



# **New Mexico Department of Health Workforce Development Plan 2019**



This plan has been reviewed and approved by the following:

  
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Dawn Hunter, Director, Office of Policy and Accountability

4/2/2019  
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Date

  
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Audrey Garduño, Workforce Development Coordinator

4-2-2019  
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Date

# Workforce Development Plan (WDP)

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This plan serves as the foundation of the New Mexico Department of Health’s ongoing commitment to the training and development of its workforce. The purpose of this plan is to address the Department’s current and future workforce development needs. This plan should be read in conjunction with the New Mexico Department of Health (NMDOH) Strategic Plan, as the Strategic Plan defines the NMDOH strategic priorities, one of which is: *An engaged, empowered, and high-performing workforce that supports health status improvement.*

This plan contains the following:

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## Introduction

### *Introduction to The New Mexico Department of Health (NMDOH)*

The public health system in New Mexico is unique and diversified. NMDOH is a centralized public health system in 33 counties, including 23 federally recognized tribes, pueblos, and nations within New Mexico, serving clients through four regional public health offices and 52 local public health offices. Our six NMDOH facilities provide safety net services for people who require long term care, rehabilitation, and behavioral health treatment. We work closely with providers to support people with developmental disabilities and their families. We are also responsible for the effective and timely response to public health emergencies and to ensure that a variety of health care facilities provide high quality, safe care to people in need.

NMDOH consists of eight program areas:

- *Public Health*
- *Epidemiology and Response*
- *Scientific Laboratory*
- *Office of Facilities Management*
- *Developmental Disabilities Support*
- *Division of Health Improvement*
- *Medical Cannabis*
- *Administration*

The Office of Facilities Management oversees six 24-7 facilities throughout the state that provide long-term, rehabilitative, behavioral health and drug treatment programs:

- *New Mexico Behavioral Health Institute*
- *Fort Bayard Medical Center*
- *New Mexico Rehabilitation Center*
- *Turquoise Lodge Hospital*
- *Sequoyah Adolescent Center*
- *Los Lunas Community Program*

NMDOH Mission, Vision, Values, Strategic Priorities, and Guiding Principles for Fiscal Years 2017 – 2019 can be found in the Strategic Plan at:

<https://nmhealth.org/publication/view/plan/2229/>

**Links to other agency plans**

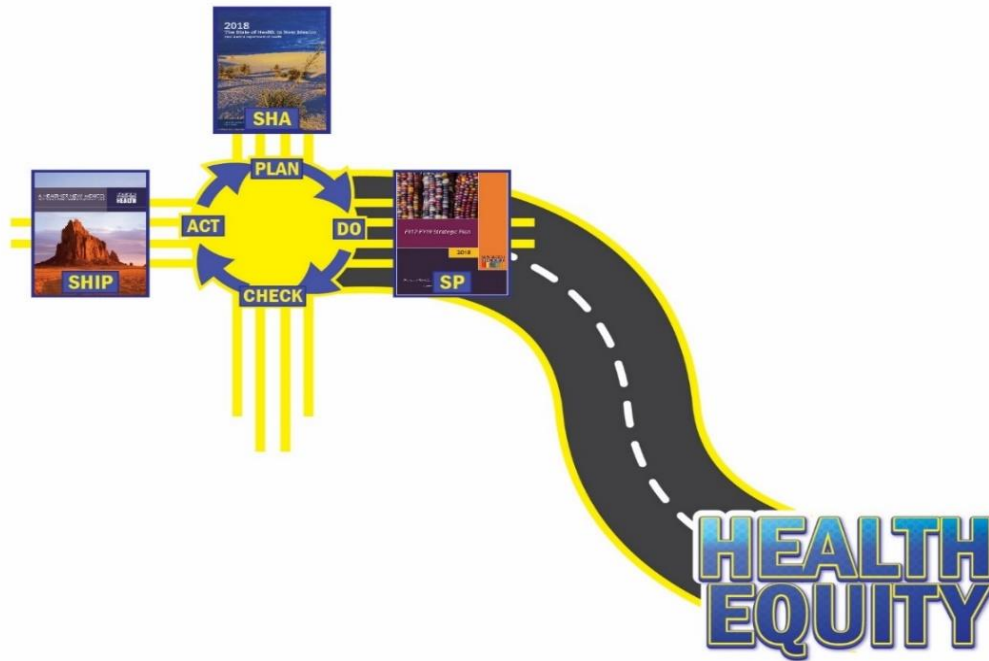
The Workforce Development plan is linked to the following plans:

- NMDOH’s Strategic Plan (SP)
- Quality Improvement and Performance Management Development Plan (QIPMDP)

**Strategic Planning Roadmap**

Below is a diagram of how the State Health Assessment Plan (SHA), The State Health Improvement Plan (SHIP), and the Strategic Plan (SP) are linked in the Performance Management System (PMS) to form a roadmap of information flow and activities that creates the Strategic Planning Roadmap (SPR). The end goal of the Department’s planning efforts is to achieve health equity in New Mexico. The Workforce Development Plan will play a key role in achieving strategic priorities, and determining workforce development activities, that will be executed throughout the SPR.

**NMDOH Strategic Planning Roadmap (SPR)**



## **Workforce Profile**

### ***Current Workforce Demographics***

See appendix A for summary of the demographics of our current workforce.

### ***Future Workforce***

One of NMDOH's strategic priorities is to have an engaged, empowered, and high-performing workforce that supports health status improvement. Primary areas of focus regarding this strategic priority are recruiting, developing, recognizing and retaining employees, as well as employee engagement.

