TO: MPHD Board of Health

FROM: MPHD staff

DATE: September 6, 2022

RE: Director of Health Attributes

The purpose of this document is to inform the Metropolitan Public Health Department Board of Health (BOH) of attributes for consideration when selecting future MPHD Directors. There were six staff members in addition to the Deputy Director representing a cross-section of gender, race, level of position, work specialization, tenure, etc., who participated in this exercise.

This group engaged in discussion to determine what skills and competencies are vital in a future Director, giving consideration to the current culture and future of MPHD. The discussion yielded five thematic areas with notation that some items have application in more than one area.

Finally, while participants expressed appreciation for involvement in this exercise and an opportunity to think through what attributes the next Director should possess, there is a collective understanding that this document is submitted purely for BOH contemplation and is not in any way believed to be the standard adopted by BOH in its review and selection of future MPHD Directors.

Respectfully Submitted,
Dr. Melva Black, Deputy Director
Dr. Rand Carpenter
Jose Cruz
Tony Driver
Dr. Fonda Harris
Holly Rice
Laura Varnier

MINIMUM QUALIFICATIONS/CURRICULUM VITAE

- 5-10 years of government public health experience
- Advanced degree(s)
- Regional knowledge & familiarity
- Substantial experience with grant application/management, with emphasis on U.S. Gov grants
- Administrative experience (HR, finance)

RELATIONAL SKILLS

- Orientation toward and experience with building and nurturing community relationships
- Effective interpersonal and communication skills
- Experience and skill managing people
- Understands how to lead and recognize people from bottom to top of the organizational chart and at all locations to create a positive, healthy workplace and retain skilled staff
- Can be an advocate for staff and the department
- Realizes the need to be present and accessible for communication, consultation, decision-making

BUSINESS ACUMEN AND SKILLS

- Skilled in negotiation to find winning solutions
- Skilled in mediation to find creative common ground and identify ways to prevent conflict
- Systems thinker…keeps big picture, priorities, community-wide perspective
- Clarity of vision and ability to articulate of vision for the direction of department
- Curious to know, understand, appreciate structure, history, and persons at all levels of org chart
- Useful engagement with feedback/criticism, internal and external
- Strong experience in setting expectations and maintaining boundaries with respect to supervisory oversight, e.g. from board, council, mayor's office
- Supervisory, delegation skills to achieve a healthy, positive balance of detailed engagement, mentoring, and trust in staff
- Decisive, consistent, transparent
- Realizes the need to be present and accessible for communication, consultation, decision-making

TECHNICAL & PUBLIC HEALTH EXPERIENCE

- Understanding of social determinants of health, public health program planning and evaluation, and use/limitations of data, especially at local and grassroots levels
- Leadership experience in a public health emergency
- Previous experience with diversity, equity, and inclusion in public health programming/response and ongoing DEI implementation in a large organization

PERSONAL ATTRIBUTES & CHARACTERISTICS

- Resiliency, grit, thick skin
- Forward thinking and creative with technology and new organizational ideas; can see beyond the "way we've always done it"
- Introspective
- Achieves and promotes a balanced, healthy work/life balance
- Decisive, consistent, transparent
- Useful engagement with feedback and criticism, internal and external

Core Competencies for Public Health Professionals:

Eight Domains

Data Analytics and Assessment Skills. Data Analytics and Assessment Skills focus on identifying, collecting, and understanding data; employing and evaluating rigorous methods for assessing needs and assets to address community health needs; and using evidence for decision making to improve the health of communities.

Policy Development and Program Planning Skills. Policy Development and Program Planning Skills focus on developing, implementing, and evaluating policies, programs, and services; engaging in quality improvement for organizational and community planning; and influencing policies and programs to impact health and well-being for all.

Communication Skills. Communication Skills focus on employing effective communications strategies to convey information and combat misinformation and disinformation; assessing and addressing population literacy, language, and culture; soliciting and using community input; identifying opportunities to communicate data and information; communicating the roles of government, healthcare, and others; facilitating communications; and building trust with communities.

Health Equity Skills. Health Equity Skills focus on recognizing and responding to diversity of the workforce and populations served; applying principles of ethics, diversity, equity, inclusion, and justice to policies and programs; committing to continuous self-reflection; re-evaluating organizational policies; and advocating to reduce systemic barriers that further health inequities.

Community Partnership Skills. Community Partnership Skills focus on understanding and developing relationships within the community; advancing collaboration while ensuring community power and ownership; defending public health policies, programs, and services; and evaluating effectiveness to improve community health and resilience.

Public Health Sciences Skills. Public Health Sciences Skills focus on using and contributing to the evidence base; understanding historical systems, policies, and events impacting public health; applying public health sciences to deliver the 10 Essential Public Health Services; critiquing and developing research; using evidence when developing policies and programs; and establishing cross-sector partnerships to improve the public's health.

