600 or www.mcaa-mn.org (go to publications “2003 Contract Drafting” and “003 Contract Forms”)</p>	<p>0 – 6 mo</p>
<p>Human Resources</p> <ul style="list-style-type: none"> • Hiring, orientation • Supervision, disciplining • Performance appraisal • Cultural diversity & cultural competence • Affirmative Action, protected groups • Employee Assistance Program • Labor negotiations/contract management • Union/personnel rules • Safety (HV, defensive driving, creating a respectful work place preventing sexual harassment and violence, OSHA) 	<p>Human Resources /Personnel Department/ Affirmative Officer County Personnel Policies/ Union Contracts</p> <p>County Safety Committee Minnesota Safety Council http://www.mnsafetycouncil.org OSHA http://www.doli.state.mn.us Minnesota County Insurance Trust workshops</p> <p>Bureau of Mediation Services, 612/649-5433 www.bms.state.mn.us</p>	<p>7-12 mo</p>

<p>Program Development & Evaluation:</p> <ul style="list-style-type: none"> • Planning and evaluation • Data collection and interpretation skills • Community assessments, identifying community needs • Theory of action • Program evaluation • Reporting • Quality assurance • Cultural competency 	<p>CHS Planning Guidelines & Updates for Local Public Health www.health.state.mn.us/divs/chs/pdf/gdlineplanning CHS Administration Handbook (MDH)</p> <p>Strategies for Public Health www.health.state.mn.us/strategies</p>	<p>13+ mo</p>
<p>Community Participation</p> <ul style="list-style-type: none"> • Effective community engagement • Effective use of advisory committees • CISS Model for Community Planning • Working with community coalitions, community based organizations • Developing networks and partnerships 	<p>Community Health Promotion Tool Kit www.health.state.mn.us/divs/hpcd/chp/hpkit/ www.health.state.mn.us/divs/hpcd/chp/ciss/index.htm www.health.state.mn.us/communityeng/ http://ctb.ku.edu (This site provides practical skill building on 250 different topics.)</p>	<p>7-12 mo</p>
<p>Creating a Credible and Confident Style of Influence</p> <ul style="list-style-type: none"> • Effective leadership, leadership style assessment • Collaborative leadership • Active listening, one-to-one communication • Build on strengths, compensate for weakness • Stress management • Time management • Motivational theories 	<p>Self-assessment tools: http://www.leadership.gc.ca</p> <p>Article: Community Health as Social Justice: Lessons on Leadership, Richard Couto</p> <p>Article: Just (Don't) Do it, Carol Wheeler</p>	<p>7 – 12 mo</p>

<p>Developing a Creative, Effective Culture</p> <ul style="list-style-type: none"> • Implementing your agencies Vision and Mission • Assessing organization functioning • Developing leadership in others • Orienting new staff, coaching/supervising staff • Delegating appropriately and effectively • On-going communication with staff 	<p>Article: Using Organizational Artifacts to Influence Change, Major Sara Breckenridge Sproat</p>	<p>0 – 6 mo 7 – 12 mo</p>
<p>Effectively Working with Groups</p> <ul style="list-style-type: none"> • Facilitating meetings • Roberts Rules of Order • Leading/participating in groups • Group decision making • Team building • Difficult people • Conflict resolution, interest based problem solving • Reporting, presenting information 	<p>Facilitation Resources (#PC-7437-5, Minnesota Extension) www.extension.umn.edu http://ctb.ku.edu Article: How to Make Conflict Work for You, MaryAnn Brandt</p>	<p>7 – 12 mo</p>
<p>Visibility & Promoting Public Health</p> <ul style="list-style-type: none"> • Building a network supportive to Public Health • Building and maintaining the public trust • Working with the County Boards and colleagues in the county • Working with the media • Social marketing • Risk communication, decision making during emergencies 	<p>Video: Public Health, Prevention Through Partnership (MDH) (each county has a copy)</p> <p>Early and Often, How Social Marketing of Prevention Can Help Your Community (MN Institute of Public Health, 800-782-1878) www.miph.org</p> <p>Media Relations Handbook -Guide to Working with Journalists (MDH)</p> <p>County Emergency Response Plan/All Hazard Disaster Plan</p> <p>Article: Communicating About Risks: A Checklist for Health Agencies, Timothy Sly</p> <p>Envirorisk (a free web-based course in environment risk assessment and risk communication) www.phppo.did.gov/phtn</p>	<p>On-going</p>