In order to determine the future NMDOH workforce needs, this plan utilizes information from multiple assessments and surveys including:

- The NMDOH Employee Engagement Survey (EES) (2016)
- The NMDOH Cultural and Linguistic Competence Assessment (CLCA) (2017)
- The PH Wins Survey – conducted by the Association of State and Territorial Health Officials (ASTHO) and the deBeaumont Foundation (PH WINS) (2017)

From these assessment tools, the following points of interest are noted:

### **Workforce Development Strengths**

- 95% of employees felt that the work they do is important. PH WINS
- 94% of employees are willing to put in the extra effort to get the job done when needed. EES
- 82% of employees feel completely involved in their work. PH WINS
- 81% agreed that they know how their work relates to the agency's goals and priorities. EES
- 81% of employees feel that their supervisor treats them with respect. EES
- 79% of employees are somewhat or very satisfied with their job. PH WINS
- 76% felt that their work gives them a sense of accomplishment. EES
- 75% of staff agreed that their program recruits and promotes staff that reflect the cultural diversity of the community. CLCA
- 60% of respondents stated that NMDOH leadership makes health literacy essential to its mission, structure, and operations. CLCA
- 53% felt that staff at all levels receive training in culturally and linguistically appropriate service delivery. CLCA

## **Workforce Development Opportunities**

- The average age of our current workforce is 49 years of age, with 51% of our workers over the age of 50. PH WINS
- 29% of our workforce is considering retiring within the next 5 years and 33% of the workforce is considering leaving within the next year for reasons other than retirement. This represents a potentially significant workforce turnover within the next 5 years with the greatest portion of that happening within the next year. PH WINS
- Only 35% of employees feel that they have the resources necessary to get their job done. EES
- Only 37% of employees agreed that creativity and innovation are rewarded in the organization. PH WINS
- 43% agreed that communication between senior leadership and employees is good in the organization. PH WINS
- Only 43% report being satisfied with the recognition they receive for doing a good job. EES
- 48% of employees agreed that they have sufficient training to fully utilize the technology needed for their work. PH WINS
- 98% of respondents reported coming into contact with Spanish speakers at work and 45% responded coming into contact with Navajo speakers, and yet 43% of employees reported not being aware of the process for requesting translation services. CLCA

From the EES (2016) and the PH WINS (2017) surveys, there are several factors that may influence retention of current NMDOH employees. This workforce development plan contains goals to recruit well-qualified employees, as well as engaging and retaining our current and future workforce.

## **Competencies & Education Requirements**

### ***Core Competencies for Agency***

NMDOH has previously considered adopting The Core Competencies for Public Health Professionals (Core Competencies), developed by the Council on Linkages. This plan acknowledges those competencies and they are to be considered in conjunction with the unique structure of NMDOH. To this end this plan includes additional competencies more closely related to our unique work. These competencies were identified through required core training needs as well as the surveys mentioned previously in this plan. These competencies are as follows:

- *Health Equity*
- *Quality Improvement*
- *Performance Management*
- *Emergency Management*
- *Health Information Privacy Awareness*
- *Workplace Safety*

Training programs to address the core competencies identified by NMDOH, through required core training needs (including required licenses and certifications), surveys, and our strategic plan, are addressed in the section below, and are listed in Appendix B & C.

## **Training Needs**

### ***Assessment of the Future Workforce Competency Needs***

This section provides an overview of our assessment of the NMDOH current collective capacity and knowledge against our adopted competencies, as well as identifying training needs at NMDOH to address competency and capacity gaps. This section also includes a description of the barriers to the closing these gaps.

### ***Assessment of Core Competency-based Training Needs***

NMDOH participated in the PH WINS survey in 2017. The results of the PH WINS Survey were broken out into three different sections depending on supervisory level. The top training needs, by employee type, identified by the PH Wins Survey were as follows, with a graph illustrating these needs in Appendix D.

### **Training Needs of Non-Supervisory Employees**

- Describe how public health funding mechanisms support agency programs and services
- Describe the value of an agency business plan
- Describe the value of community strategic planning that results in a community health assessment or community health improvement plan
- Describe the influence of internal changes on organizational practices
- Participate in quality improvement processes for agency programs and services
- Assess the external drivers in your environment that may influence your work
- Engage community assets and resources to improve health in a community



- Describe the importance of engaging community members in the design and implementation of programs to improve health in a community

### **Training Needs of Supervisory and Managerial Employees**

- Implement an organizational strategic plan
- Implement a business plan for agency programs and services
- Integrate current and projected trends into strategic planning for programs and services
- Build cross-sector partnerships to address social determinants of health
- Engage in collaborations within the public health system, including traditional and non-traditional partners, to improve the health of a community
- Assess how agency policies, programs, and services advance population health
- Apply findings from a community health assessment or community health improvement to agency programs and services
- Engage community members in the design and implementation of programs to improve health in a community
- Modify programmatic practices in consideration of internal and external changes
- Identify and engage assets and resources that can be used to improve health in a community
- Assess the drivers in your environment that may influence public health programs and services

### **Training Needs of Executives:**

- Design a business plan for the agency
- Build collaborations within the public health system among traditional and non-traditional partners to improve the health of a community
- Ensure community member engagement in the design and implementation of programs to improve health in a community
- Use financial analysis methods in making decisions about programs and services across the agency
- Leverage funding mechanisms and procedures to develop sustainable funding models for the agency

In addition to these training needs identified in the PH WINS Survey, the survey also identified a need for “training in the technology used by employees in their work”. The lack of this type of training has a negative effect on employee engagement.

