## **Building Health Department Staff Knowledge and Understanding of**

## **Public Health Modernization**

Background: Local health department administrators are addressing the opportunity of leading local modernization efforts and sharing the vision and work of modernization with their diverse public health workforces. Challenges to building staff knowledge and understanding of public health modernization include: describing upcoming change in an environment where timelines for change are unknown because they are resource dependent; working with staff at all levels of the organization, some of whom may have less connection to broad-sweeping, nationally driven public health system changes; addressing fears and concerns that accompany systems change that affect people’s individual work and lives.

The [CLHO Public Health Modernization Roadmap](https://orphroadmap.org/) provides a step-by-step structure for local health departments to use when working on public health modernization efforts. Strategies and tools in the roadmap can be used to address the opportunity of working with staff on modernization. The following outline suggests a 6-week mini-course for building LHD staff knowledge and understanding of modernization.

Suggested reading for administrators: [Change Management in Public Health Modernization](https://orphroadmap.org/docs/modernization/Change_Management_Process_Tool.pdf) (found in Step 1 Strategy 2 of the Modernization Roadmap)

Suggested activity for administrators: Complete the PH Modernization [Engaging Staff and Managing Change Checklist and ADKAR Assessment (found in Step I Strategy 2 of the Roadmap)](https://orphroadmap.org/docs/modernization/Checklist_Engaging_Staff_and_Managing_Change.pdf)

**Week 1:**

1. Request that staff review the Public Health Modernization 101 Learning Module (found on the Modernization 101 page of the Roadmap) or review the learning module together in a staff meeting. Emphasize that viewing the video is a “starting place” and that you are interested in their understanding and perceptions. De-emphasize expectations that staff understand and internalize everything in the module.
2. Use the following questions to facilitate a discussion about the learning module:
   1. Was there anything new that you learned from this presentation? If so what?
   2. What if anything confused or concerned you?
   3. Was there anything that surprised you?
   4. Was there anything you found particularly interesting and wanted to learn more about?

**Week 2:**

[Share the Public Health Modernization: Creating a Healthier Oregon](https://orphroadmap.org/docs/modernization/Public_Health_Modernization_(for_legislators).pdf) 1-pager (found in Step 1 Strategy 4 of the Roadmap)

Hint: This 1-pager has a lot of the same information presented in the 101 module, packaged differently; that’s ok! Repeating information in different formats, over time supports different learning styles.

**Week 3:**

Facilitate a conversation or send a communication about specifics of changes anticipated in the wake of modernization (see Change Management in Public Health Modernization).

Specifically address:

1. How big is the change?
2. What is the timeline?
3. Who will be affected?
4. How will they be affected?
5. How will they receive updates and information as changes roll out?
6. Share information about the current modernization funding for Communicable Disease and Health Equity

**Week 4:** (Weeks 4 through 6 may be more appropriate for non-administrative staff)

Review the [Public Health Modernization Manual](https://orphroadmap.org/docs/modernization/Oregon_Public_Health_Modernization_Manual.pdf). Suggest that all staff read page 6 (“About the Public Health Modernization Manual”) then assign staff sections (foundational capabilities or programs) that are most aligned with their roles and responsibilities.

Hint: Emphasize that the point of this exercise it to become more **familiar** with the manual as a critical resource. De-emphasize expectations that staff have an absolute comprehension of everything in the section they read.

**Week 5:**

Facilitate a conversation about the manual using the following questions:

1. Was there anything new that you learned from this exercise? If so what?
2. What if anything confused or concerned you?
3. Was there anything that surprised you?
4. Was there anything you found particularly interesting and wanted to learn more about?

**Week 6:**

Review cross-jurisdictional sharing and cross-sector sharing as options for advancing the modernization goals of implementing foundational programs and capacities.

Share examples under Step 3, Critical Strategy 2 and 3 of the [Modernization Roadmap](https://orphroadmap.org/step-three/).

Consider starting with one or two of the following resources: Oregon specific resources such as [Oregon Cross Jurisdictional Sharing Maps](https://orphroadmap.org/docs/modernization/Oregon_CJS_Maps.pdf), Oregon [Cross Jurisdictional Case Studies](https://orphroadmap.org/step-three/cross-jurisdictional-stories/) or [Oregon Cross-sector Sharing Case Studies (zip file at the end of the resources).](https://orphroadmap.org/step-three/)

**On-going:**

Continue to share updates, information in small bits, at least monthly. Look for informational or educational items coming from OHA, CLHO, or resources found on the Roadmap.