Management and Finance Skills. Management and Finance Skills focus on securing, managing, and engaging human and financial resources; supporting professional development and contingency planning to achieve program and organizational goals using principles of diversity, equity, inclusion, and justice; developing and defending budgets; motivating personnel; evaluating and improving program and organization performance; and establishing and using performance management systems to improve organization performance.

Leadership and Systems Thinking Skills. Leadership and Systems Thinking Skills focus on understanding and engaging with cross-sector partners and inter-related systems; creating opportunities for collaboration among public health, healthcare, and other organizations to improve the health of communities; building confidence and trust with staff, partners, and the public; identifying emerging needs; and developing a shared vision to engage with politicians, policymakers, and public health to advocate for the role of governmental public health.

Alignment on Core Public Health Competencies for the Director of Health

Board of Health Meeting
May 8, 2024

Presented by Tene Hamilton Franklin, Chair

Sub-agenda

1. Background and Overview
2. Pre-discussion ranking
3. Review the feedback from ELT
4. Hear from Metro HR on Workforce Diversity consideration for heads of Metro departments and agencies.
5. Discussion
6. Post-discussion ranking and alignment discussion

Why is the Board going through this exercise now?

- Four Directors and three interim Director appointments over seven years

- The Pandemic has changed the public health infrastructure

- Attrition in the overall public health workforce nationwide

- Stable operations at MPHD provide an ideal window of time to strengthen our workforce and processes

Core Public Health Competencies

"The Core Competencies for Public Health Professionals (Core Competencies) are a consensus set of knowledge and skills for the broad practice of public health, as defined by the 10 Essential Public Health Services. Developed by the Council on Linkages Between Academia and Public Health Practice (Council on Linkages), the Core Competencies reflect foundational or crosscutting knowledge and skills for professionals engaging in the practice, education, and research of public health. These competencies are organized into eight domains, representing skill areas within public health, and three tiers, which describe different types of responsibilities within public health organizations."

Council on Linkages Between Academia and Public Health Practice

…a collaborative of 24 national public health and population health organizations. Since 1992, the Council on Linkages has worked to further academic/practice collaboration to ensure a well-trained, competent workforce and the development and use of a strong evidence base for public health practice."

Council on Linkages Between Academia and Public Health Practice

American College of Preventive Medicine (ACPM)
Association for Prevention Teaching and Research (APTR)
Association of Accredited Public Health Programs (AAPHP)
Association of Public Health Laboratories (APHL)
Association of Schools and Programs of Public Health (ASPPH)
Association of State and Territorial Health Officials (ASTHO)
Association of University Programs in Health Administration (AUPHA)
Centers for Disease Control and Prevention (CDC)
Community-Campus Partnerships for Health (CCPH)
Council of Public Health Nursing Organizations (CPHNO)
Council of State and Territorial Epidemiologists (CSTE)

Council on Education for Public Health (CEPH)
Health Resources and Services Administration (HRSA)
National Association of County and City Health Officials (NACCHO)
National Association of Local Boards of Health (NALBOH)
National Board of Public Health Examiners (NBPHE)
National Environmental Health Association (NEHA)
National Library of Medicine (NLM)
National Network of Public Health Institutes (NNPHI)
Public Health Accreditation Board (PHAB)
Society for Public Health Education (SOPHE)
Veterans Health Administration (VHA)

Eight Domains

- Data Analytics and Assessment Skills.

- Policy Development and Program Planning Skills.

- Communication Skills.

- Health Equity Skills.

- Community Partnership Skills.

- Public Health Sciences Skills.

- Management and Finance Skills.

- Leadership and Systems Thinking Skills.

ELT Core Competency Prioritization for the Director of Health Position

Domain 1: Data Analytics and Assessment Skills

Describe factors that affect the health of a community	10
Access existing quantitative and qualitative data	1
Collect quantitative and qualitative data	2
Analyze quantitative and qualitative data	1
Manage quantitative and qualitative data	
Use quantitative and qualitative data	5
Apply public health informatics in using data, information, and knowledge	6
Assess community health status	8

Domain 2: Policy Development and Program Planning Skills

Develop policies, programs, and services	1
Implement policies, programs, and services	2
Evaluate policies, programs, services, and organizational performance	4
Improve policies, programs, services, and organizational performance	5
Influence policies, programs, and services external to the organization	8
Engage in organizational strategic planning	6
Engage in community health improvement planning	7

Domain 3: Communication Skills

Determine communication strategies	1
Communicate with internal and external audiences	10
Respond to information, misinformation, and disinformation	7
Facilitate communication among individuals, groups, and organizations	4