### ***Health Equity, Cultural Competency Training Needs, Community Engagement and Collaboration***

According to 2017 U.S. Census Bureau estimates, 48.8% of New Mexicans identify as Hispanic or Latino, 37.5% identify as White and Non-Hispanic, 10.9% identify as American Indian or Alaska Native, 2.5% identify as Black or African American, and 1.9% as Asian or Pacific Islander. This makes New Mexico a minority-majority state, in which a majority of the state population identifies as a racial or ethnic minority. These unique demographics make both cultural competency and health equity incredibly significant goals for the agency.

In 2010, NMDOH adopted the Cultural and Linguistically Appropriate Services (CLAS) in Health and Health Care Standards. We conducted our first annual Cultural & Linguistic Competence Policy Assessment to determine the workforce knowledge and use of these standards in 2014. Since this first assessment, we have modified some of the questions to more closely relate to our specific workforce and workforce needs. The assessment was last issued in 2017.

The following challenges and opportunities were identified from the 2017 assessment:

- Staff reported that they use untrained medical interpreters, family, and friends for non-English or Limited English proficiency persons on a daily, weekly or monthly basis. (This is significant because the CLAS standards recommend using trained interpreters and generally not to use family and friends).
- When asked what languages, other than English, they come into contact with at work, 98% responded Spanish and 45% responded Navajo.
- When asked if they were aware of the process for requesting translation services, 43% responded that they were not aware of this process.

In addition to these challenges and opportunities, NMDOH has also identified the need for training on the social determinants of health. This gap has been identified for several reasons. First, a majority of new employees at NMDOH do not come from public health backgrounds and therefore lack knowledge in the social determinants of health, secondly, our focus in this area has increased due to community feedback obtained through our State Health Assessment and State Health Improvement Plan process, lastly, there has been increased attention and interest nationally in cross-agency collaboration to improve health status and an understanding of the social determinants of health is crucial to this collaboration.

### **Strategies to represent the population served**

Another area of focus in terms of Health Equity is ensuring that our workforce understands the diverse environment that exists in our state and is capable of serving our diverse communities. These capabilities can come from both having representative diversity in the workplace, as well as utilizing agency partnerships and other tools to serve our diverse population. In reviewing our agency demographic information, it appears that in many areas NMDOH is currently representative of the population that we serve. One area that we are underrepresented is American Indian/Alaska Native, as our workforce is comprised of 1.7% American Indian/Alaska

Native while the NM population has 10.9% that identify as such. One explanation for this is that some of the tribal communities in New Mexico have their own public health departments or offices that both recruit public health staff from and directly serve their communities. One example of this is the Navajo Department of Health that serves over 300,000 members of the Navajo nation.

In the future, NMDOH's recruitment plan includes promoting NMDOH as an employer of choice in the communities that the department serves. This will be done through presentations made by the Office of Health Equity during visits to these areas. This will allow NMDOH to recruit staff that is fully representative of our diverse New Mexico population. As a strategy for recruitment this workforce development plan acknowledges the New Mexico Administration Code rules 1.7.5.9 RECRUITMENT B & C which state; B. Any qualified applicant shall have the opportunity to compete for vacant positions open for recruitment without regard to race, color, religion, national origin, ancestry, sex, sexual orientation, age, or mental or physical disability unless based on a bona fide occupational requirement and C. Agencies shall be sensitive to creating diversity in the workplace.

In order to ensure that we are capable of serving this area of our population we collaborate with the federal Indian Health Service, 638 tribal clinics, regional programs such as the Southwest Tribal Epidemiology Center/Albuquerque Area Indian Health Board and Navajo Nation Epidemiology Center. We also collaborate directly with tribal communities. Based on the requirements of the State Tribal Collaboration Act (STCA) of 2009, each agency has a policy that reflects requirements of the law, which includes collaboration with tribal partners. Collaboration occurs at the programmatic level as well as through the Office of the Tribal Liaison designated for each agency. As a result of the State Tribal Collaboration Act, all state employees who work with tribal members or communities are required to take a cultural competency training focused on working with this population. NMDOH Office of the Tribal Liaison worked closely with the trainer consultant for the State Personnel Office (SPO) workshop in order to tailor the training to public health employees.

The Tribal Liaison provides additional tailored trainings to a variety of NMDOH staff and tribal staff. Training is provided in cross-cultural communication on an annual basis to the Developmental Disabilities Division (DDSD) Jackson suit site visitors who conduct home visits to clients in this longstanding suit. A working with tribes training was tailored to Bureau of Health Emergency Management staff.

An informed trauma care training of approximately four hours is being developed for NMDOH healthcare providers focused on public health nurses, social workers, and other line staff. The Tribal Liaison offers webinars at the national level (Association of State and Territorial Health Officials and others) on working more effectively with tribes.

An educational presentation plan is under development for staff as "lunch and learns" that will expand program topics requested by participants who attended the working with tribes training. Specific information has been requested on history and culture of the tribes, pueblos, and nations in the state. To date, there are at least one or more trainings offered in November, Native American Heritage Month.

A Determinants of Health and Data workshop is available for tribal health planners. A Public Health 101 for tribal leaders and health planners is under consideration.

To address some of the gaps that we have identified in Health Equity and Cultural Competency, the department has implemented the following training curriculum,

- CLAS I & II training.
- Medical Interpreter training in Spanish and Navajo
- Public Health Spanish  
LGBTQ Health and Advocacy

The Department is also exploring the development of training courses on Introduction to Health Equity and the Social Determinants of Health, and how these courses might fit into agency training requirements. The Department will also continually evaluate course offerings and associated processes and identify opportunities for improvement.