Orientation Materials & Resources

Handbooks, Documents, Manuals

Local Public Health Association

Working for Minnesota Communities

Working with the Legislature

Minnesota Department of Health

A Call to Action: Advancing Health For All Through Social and Economic Change (Community Health Division)

CHS Administration Handbook (Community Health Division)

CHS Planning Guidelines & Updates for Local Public Health (Community Health)

Governing for Public Health (SCHSAC Workgroup Report, Community Health Division)

Healthy Minnesotans, Public Health Improvement Goals (Community Health Division)

MDH Guide to the Legislature (Governmental Relations)

Media Relations Handbook -Guide to Working with Journalists (Communications Office)

Modules: Core Essentials of Public Health (Center for Public Health Nursing)

Public Health Interventions, Applications for Public Health Nursing Practice (Center for Public Health Nursing)

Strategies for Public Health (Community Health Division)

Other

Early and Often, How Social Marketing of Prevention Can Help Your Community (#CP566, \$3.95, MN Institute of Public Health, 800-782-1878)

Facilitation Resources (#PC-7437-5, Minnesota Extension)

Healthy People 2010

Making Your Case (MN Governors Council on Developmental Disabilities, 1-877-348-0505)

Videotapes

Public Health, Prevention Through Partnership (MDH Library; each county has a copy)

Videotapes from satellite learning conferences on a wide range of topics are usually available from the MDH Library. Go to:

<http://www.health.state.mn.us/library/video.htm>

Articles

Brandt, MaryAnn, "How to Make Conflict Work for You," Nursing Management 2001:32(11):32-35. This article discusses how to foster an environment of collaboration that allows staff to solve conflicts among themselves.

Couto, Richard, "Community Health as Social Justice: Lessons on Leadership," *Family Community Health* 2000;23(1):1-17. This article summarizes lessons from leaders working in areas of social change.

Sly, Timothy, "Communicating About Risks: A Checklist for Health Agencies," *Environmental Health*, pp 33-35, November 2000

Sproat, Major Sara Breckenridge, "Using Organizational Artifacts to Influence Change," *JONA* 2001; 31(11):524-526. This article provides a framework for understanding and influencing an organization's culture.

Wheeler, Carol, "Just (Don't) Do It, Executive Female May/June 1997, p 42-45.

Books

Berkowitz, Bobbie, et.al., Public Health Nursing Leadership, A Guide to Managing the Core Functions, American Nurses Association, 2001
(Public Health Nurse Consultants each have a copy.)

Block, Peter, Stewardship: Choosing Service Over Self Interest, Berrett-Koehler Publishers, 1993

Bracht, Neil, ed., Health Promotion at the Community Level, Sage Publications, 1999

Chrislip, David D. and Carl E. Larson, Collaborative Leadership, How Citizens and Civic Leaders Can Made a Difference, An American Leadership Forum Book, Jossey-Bass, 2002

Garner, C. William, Accounting & Budgeting in Public and Nonprofit Organizations: A Manager's Guide

Johnson, Kathryn, Wynne Grossman, Anne Cassidy, editors, Collaborating to Improve Community Health, Workbook and Guide to Best Practices in Creating Healthier Communities and Populations. (1996) The Healthcare Forum, Jossey-Bass, Inc. <http://www.josseybass.com>

Kretzmann, John P., and John L. McKnight, Building Communities From the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, Northwestern University, 1993

Senge, Peter, The Fifth Discipline

Soto, Michael A., Cynthia Abel, Anne Dievler, Editors, Healthy Communities: New Partnerships for the Future of Public Health, A Report of the First Year of the Committee on Public Health, IOM (1996), National Academy Press, Wash.D.C.