Domain 4: Health Equity Skills

Apply principles of ethics, diversity, equity, inclusion, and justice	4
Engage in continuous self-reflection about one's biases	3
Recognize the diversity of individuals and populations	3
Reduce systemic and structural barriers that perpetuate health inequities	6
Implement organizational policies, programs, and services to achieve health equity and social and environmental justice	6
Contribute to achieving and sustaining a diverse, inclusive, and competent public health workforce	6
Advocate for health equity and social and environmental justice	6

Domain 5: Community Partnership Skills

Describe conditions, systems, and policies affecting community health and resilience	4
Establish relationships to improve community health and resilience	3
Maintain relationships that improve community health and resilience	4
Collaborate with community members and organizations	5
Share power and ownership with community members and others	6

Domain 6: Public Health Sciences Skills

Describe systems, policies, and events impacting public health	3
Apply public health sciences in delivering the 10 Essential Public Health Services	7
Use evidence in developing, implementing, evaluating, and improving policies, programs, and services	11
Contribute to the evidence base for improving health	1

Domain 7: Management and Finance Skills

Secure financial resources	6
Apply critical thinking in decision making	5
Engage individuals and teams to achieve program and organizational goals	7
Facilitate collaboration among individuals, groups, and organizations	5

Domain 7: Management and Finance Skills

Describe factors that affect the health of an organization	3
Secure human resources	2
Manage human resources	1
Engage in professional development	
Manage financial resources	4
Implement organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	3
Manage programs and services	1
Engage in contingency planning	4
Engage in performance management	3

Domain 8: Leadership and Systems Thinking Skills

Create opportunities to achieve cross-sector alignment	3
Implement a vision for a healthy community	5
Address facilitators and barriers impacting delivery of the 10 Essential Public Health Services	6
Create opportunities for creativity and innovation	3
Respond to emerging needs	1
Manage organizational change	4
Engage politicians, policymakers, and the public to support public health infrastructure	7
Advocate for public health	6

What feedback would you like to provide?

"Would also like to consider the work completed by the small group about a year ago that specified values and character traits of a new director. There were more specifics and needed granular information that was collected."

"Seek conflict management training and practice conflict management strategies."
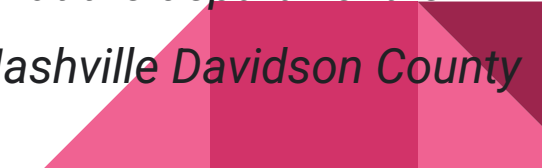
"Thank you for this opportunity to share input."

What feedback would you like to provide?

"The Leader of the Metro Public Health Department should be an individual who is prepared to guide, direct a dynamic workforce that is reflective of the people the department serves. A leader who operated with integrity and is prepared to effectively guide organizational change. A leader who is not afraid to lead by example, who shows up and values the contributions of all the team members of MPHD. A leader who understands the importance of challenging the status quo regardless of the impact of a few specialized interest. A leader who understands the importance of diversity of thought, engagement. A leader who supports innovation and is proactive rather than reactive and empowers all of the supporting leadership equally to effectively make a difference in the community...."

What feedback would you like to provide?

"....A leader who understands and actively engages in change management, understands organizational development and basic leadership of a dynamic team. A leader who values effective concise and honest communication to all areas of the MPHD workforce and is a coalition builder because they are decisive and intentional about how to lead a department that is progressive and moving forward to have a positive impact on the people the department serves. Also, a leader that truly believes in customer service and the impact a welcoming environment has on the community when engaging the Public Health Department, that the department is inclusive in its workforce and its services provided to the Nashville Davidson County Public."

2022 MPHD Working Group

MINIMUM QUALIFICATIONS/CURRICULUM VITAE

- 5-10 years of government public health experience

- Advanced degree(s)

- Regional knowledge & familiarity

- Substantial experience with grant application/management, with emphasis on U.S. Gov grants

- Administrative experience (HR, finance)

RELATIONAL SKILLS

- Orientation toward and experience with building and nurturing community relationships

- Effective interpersonal and communication skills

- Experience and skill managing people

- Understands how to lead and recognize people from bottom to top of the organizational chart and at all locations to create a positive, healthy workplace and retain skilled staff

- Can be an advocate for staff and the department

- Realizes the need to be present and accessible for communication, consultation, decision-making

BUSINESS ACUMEN AND SKILLS

- Skilled in negotiation to find winning solutions
- Skilled in mediation to find creative common ground and identify ways to prevent conflict
- Systems thinker…keeps big picture, priorities, community-wide perspective
- Clarity of vision and ability to articulate of vision for the direction of department
- Curious to know, understand, appreciate structure, history, and persons at all levels of org chart

BUSINESS ACUMEN AND SKILLS

- Useful engagement with feedback/criticism, internal and external

- Strong experience in setting expectations and maintaining boundaries with respect to supervisory oversight, e.g. from board, council, mayor's office

- Supervisory, delegation skills to achieve a healthy, positive balance of detailed engagement, mentoring, and trust in staff