### ***Working with Academic and Educational Programs***

NMDOH maintains an Internship Program that covers the fields of Information Technology, Public Health, Epidemiology Response, Developmental Disabilities, Administration, Facility Management, Health Emergency Management, Policy and Accountability, Scientific Laboratories and Medical Cannabis. The Program provides an opportunity for undergraduate and graduate students to gain real-world experience in a practice setting, as well as contribute to the Department's mission. High school students are also encouraged to apply. Interns are supervised by public health professionals and practitioners who provide them with internship experiences that closely align to the students' professional goals, abilities, and areas of interest. The NMDOH Internship Program encourages professionalism, and provides an opportunity for students to develop positive work habits. Students may gain academic credit for their work experience and work with professionals in their career field. NMDOH also works closely with academic institutions such as the University of New Mexico and national institutions such as the Center for Disease Control on collaborative projects allowing for a continual feedback loop on the applications of the latest research and technologies available to public health professionals.

### ***Quality Improvement & Performance Management Training Needs***

NMDOH has invested in Quality Improvement (QI) and Performance Management (PM) training for the agency as part of its performance management framework. We currently introduce employees to QI in our New Employee Orientation and will be developing and piloting an agency wide QI & PM Training and Certification Program. This program is outlined in our Quality Improvement and Performance Management Plan 2018-2019.

The Quality Improvement and Performance Management plan contains the following workforce development goals/activities:

- Introduce new employees to QI, PM and Accreditation at NEO
- Introduce new online learning modules: Introduction to QI, PM, Accreditation, Tribal Liaison & Health Equity

- Develop and implement QI and PM online courses that lead to NMDOH certification in these Disciplines
- Consider including QI & PM in employee evaluations for employees whose work directly involves these activities

### ***Emergency Management Training Needs***

Emergency Management is an important aspect of the work that we do at NMDOH, as a core public health function. Our current curriculum includes Responder Training, which introduces employees to our Emergency Responder program and encourages employees to complete additional training and get involved with this program. As an addition to this program, the NMDOH Bureau of Health Emergency Management has identified the need for Points of Dispensing (POD) training that will need to be developed and added to the required training curriculum. Another aspect of emergency response training is the federally required ICS training. Our Responder Training currently encourages employees to complete the ICS courses, but as this training is a National Incident Management System required training program, for staff receiving federal funding we likely need to review this requirement and make the ICS training a requirement for federally funded employees. The would include the following courses:

- ICS 100
- ICS 200
- ICS 700
- ICS 800

### **Workplace Safety Training Needs**

Workplace Safety is incredibly important to NMDOH. The health and safety of NMDOH staff is equally as important as the health of the greater New Mexico population. To promote safety in the workplace we have several workplace safety training offerings that include:

- Active Shooter Response Training
- OSHA Safe and Healthy Workplace for Employees
- Ergonomics for the Office
- How to use and AED
- Emergency Action Plan Overview

We would also like to encourage employees at each location to become CPR Certified to ensure that we have someone qualified to respond in the case of this type of workplace emergency.

## Workforce Development Goals for NMDOH

The following goals are intended to address gaps in workforce capacity and capabilities as well as support the NMDOH strategic priority of having an engaged, empowered, and high-performing workforce that supports health status improvement. These goals focus on recruiting, developing, recognizing and retaining employees, as well as employee engagement.

<b>Strategy/Goal</b>	<b>Timeframe</b>	<b>Responsible Parties</b>
<i>Conduct Employment Engagement Survey every 2 years.</i>	December 2020	OTS/OPA/PH Wins
<i>Evaluate full employee life cycle through survey of hiring managers: survey to include recruiting, onboarding, current training, employee exit process with the goal to improve processes. QI Council QI Project.</i>	October 2020	OPA/QI Council
<i>Evaluate Onboarding/Offboarding procedures currently in place at NMDOH and how they have been implemented to identify potential opportunities for improvement.</i>	April/ 2021	OPA/HR
<i>Add onboarding/offboarding of employees to Manager/Supervisor MEP's</i>	April 2021	OTS/OPA/HR
<i>Maintain and strengthen internship program to continue community partnership with schools and programs to promote careers in public health</i>	April 2021	All Divisions
<i>Continue the employee recognition program and identify opportunities for process improvement</i>	April 2021	OTS/The NMDOH Employee Recognition Committee/OPA
<i>Pilot Quality Improvement 101 introduction online certification program.</i>	August 2020	OPA & NMDOH Learning Center/QI Council/NMDOH Divisions
<i>Develop and deploy Online Introduction to Accreditation, Quality Improvement &amp; Performance Management, Tribal Liaison and Health Equity training course</i>	April 2021	OPA/NMDOH Learning Center/QI Council
<i>Develop and pilot QI 102 intermediate online certification program</i>	April 2021	OPA/NMDOH Learning Center/QI Council

<i>Market professional development opportunities for employees through Quality Improvement certification program and Performance Management training.</i>	<i>April 2021</i>	<i>OPA/QI Council</i>
<i>Develop and deploy training on Social Determinants of Health</i>	<i>April 2021</i>	<i>OPA/OHE</i>
<i>Add Points of Dispensing (POD) training to required curriculum</i>	<i>April 2021</i>	<i>OPA/NMDON Learning Center/BHEM</i>
<i>Review NIMS training requirements for ICS for federally funded employees to ensure compliance with federal and state guideline</i>	<i>June 2020</i>	<i>BHEM</i>
<i>Pilot CPR preparedness plan including training and tracking of # of trained individuals at each location</i>	<i>April 2021</i>	<i>OPA/OFM Risk Management</i>
<i>Migrate all required training to NM TRAIN</i>	<i>October 2019</i>	<i>OPA/NMDOH Learning Center</i>
<i>Offer additional training opportunities through NM TRAIN</i>	<i>December 201</i>	<i>OPA/NMDOH Learning Center</i>