Statutes and Rules

Local Public Health Act, Minnesota Statutes, Chapter 145A <http://www.health.state.mn.us/divs/chs/schsac/act-rule.pdf>

Web Sites

<http://www.leadership.gc.ca>

This website has many resources regarding all aspects of leadership. The Canadian government sponsors this web site.

<http://www.phppo.cdc.gov/phtn>

This is the CDC training site. It has excellent resources.

<http://www.health.state.mn.us/divs/eh/local/presentations/index.htm>

This website provides a history and overview of environmental health including drinking water and food and security.

<http://web.health.gov/healthypeople>

Healthy People 2010

www.health.state.mn.us/strategies

Website for Strategies for Public Health

www.health.state.mn.us

Minnesota Department of Health

www.health.state.mn.us/divs/chs/ophp/goals.htm

Website for Healthy Minnesotans, Public Health Improvement Goals

www.health.state.mn.us/divs/chs/mhip/action

Website for A Call to Action: Advancing Health for all Through Social and Economic Change

www.health.state.mn.us/divs/chs/phn/interventions

Website for Public Health Interventions, Applications for Public Health Nursing Practice

www.health.state.mn.us/divs/chs/schsac

SCHSAC website

www.ipad.state.mn.us/docs

This is the Department of Administration website regarding preserving and disposing of government records

www.nursingboard.state.mn.us

Board of Nursing website

www.mcaa-mn.org

Website for County Attorney Association – sample form contracts

www.MNcdd.org

Website for MN Governors Council on Developmental Disabilities

<http://www.leg.state.mn.us/>

Website for Minnesota Legislature

<http://www.mnsafetycouncil.org>

Website for Minnesota Safety Council

<http://www.doli.state.mn.us>

Website for OSHA – Labor and Industry

www.bms.state.mn.us

Website for Bureau of Mediation Services

www.health.state.mn.us/divs/chs/pdf/gdlineplanning

CHS Planning Guidelines & Updates for Local Public Health (MDH)

www.health.state.mn.us/divs/hpcd/chp/hpkit/

Website for Community Health Promotion Tool Kit

www.health.state.mn.us/divs/hpcd/chp/ciss/index.htm

Website for CISS Model for Community Planning

www.health.state.mn.us/communityeng/

Website for resources on community engagement

<http://ctb.ku.edu>

Website for practical skill building on 250 different topics

www.extension.umn.edu

Minnesota Extension website

www.miph.org

Website for MN Institute of Public Health

www.phppo.did.gov/phtn

Website for free course in environment risk assessment and risk communication

<http://www.revisor.leg.state.mn.us/stats/145A>

Website for the Local Public Act 145A

LEADERSHIP ORIENTATION: Self-Assessment Tool (2004)

Every person accepting a leadership position in a local public health department or community health service agency faces multiple opportunities and challenges. In addition each person will have a varied background and level of knowledge regarding a range of topics important to their new leadership role. This self-assessment tool will help identify priority areas to discuss with the PHN Consultant and/or the LPHA Mentor during the orientation process. Complete this self-assessment, identifying specific questions you have about particular topic areas. Please share the completed self-assessment with your PHNC and Mentor as you are comfortable.

For each topic area, use the following scale circling the number that best describes your level of understanding.