  - Decisive, consistent, transparent

- Realizes the need to be present and accessible for communication, consultation, decision-making

TECHNICAL & PUBLIC HEALTH EXPERIENCE

- Understanding of social determinants of health, public health program planning and evaluation, and use/limitations of data, especially at local and grassroots levels
- Leadership experience in a public health emergency
- Previous experience with diversity, equity, and inclusion in public health programming/response and ongoing DEI implementation in a large organization

PERSONAL ATTRIBUTES & CHARACTERISTICS

- Resiliency, grit, thick skin

- Forward thinking and creative with technology and new organizational ideas; can see beyond the "way we've always done it"

- Introspective

- Achieves and promotes a balanced, healthy work/life balance

- Decisive, consistent, transparent

- Useful engagement with feedback and criticism, internal and external

Ordinance No. BL2022-1343

[Sharon Hurt](#), [Delishia Porterfield](#), [Kyonzte Toombs](#)

3.06.010 - Hiring and selection of department heads and executive directors.

1. When a panel is used for the purposes of hiring or selecting the head of a department or executive director of a department, board, or commission, the workforce diversity manager of the human resources department, or a designee, must be included as a member of the panel.

1. When an external hiring firm is involved in the hiring or selection of the head of a department or executive director of a department, board, or commission, the workforce diversity manager of the human resources department, or a designee, must be included in the hiring and the selection process.

This section shall apply only to a department, board, or commission created pursuant to the Metropolitan Code of Laws.

Board Member Discussion

Determining Essential Core Competencies for Public Health Jobs: A Prioritization Process
Tracking Votes

Job Category Group:

	ELT	Board
Domain 1: Data Analytics and Assessment Skills		
Describe factors that affect the health of a community	10	4
Access existing quantitative and qualitative data	1	
Collect quantitative and qualitative data	2	
Analyze quantitative and qualitative data	1	1
Manage quantitative and qualitative data		
Use quantitative and qualitative data	5	2
Apply public health informatics in using data, information, and knowledge	6	4
Assess community health status	8	4
Domain 2: Policy Development and Program Planning Skills		
Develop policies, programs, and services	1	1
Implement policies, programs, and services	2	1
Evaluate policies, programs, services, and organizational performance	4	
Improve policies, programs, services, and organizational performance	5	1
Influence policies, programs, and services external to the organization	8	4
Engage in organizational strategic planning	6	4
Engage in community health improvement planning	7	4
Domain 3: Communication Skills		
Determine communication strategies	1	1
Communicate with internal and external audiences	10	3
Respond to information, misinformmation, and disinformation	7	4
Facilitate communication among individuals, groups, and organizations	4	2
Domain 4: Health Equity Skills		
Apply principles of ethics, diversity, equity, inclusion, and justice	4	
Engage in continuous self-reflection about one's biases	3	1
Recognize the diversity of individuals and populations	3	
Reduce systemic and structural barriers that perpetuate health inequities	6	2
Implement organizational policies, programs, and services to achieve health equity and social and	6	4
Contribute to achieving and sustaining a diverse, inclusive, and competent public health workforce	6	4
Advocate for health equity and social and environmental justice	6	4
Domain 5: Community Partnership Skills		
Describe conditions, systems, and policies affecting community health and resilience	4	1
Establish relationships to improve community health and resilience	3	1
Maintain relationships that improve community health and resilience	4	1
Collaborate with community members and organizations	5	4
Share power and ownership with community members and others	6	3
Domain 6: Public Health Sciences Skills		
Describe systems, policies, and events impacting public health	3	1
Apply public health sciences in delivering the 10 Essential Public Health Services	7	3
Use evidence in developing, implementing, evaluating, and improving policies, programs, and services	11	4
Contribute to the evidence base for improving health	1	2
Domain 7: Management and Finance Skills		
Describe factors that affect the health of an organization	3	
Secure human resources	2	
Manage human resources	1	
Engage in professional development	4	
Secure financial resources	6	2
Manage financial resources	4	1
Implement organizational policies, programs, and services to achieve diversity, equity, inclusion, and justice	3	3
Manage programs and services	1	
Engage in contingency planning	4	
Apply critical thinking in decision making	5	5
Engage individuals and teams to achieve program and organizational goals	7	5
Facilitate collaboration among individuals, groups, and organizations	5	2
Engage in performance management	3	2

Domain 8: Leadership and Systems Thinking Skills		
Create opportunities to achieve cross-sector alignment	3	
Implement a vision for a healthy community	5	4
Address facilitators and barriers impacting delivery of the 10 Essential Public Health Services	6	2
Create opportunities for creativity and innovation	3	1
Respond to emerging needs	1	
Manage organizational change	4	1
Engage politicians, policymakers, and the public to support public health infrastructure	7	4
Advocate for public health	6	3