**Barriers and Solutions**

While NMDOH has a significant catalogue of training offerings, the department has encountered issues with lack of attendance to required trainings. Additionally, NMDOH has encountered a significant rate of “no shows” the day of the training for required training courses. Commitment to a day-long training has been mentioned as a concern for supervisors as well as staff. In addition to time commitment, a lack of clear communication of training requirements, as well as a lack of a department wide training policy, has contributed to this barrier. The implementation of NM TRAIN as the agency’s new Learning Management System (LMS) will help to mitigate this issue as we will be able to more effectively communicate training requirements, as well as more accurately track completions, or delinquencies in completing, all training requirements.

An additional barrier is the immense geographic area of our state. We have employees spread throughout the state which makes attendance difficult when courses are held several hours away from the employee’s regular place of employment. One solution that we have implemented is to have trainers travel periodically to each region. Another solution that we currently utilize is to have regional trainers. We have successfully implemented this for our New Employee Orientation which is held monthly in 4 different geographic locations. We also have trainers available at each of our 6 facilities to allow ease of attendance for facilities employees. In addition to these solutions, NMDOH utilizes web meeting technology to accommodate employees in more isolated locations of the state. The training offerings available via web could be expanded upon.

Lastly, several of the goals that we have proposed in this plan will require input from multiple divisions within the agency. This will require excellent communication with all stakeholders to mitigate this barrier.

## **Implementation & Monitoring**

### ***Communication***

NMDOH utilizes an intranet “CHILEnet” for internal communication. This plan will be communicated to employees through the agency intranet via the Learning Center page. All employees will have access to this plan.

### ***Evaluation & Tracking***

To improve both evaluation and tracking, NMDOH will be migrating all training materials to NM TRAIN. As a part of the migration, we will be implementing evaluations for each of the required online courses. NM TRAIN gives us the ability to track all training completed through that system, as well as giving individual users the ability to maintain their personal training record, including uploading certificates for training taken outside of NM TRAIN. The tracking provided by NM TRAIN includes names, dates, assessment scores, and the ability to print and store completion certificates. This information is also transferrable to any other public health agency that uses the TRAIN system.

### ***Review and Maintenance***

This plan is a living document and can be reviewed and updated at any time. This review will include a review of any updates needed due to changes in any other agency plans, a review of our progress towards plan goals, as well as any updates or changes to training curriculum.



## Appendix A

### Current Workforce Demographics

The table below summarizes the demographics of our current workforce as of January 2018.

Category	# or %
Total # of Employees:	2,827
% of employees that are FT equivalent of FTE:	97%
% Paid by Grants/Contracts:	
<25%	30%
25-50%	2%
50-75%	6%
>75%	26%
Gender:	
Female:	79%
Male:	21%
Non-binary/Other:	1%
Race:	
Hispanic:	60.4%
Caucasian:	29.8%
American Indian / Alaska Native:	1.7%
Asian:	1.3%
Black or African American:	1.3%
Native Hawaiian or other Pacific Islander:	0.3%
More than One Race:	5.2%
Age:	
21 - 30:	5%
31 - 40:	18%
41 - 50:	27%
51 - 60:	36%
61+:	14%
Occupational Classification:	
Administrative:	44%
Clinical and Lab:	28%
Public Health Services:	18%
Social Services and All Other:	11%
Tenure at the agency:	
0-5 years:	51%
6-10 years:	19%
11-15 years:	15%
16-20 years:	9%
21 or above:	7%
Employees < 5 Years from Retirement:	
Management:	2.9%
Non-Management:	25.2

## Appendix B

### *CE Required by Discipline*

Licensures held by staff, and their associated CE requirements, are shown in the table below. CE requirements in the table below are not required by the New Mexico Department of Health but by local licensing boards and other respective organizations. Staff are therefore only required to maintain CEs if they hold one of the licensed positions in the table below.

<b>Discipline</b>	<b>New Mexico CE Requirements (as of 07/10/2018)</b>
Behavioral Health Therapist	40 hours every 2 years, 6 of which must be in ethics
Clinical Psychologist	100 hours every 2 years
Dental Assistant	30 hours every 3 years
Dental Hygienist	45 hours every 3 years
Dentist	60 hours every 3 years
Dietician	15 hours every year
Health Educator (CHES/MCHES)	75 CECH every 5 years
Nursing	30 hours every 2 years
Nursing with DEA License	30 hours every 2 years plus 5 additional hours in non-cancer pain management
Pharmacist	30 hours every 2 years, 2 must be in pharmacy law, 2 must be in patient safety, and 2 must be in the safe use of opioids
Physician	100 hours every 2 years
Physical Therapist	30 hours every 2 years
Social Worker (LSW, LISW, MSW, etc.)	30 hours every 2 years, 3 of which must be in ethics

## Appendix C

### *Curricula and Training Schedule*

This is the NMDOH curricula and training schedule for Fiscal Year 2019. Table 1 contains all required courses, Table 2 contains all other courses that are available but not required, Table 3 contains proposed additions to training curriculum.