1	2	3	4
No			Understand Quite
Understanding			Well

1 2 3 4

Public Health Foundations

1. Public health principles, theory and convictions
2. Core functions, ten essential services
3. Healthy People, 2010/Minnesota Public Health Goals
4. Health Status Reports (County Profiles)
5. Determinants of health
6. Population based practice: definition, criteria, levels of practice
7. Public Health Interventions
8. Strategies for Public Health

Questions I would like to ask:

1 2 3 4

Uniqueness of Official Public Health Agencies

1. Official public health agencies as representatives of government; relationships with county board, the Commissioner of Health
2. Legal basis and governmental authorities at the federal, state and local level
3. Covenant with the Public: relationship with, responsibility to, Public Image
4. Responding to forever changing community need within the framework of public health (public health categories, CHS program areas)
5. Leadership role in bringing the community together to address public health issues

Questions I would like to ask:

1 2 3 4

Public Health System in Minnesota

1. Public health at the local and state level
2. Local Public Health Act, 145A
3. Overview of CHS in Minnesota (CHS organizational structures, authorities, etc.)
4. State-local partnership/SCHSAC
5. Policy development at state and local level
6. Mandated local public health services (community assessment, public health nuisance, communicable disease investigation, PAS)

Questions I would like to ask:

1 2 3 4

Key Organizations Related to Public Health

1. Minnesota Department of Health: structure, programs, resources
2. Department of Human Services: programs related to public health (Long Term Care Consultation)
3. Department of Education: programs related to public health (collaboratives, school health, interagency committees, Birth to 21)
4. Department of Corrections: programs related to public health (correctional health, juvenile risk reduction programs)
5. Minnesota Pollution Control Agency
6. Department of Natural Resources
7. Department of Agriculture
8. MPHA/APHA; NABOH; NACCHO; ASTHO; MEHA; SOPHIE, MN Home Care Association
9. Working with other county departments, community organizations and private agencies on mutual priorities

Questions I would like to ask:

1 2 3 4

Statutes/Ordinances Related to Public Health

1. The law and public health
2. Public meeting laws
3. Public employee limitations (lobbying, gifts, letters to the editor, etc.)
4. Communicable disease reporting
5. Data practices, record retention
6. Nurse Practice Act, delegation
7. OSHA (job safety analysis, TB, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.)
8. Public Health Nuisance
9. Tobacco Ordinances

Questions I would like to ask:

1 2 3 4

Financial Management, Budgets

1. Business plan – what is it, how to use as a tool in public health
2. Budget preparation, determining cost allocation
3. Monitoring expenditures/program performance
4. Grants: writing, role in supporting programs, meeting community needs
5. Contract management
6. Fiscal accountability for public dollars/state audits
7. County Auditor/Finance Department
8. Funding sources, with timelines, for public health

Questions I would like to ask:

1 2 3 4

Ordinancing and Legislating

1. Legislative process
2. Legislative initiatives: LPHA, AMC, MDH
3. Ordinancing process
4. State Representatives

Questions I would like to ask:

1 2 3 4

Human Resources

1. Hiring, orientation
2. Supervision, disciplining
3. Performance appraisal
4. Cultural Diversity & Cultural Competence
5. Affirmative Action, protected groups
6. Employee Assistance Program
7. Labor negotiations/contract management
8. Union/personnel rules
9. Safety (HV, defensive driving, creating a respectful work place, preventing sexual harassment and violence, OSHA)

Questions I would like to ask:

1 2 3 4

Program Development & Evaluation

1. CHS planning and evaluation
2. Data and assessment skills
3. Identify community needs
4. Theory of action
5. Program evaluation
6. Reporting
7. Quality Assurance
8. Cultural Competency

Questions I would like to ask:

1 2 3 4

Community Participation

1. Effective community engagement
2. Effective use of Advisory Committees
3. Working with community coalitions, community based organization
4. Developing networks and partnerships

Questions I would like to ask:

1 2 3 4

Creating a Credible and Confident Style of Influence

1. Effective leadership, leadership style assessment
2. Collaborative leadership
3. Active listening, one-to-one communication
4. Build on strengths, compensate for weakness
5. Stress management
6. Time management
7. Motivational theories

Question I would like to ask:

1 2 3 4

Developing a Creative, Effective Culture

1. Implementing your agency's Vision and Mission
2. Assessing organization functioning
3. Developing leadership in others
4. Orienting new staff, coaching/supervising staff
5. Delegating appropriately and effectively
6. On-going communication with staff

Questions I would like to ask:

1 2 3 4

Effectively Working with Groups

1. Facilitating meetings
2. Roberts Rules of Order
3. Leading/participating in groups
4. Group decision making
5. Team building
6. Difficult people
7. Conflict resolution, interest based problem solving
8. Reporting, presenting information

Questions I would like to ask:

1 2 3 4

Visibility & Promoting Public Health

1. Building a network supportive to Public Health
2. Building and maintaining the public trust
3. Working with the County Boards,
4. Working with colleagues in the county
5. Working with the media
6. Social marketing
7. Risk communication, decision making during emergencies

Questions I would like to ask:

MENTOR/PHNC SELF-ASSESSMENT TOOL

This tool is designed to assist the LPHA Mentor and PHN Consultant with orientation of a new Public Health Leader. The tool can be used to help to identify topic areas to address during orientation. The job of a Public Health Leader is very complex. The new Public Health Leader will be encouraged to complete this same self-assessment tool. The tool can then be used to identify topic areas for discussion with the Public Health Nursing Consultant and Public Health Leader.

The LPHA Mentor and PHN Consultant are encouraged to take some time to complete the tool to evaluate their understanding of the topic areas, the suggested resources, and potential need for statewide training for all Public Health Leaders.

For each topic area, use the following scale circling the number that best describes your level of understanding.

1	2	3	4
No	Very	Enough to	Understand Quite
Understanding	Little	Get By	Well

1 2 3 4

Public Health Foundations

1. Public health principles, theory and convictions
2. Core functions, ten essential services
3. Healthy People, 2010/Minnesota Public Health Goals
4. Health Status Reports (County Profiles)
5. Determinants of health
6. Population based practice: definition, criteria, levels of practice
7. Public Health Interventions
8. Strategies for Public Health

Questions I would like to ask:

1 2 3 4

Uniqueness of Official Public Health Agencies

1. Official public health agencies as representatives of government; relationships with county board, the Commissioner of Health
2. Legal basis and governmental authorities at the federal, state and local level
3. Covenant with the Public: relationship with, responsibility to, Public Image
4. Responding to forever changing community need within the framework of public health (public health categories, CHS program areas)
5. Leadership role in bringing the community together to address public health issues

Questions I would like to ask:

1 2 3 4

Public Health System in Minnesota

1. Public health at the local and state level
2. Local Public Health Act, 145A
3. Overview of CHS in Minnesota (CHS organizational structures, authorities, etc.)
4. State-local partnership/SCHSAC
5. Policy development at state and local level
6. Mandated local public health services (community assessment, public health nuisance, communicable disease investigation, PAS)

Questions I would like to ask:

1 2 3 4

Key Organizations Related to Public Health

1. Minnesota Department of Health: structure, programs, resources
2. Department of Human Services: programs related to public health (Long Term Care Consultation)
3. Department of Education: programs related to public health (collaboratives, school health, interagency committees, Birth to 21)
4. Department of Corrections: programs related to public health (correctional health, juvenile risk reduction programs)
5. Minnesota Pollution Control Agency
6. Department of Natural Resources
7. Department of Agriculture
8. MPHA/APHA; NABOH; NACCHO; ASTHO; MEHA; SOPHIE, MN Home Care Association
9. Working with other county departments, community organizations and private agencies on mutual priorities

Questions I would like to ask:

1 2 3 4

Statutes/Ordinances Related to Public Health

1. The law and public health
2. Public meeting laws
3. Public employee limitations (lobbying, gifts, letters to the editor, etc.)
4. Communicable disease reporting
5. Data practices, record retention
6. Nurse Practice Act, delegation
7. OSHA (job safety analysis, TB, blood borne pathogens, personal protective equipment, ergonomics, right to know, etc.)
8. Public Health Nuisance
9. Tobacco Ordinances