**Table 1: Required Courses**

Topic	Description	Target Audience	Requirement	Format
New Employee Orientation:	This full-day orientation for new employees is sponsored by the Office of the Secretary. Within this day participants will meet other DOH representatives from the Office of Policy and Accountability, Information Technology, Human Resources and others.	All DOH	Upon hire: single occurrence	Live
SPO Civil Rights	The intent of this training is to present DOH employees the key Civil Rights Laws and policies.	All DOH	Upon hire: annual refresher	Online
The Inspection of Public Records Act (IPRA):	Outlines the New Mexico Department of Health's procedures for compliance with IPRA. It supplies guidelines for determining whether an item is a public record and establishes the procedures for providing access to requested records.	All DOH	Upon hire: single occurrence	Online
Domestic Violence in the Workplace	Informative training about how anyone – regardless of ethnicity, age, gender, or sexual orientation – can become a victim of domestic violence.	All DOH	Upon hire: single occurrence	Online
Working More Effectively with Tribes	This day-long workshop is a required training for all agency employees who work with tribal communities	All DOH team members that have direct contact with tribes	Single occurrence	Live
Defensive Driving	Defensive Driving Course (DDC) is mandatory for all DOH employees who operate state vehicles. No DOH employee may lawfully operate a state vehicle without current DDC certification, in accordance with NMAC 1.5.3.13.D	All DOH employees that drive state vehicles	Upon hire: recertification required every 4 Years	Live or Online
HIPAA Overview	This presentation is an overview of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).	All DOH employees	Upon hire: refresher every 2 years	Online

HIPAA Working with PHI	DOH policies and procedures you need to know when working with Protected Health Information.	All DOH employees	Upon hire: refresher every 2 years	Online
HIPAA IT Security	This training provides the DOH employees the knowledge to protect DOH information and information systems, and to minimize the risks of HIPAA violations.	All DOH employees	Upon hire: refresher every 2 years	Online
HIPAA IT Email Encryption	DOH employees using email to send PHI or CI must know how to send a secure email	All DOH employees	Upon hire: refresher every 2 years	Online
Loss Prevention and Control	This training is a personal or group review of the HR 08:119 Worker's Compensation Policy, HR 08:108 Grievances Policy, Loss Prevention and Control Overview	All DOH employees	Upon hire: annual refresher	Online
GSD Incident Investigations	This training is a personal or group review of the 1991 Worker' Compensation Policy.	All DOH managers and supervisors	Upon hire: single occurrence	Online
OSHA Safe and Healthy Workplace	The Occupational Safety and Health Administration protects your right to a safe and healthy workplace. Learn how you can file a complaint if you believe your workplace is dangerous.	All DOH employees	Upon hire: annual refresher of one safety course required	Online
GSD Workers Compensation Overview	This course provides an overview of the General Services Department Workers Compensation process.	All DOH employees	Upon hire: annual refresher of one safety course required	Online
Workplace Safety – Ergonomics for the Office	This course provides an overview of workplace ergonomics and will assist employees in proper workstation set up.	All DOH employees	One annual safety course required for all employees	Online
Workplace Safety – How to use an AED	Training provided by the American Red Cross on how to properly use an Automatic External Defibrillator	All DOH employees	One annual safety course required for all employees	Online
Responder Training	The New Mexico Department of Health play a particularly important role during community disasters. Preparedness of DOH staff has a significant impact on the Department's ability to provide uninterrupted service to the community.	All DOH employees	Upon hire: single occurrence (Required by current administration)	Online
Managing Employee Performance	A State Personnel Office facilitated training for supervisors and managers on employee performance management.	All DOH managers and supervisors	Upon hire or promotion: single occurrence	Live
Fundamentals of Supervision	A State Personnel Office facilitated training for supervisors and managers to provide a basis for effective supervision practice.	All DOH managers and supervisors	Upon hire or promotion: single occurrence	Live

Harassment Free Workplace	A State Personnel Office facilitated training for supervisors and managers on preventing harassment in the workplace.	All DOH managers and supervisors	Upon hire or promotion: single occurrence	Live
HIPAA For Supervisors and Managers	This HIPAA training is for supervisors and managers.	All DOH managers and supervisors	Upon hire: refresher every 2 years	Online
Addressing Domestic Violence in the Workplace for Managers/Supervisors	Overview of how managers and supervisors can assist employees who are experiencing domestic violence.	All DOH managers and supervisors	Upon hire: single occurrence	Online

**Table 2: Additional Courses Available**

Topic	Description	Target Audience	Schedule	Format
Public Health Spanish Course	This course is led by NMDOH bilingual staff. Practice and build practical Spanish skills in a safe and non-judgmental environment.	Bilingual Public Health staff	As needed, currently building wait list	Live
LGBT Health and Advocacy Part I	<p>Part I of II:</p> <p>Learn the meaning and relationships among the following:</p> <ul style="list-style-type: none"> <li>○ Biological Sex</li> <li>○ Gender Identity</li> <li>○ Gender Expression</li> <li>○ Sexual Orientation</li> </ul> <p>Acquire knowledge about the disparities affecting sexual and gender minorities</p> <p>Review known factors that support sexual and gender minorities health disparities</p>	NMDOH staff in medical, public health and mental/behavioral health settings	Available online, accessible at any time.	Online
LGBT Health and Advocacy Part II	<p>Part II of II:</p> <p>Learn how medical forms can affect access to care for sexual and gender minorities</p> <p>Assess how the physical environment of an office or clinic can affect access for sexual and gender minorities</p> <p>Determine how language and interpersonal interaction with staff can affect access and quality of care for sexual and gender minorities</p>	NMDOH staff in medical, public health and mental/behavioral health settings	Available online, accessible at any time.	Online