Questions I would like to ask:

1 2 3 4

Financial Management, Budgets

1. Business plan – what is it, how to use as a tool in public health
2. Budget preparation, determining cost allocation
3. Monitoring expenditures/program performance
4. Grants: writing, role in supporting programs, meeting community needs
5. Contract management
6. Fiscal accountability for public dollars/state audits
7. County Auditor/Finance Department
8. Funding sources, with timelines, for public health

Questions I would like to ask:

1 2 3 4

Ordinancing and Legislating

1. Legislative process
2. Legislative initiatives: LPHA, AMC, MDH
3. Ordinancing process
4. State Representatives

Questions I would like to ask:

1 2 3 4

Human Resources

1. Hiring, orientation
2. Supervision, disciplining
3. Performance appraisal
4. Cultural Diversity & Cultural Competence
5. Affirmative Action, protected groups
6. Employee Assistance Program
7. Labor negotiations/contract management
8. Union/personnel rules
9. Safety (HV, defensive driving, creating a respectful work place, preventing sexual harassment and violence, OSHA)

Questions I would like to ask:

1 2 3 4

Program Development & Evaluation

1. CHS planning and evaluation
2. Data and assessment skills
3. Identify community needs
4. Theory of action
5. Program evaluation
6. Reporting
7. Quality Assurance
8. Cultural Competency

Questions I would like to ask:

1 2 3 4

Community Participation

1. Effective community engagement
2. Effective use of Advisory Committees
3. Working with community coalitions, community based organization
4. Developing networks and partnerships

Questions I would like to ask:

1 2 3 4

Creating a Credible and Confident Style of Influence

1. Effective leadership, leadership style assessment
2. Collaborative leadership
3. Active listening, one-to-one communication
4. Build on strengths, compensate for weakness
5. Stress management
6. Time management
7. Motivational theories

Question I would like to ask:

1 2 3 4

Developing a Creative, Effective Culture

1. Implementing your agency's Vision and Mission
2. Assessing organization functioning
3. Developing leadership in others
4. Orienting new staff, coaching/supervising staff
5. Delegating appropriately and effectively
6. On-going communication with staff

Questions I would like to ask:

Local Public Health Association

April 2004

Mentor: Roles and Responsibilities

1. Contact new director, introduce self and offer mentor relationship.
Upon agreement:
 - Inform and invite new public health leader to regional and statewide LPHA meetings
 - Inform and invite person to other public meetings
 - When possible, ride together to regional or statewide meetings
 - When possible, introduce new director at regional and/or statewide meetings
 - Introduce person to other public health leaders
2. Contact the Public Health Nurse Consultant (PHNC) and the new leader to outline how the mentor will proceed (meetings, phone calls, joint conference calls, etc) with the orientation, focusing on the practical experience of applying the theory and concepts
3. Complete the self-assessment tool as a way to assess the mentor's understanding of topic areas, resources and possible need for training or other resources for the new leader
4. Review the self-assessment with the new leader and PHNC, when agreed to by the new leader, to identify areas the mentor can assist with or focus on
5. Maintain regular contact with the new leader throughout the orientation period
6. Complete the evaluation tool after completing the orientation and forward to the PHNC



Local Public Health Association

April 2004

7. Provide ongoing feedback to the membership committee on the effectiveness of the orientation, areas that are not working or suggestions for improvement



1 2 3 4

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Questions I would like to ask:

LEADERSHIP ORIENTATION: Orientation Materials & Resources

Handbooks, Documents, Manuals

Local Public Health Association

Working for Minnesota Communities

Working with the Legislature

Minnesota Department of Health

A Call to Action: Advancing Health For All Through Social and Economic Change (Community Health Division)

CHS Administration Handbook (Community Health Division)

CHS Planning Guidelines & Updates for Local Public Health (Community Health)

Governing for Public Health (SCHSAC Workgroup Report, Community Health Division)

Healthy Minnesotans, Public Health Improvement Goals (Community Health Division)

MDH Guide to the Legislature (Governmental Relations)

Media Relations Handbook -Guide to Working with Journalists (Communications Office)

Modules: Core Essentials of Public Health (Center for Public Health Nursing)

Public Health Interventions, Applications for Public Health Nursing Practice (Center for Public Health Nursing)

Strategies for Public Health (Community Health Division)

Other

Early and Often, How Social Marketing of Prevention Can Help Your Community (#CP566, \$3.95, MN Institute of Public Health, 800-782-1878)

Facilitation Resources (#PC-7437-5, Minnesota Extension)

Healthy People 2010

Making Your Case (MN Governors Council on Developmental Disabilities, 1-877-348-0505)

Videotapes

Public Health, Prevention Through Partnership (MDH Library; each county has a copy)

Videotapes from satellite learning conferences on a wide range of topics are usually available from the MDH Library. Go to:

<http://www.health.state.mn.us/library/video.htm>

Articles

Brandt, MaryAnn, "How to Make Conflict Work for You," Nursing Management 2001:32(11):32-35. This article discusses how to foster an environment of collaboration that allows staff to solve conflicts among themselves.

Couto, Richard, "Community Health as Social Justice: Lessons on Leadership," *Family Community Health* 2000;23(1):1-17. This article summarizes lessons from leaders working in areas of social change.

Sly, Timothy, "Communicating About Risks: A Checklist for Health Agencies," *Environmental Health*, pp 33-35, November 2000

Sproat, Major Sara Breckenridge, "Using Organizational Artifacts to Influence Change," *JONA* 2001; 31(11):524-526. This article provides a framework for understanding and influencing an organization's culture.

Wheeler, Carol, "Just (Don't) Do It, Executive Female May/June 1997, p 42-45.

Books

Berkowitz, Bobbie, et.al., Public Health Nursing Leadership, A Guide to Managing the Core Functions, American Nurses Association, 2001
(Public Health Nurse Consultants each have a copy.)

Block, Peter, Stewardship: Choosing Service Over Self Interest, Berrett-Koehler Publishers, 1993

Bracht, Neil, ed., Health Promotion at the Community Level, Sage Publications, 1999

Chrislip, David D. and Carl E. Larson, Collaborative Leadership, How Citizens and Civic Leaders Can Made a Difference, An American Leadership Forum Book, Jossey-Bass, 2002

Garner, C. William, Accounting & Budgeting in Public and Nonprofit Organizations: A Manager's Guide

Johnson, Kathryn, Wynne Grossman, Anne Cassidy, editors, Collaborating to Improve Community Health, Workbook and Guide to Best Practices in Creating Healthier Communities and Populations. (1996) The Healthcare Forum, Jossey-Bass, Inc. <http://www.josseybass.com>

Kretzmann, John P., and John L. McKnight, Building Communities From the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, Northwestern University, 1993

Senge, Peter, The Fifth Discipline

Soto, Michael A., Cynthia Abel, Anne Dievler, Editors, Healthy Communities: New Partnerships for the Future of Public Health, A Report of the First Year of the Committee on Public Health, IOM (1996), National Academy Press, Wash.D.C.

Statutes and Rules

Local Public Health Act, Minnesota Statutes, Chapter 145A <http://www.health.state.mn.us/divs/chs/schsac/act-rule.pdf>

Web Sites

<http://www.leadership.gc.ca>

This website has many resources regarding all aspects of leadership. The Canadian government sponsors this web site.

<http://www.phppo.cdc.gov/phtn>

This is the CDC training site. It has excellent resources.

<http://www.health.state.mn.us/divs/eh/local/presentations/index.htm>

This website provides a history and overview of environmental health including drinking water and food and security.