CLAS I: Standards for Culturally and Linguistically Appropriate Services in Health Care	This course explains the standards for <i>Culturally and Linguistically Appropriate Services (CLAS)</i> .	NMDOH staff all working with clients, consumers, and patients whose language and culture may be different from their own.	Available online, accessible at any time.	Online
CLAS II: Critical Concepts in Cultural Competence	This course covers the role of culture in our daily lives and in our health, illness, and our perception of both. It is for all health care personnel working with culturally diverse populations of clients, consumers and patients.	NMDOH health care personnel working with culturally diverse populations of clients, consumers and patients.	Available online, accessible at any time.	Online
CLAS I: Live Class	This course explains the standards for Culturally and Linguistically Appropriate Services (CLAS).	All NMDOH Staff	Available to anyone needing training in CLAS standards	Live
CLAS II: Live Class	This course explains the standards for Culturally and Linguistically Appropriate Services (CLAS).	All NMDOH Staff	Available to anyone needing training in CLAS standards	Live
NMDOH Active Shooter Training	A blended learning experience:  Online learning provides basic staff awareness of potential workplace security and workplace violence issues.  Supporting videos provide examples of how to prepare and respond to acts of violence in the workplace.  Classroom learning reinforces survival skills through hands-on practice during simulated acts of workplace violence.	All NMDOH Staff	Online training accessible at all times, in person scheduled September 2018	Online and Live
Hiring the Best Candidate for the Job	A State Personnel Office facilitated training for supervisors and managers on hiring process including transition planning and interviewing.	All DOH managers and supervisors	Scheduled per State Personnel Office	Live
Fundamentals of Professional Writing/Time Management	A State Personnel Office facilitated training available to all employees. The class focuses on professional writing and its impact in the workplace. It highlights grammar, parts of speech, structure, and types of writing, editing and proofreading.	All employees	Scheduled per State Personnel Office	Live

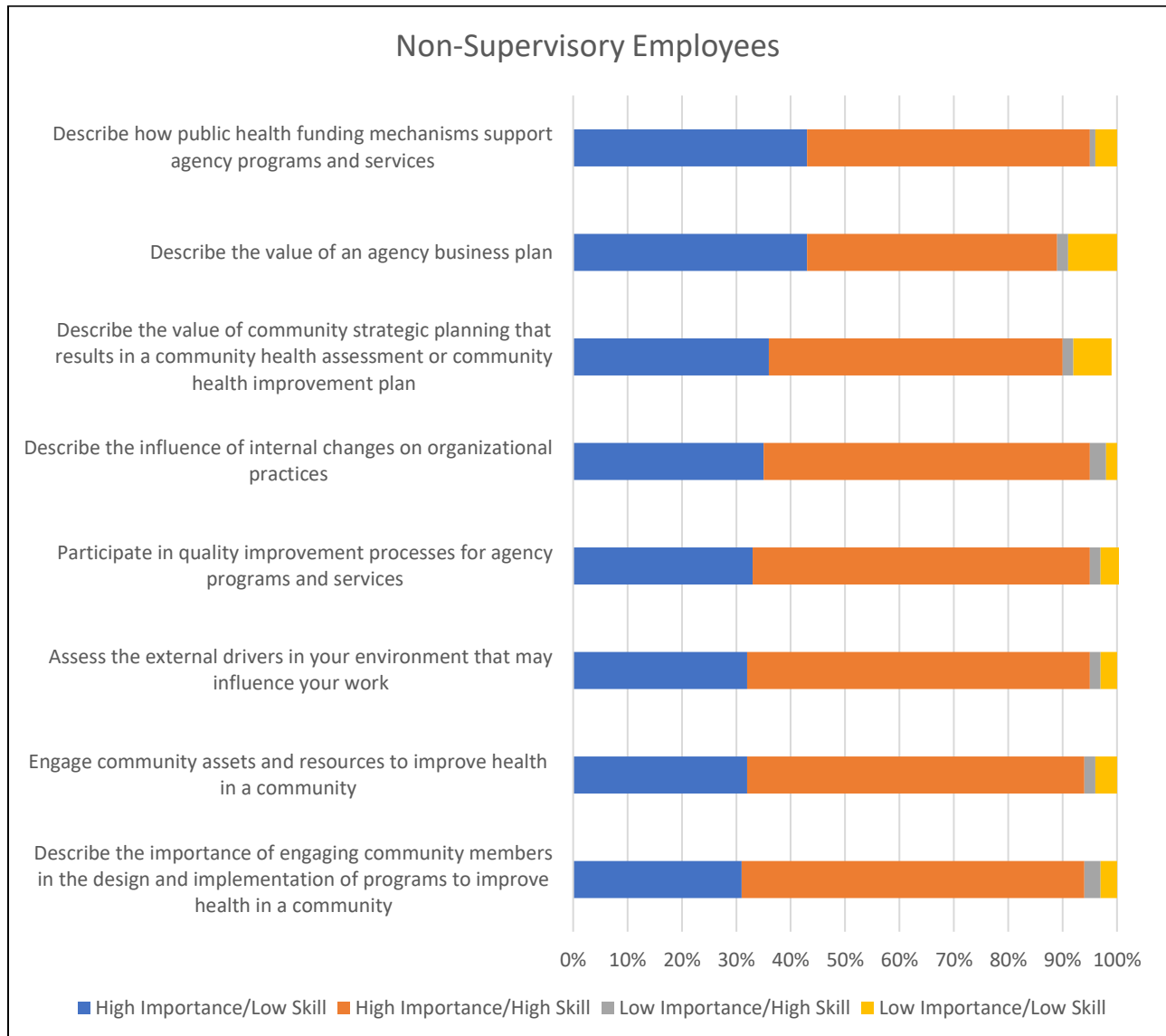
Fundamentals of Conflict Management	A State Personnel Office facilitated training for supervisors and managers on facilitating conflict management.	All DOH managers and supervisors	Scheduled per State Personnel Office	Live
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**Table 3: Proposed Additions to Training Curricula**