<http://web.health.gov/healthypeople>

Healthy People 2010

www.health.state.mn.us/strategies

Website for Strategies for Public Health

www.health.state.mn.us

Minnesota Department of Health

www.health.state.mn.us/divs/chs/ophp/goals.htm

Website for Healthy Minnesotans, Public Health Improvement Goals

www.health.state.mn.us/divs/chs/mhip/action

Website for A Call to Action: Advancing Health for all Through Social and Economic Change

www.health.state.mn.us/divs/chs/phn/interventions

Website for Public Health Interventions, Applications for Public Health Nursing Practice

www.health.state.mn.us/divs/chs/schsac

SCHSAC website

www.ipad.state.mn.us/docs

This is the Department of Administration website regarding preserving and disposing of government records

www.nursingboard.state.mn.us

Board of Nursing website

www.mcaa-mn.org

Website for County Attorney Association – sample form contracts

www.MNcdd.org

Website for MN Governors Council on Developmental Disabilities

<http://www.leg.state.mn.us/>

Website for Minnesota Legislature

<http://www.mnsafetycouncil.org>

Website for Minnesota Safety Council

<http://www.doli.state.mn.us>

Website for OSHA – Labor and Industry

www.bms.state.mn.us

Website for Bureau of Mediation Services

www.health.state.mn.us/divs/chs/pdf/gdlineplanning

CHS Planning Guidelines & Updates for Local Public Health (MDH)

www.health.state.mn.us/divs/hpcd/chp/hpkit/

Website for Community Health Promotion Tool Kit

www.health.state.mn.us/divs/hpcd/chp/ciss/index.htm

Website for CISS Model for Community Planning

www.health.state.mn.us/communityeng/

Website for resources on community engagement

<http://ctb.ku.edu>

Website for practical skill building on 250 different topics

www.extension.umn.edu

Minnesota Extension website

www.miph.org

Website for MN Institute of Public Health

www.phppo.did.gov/phtn

Website for free course in environment risk assessment and risk communication

<http://www.revisor.leg.state.mn.us/stats/145A>

Website for the Local Public Act 145A

LEADERHIP ORIENTATION: Evaluation (2004)

The goal of this project is to promote the development of newly hired staff in leadership positions in local public health departments. We would like to hear about your experiences in this orientation process. Your comments will be used to make changes in the orientation process. Thank you in advance for completing this evaluation form.

A. What is your role in this orientation?

_____ New Staff Person _____ LPHA Mentor _____ PHNC

B. Indicate your level of agreement with the following statements by choosing from the following responses: 1= not really 2= more or less 3= mostly 4= great/about as good as it gets

1. Topic Outline

The level of detail in the topic list was about right.	1	2	3	4
The topics listed were the right ones to include.	1	2	3	4
The list of topics was doable in the suggested time frame.	1	2	3	4

2. Timeline

The timeline is reasonable.	1	2	3	4
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3. Resources & Tools

The resources and tools listed were readily available.	1	2	3	4
The suggested resources and tools were helpful.	1	2	3	4

4. Self-assessment Tool

The tool was effective in assessing the knowledge level of participants.	1	2	3	4
The self-assessment tool was used in setting priorities and individualizing the orientation process.	1	2	3	4

5. The Mentor relationship contributed to the orientation process.	1	2	3	4
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6. The Public Health Nurse Consultant contributed to the orientation process.	1	2	3	4
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C. Open-ended Questions:

What was most useful in the orientation process?

What suggestions do you have for improvement of this orientation plan?

Describe the methods used with the Mentor during the orientation process.

Describe the methods used with the PHNC during the orientation process.

Do you have suggestions for elimination of particular topics from the Topic Outline? If so, please identify.

Do you have suggestions for additional orientation topics? If yes, please identify.

Did you use resources or tools not listed that you found helpful? If yes, please list and provide information of where to find them.

Please mail this completed evaluation to: Marie Margitan, Public Health Nurse Consultant, 320 W. 2nd St., # 703, Duluth, MN 55802