Topic	Description	Target Audience	Requirement	Format
Social Determinates of Health (Health Equity focus)	Informational training on the Social Determinates of Health.	All NMDOH staff	Available to all NMDOH employees	Online
POD (Points of Dispensing)	Training on Points of Dispensing for all NMDOH employees to enhance our first responder program	All NMDOH staff	Available to all NMDOH employees	Online
QI Project on Onboarding Process	Training for managers on proper onboarding procedures	NMDOH Managers	Available to managers and supervisors	Online
Intro to Accreditation, QI, PM, Tribal Liaison and Health Equity	This course introduces employees to Public Health Accreditation, as well as the concepts of Quality Improvement, Performance Management, Office of Tribal Liaison, and Health Equity	All NMDOH Staff	Available to all NMDOH employees	Online
QI and PM NMDOH Certification Training	Expands upon intro to QI – for employees interested in becoming involved in agency QI or PM	All NMDOH Staff	Available to anyone interested in QI or PM	Online
CPR Training	CPR Certification training.	All NMDOH Staff	Proposed to certify NMDOH staff at each location	Live

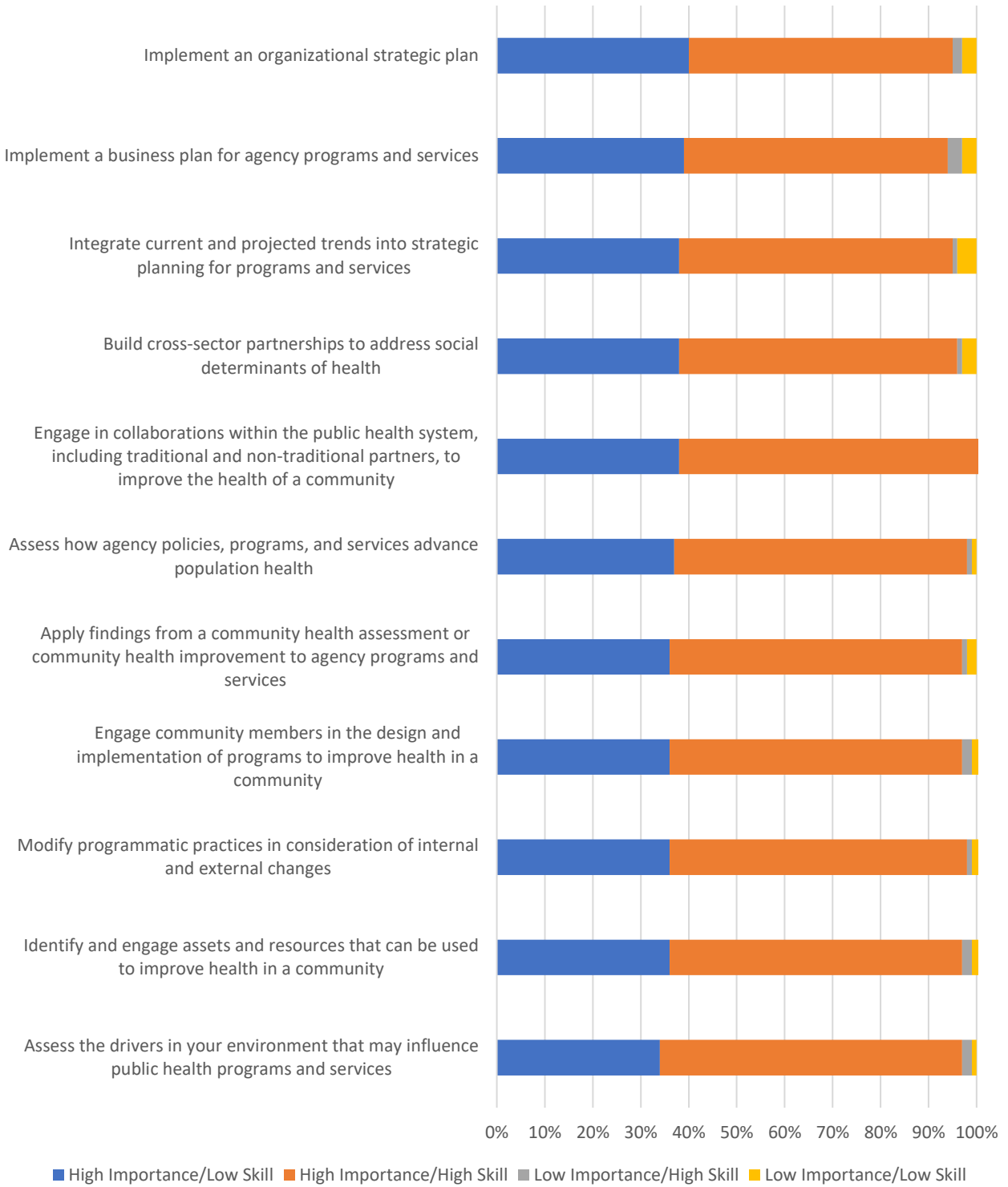
## Appendix D

### PH WINS IDENTIFIED TRAINING NEEDS





## Supervisors and Managers



# Appendix E

## List of Acronym Definitions

**OTS:** Office of the Secretary

**OPA:** Office of Policy and Accountability

**OHE:** Office of health Equity

**BEHEM:** Bureau of Health Emergency Management

**AED:** Automated external defibrillator