NSW Public Health Training Program

Training Program

NSW Public Health Training Program Competency Framework

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NSW GOVERNMENT | Health

The NSW Public Health Training Program is widely recognised as a successful population health workforce initiative. Since its inception in 1990, the Training Program has made a sustained contribution to the development of a skilled and flexible public health workforce in New South Wales.

Since 1994, the Training Program has used a detailed competency framework to structure workplace training, and guide learning and assessment. The original competencies were revised in 1999, following extensive research and consultation. As the first published set of advanced public health training competencies, the 1999 competency framework created considerable interest locally, interstate and overseas.

Following an external review of the Program in 2012, the NSW Ministry of Health responded to the need to review and update the competencies, with the aim of ensuring that they continue to reflect contemporary public health practice, are adaptable and are aligned with current strategic and operational priorities of NSW Health.

The development of this competency framework took six-months of intensive, collaborative work. The process drew from other contemporary competency frameworks and extensive discussion by senior NSW Health staff regarding the current and future expectations of public health practitioners. The process was overseen by a working group comprising representatives from: the Ministry's Population Health Executive Council; the Centre for Epidemiology and Evidence; Local Health District Directors of Population Health; and the current group of Trainee Public Health Officers.

The competency framework reflects the key skills and knowledge expected of graduates of the Public Health Training Program, both now and into the future. Not only will it renew and strengthen the focus of the Training Program's learning and assessment, it will also serve as a reference for the broader public health community.

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The NSW Public Health Training Program is a three-year workplace based training program offering a supervised learning experience for people who have completed postgraduate studies in public health and are committed to a career in public health. Established in 1990, the Training Program was modelled on the Epidemic Intelligence Service (EIS) Program from the Centers for Disease Control and Prevention (CDC) in the United States.

The Training Program aims to improve the health of the people of NSW, by contributing to the current and emerging needs of public health practice within NSW and Australia, through service based scholarship, collaborative relationships, and evidence-based practice.

Over three years, Trainee Public Health Officers work across a range of workplace settings and undertake a range of population health work placements within the NSW health system. These work placements provide opportunities to develop public health competencies and professional networks while addressing strategic and operational priorities of the NSW health system. The Training Program also provides an emergency surge capacity for the NSW health system, and Trainee Public Health Officers can be mobilised at short notice to work on issues of immediate concern

Since 1994, the Training Program has used a detailed competency framework to guide workplace learning and assessment.

The Competency Framework

The competency framework covers nine broad competency areas, representing a comprehensive blueprint for public health practice. The nine competency areas relate to key domains of public health practice and are derived from an expectation of what a public health professional is able to do across a range of public health settings.

The competencies represent the intended learning outcomes for Trainee Public Health Officers and are used to drive the delivery of workplace learning and assessment. Trainees must demonstrate competence in each of the nine core competency areas. There is no prescribed sequence for addressing the competencies, and it is usual for Trainees to address a number of competencies through each work placement.

Competence is demonstrated primarily through direct evidence of workplace performance and the resulting products such as reports, papers and policy documents. Evidence is gathered throughout the three years of training and Trainees gradually build a portfolio of evidence for assessment.

Each competency area comprises the following components:

Competency Elements

The competency elements describe the expected scope of practice in each competency area, and Trainees are required to demonstrate competence in each of the competency elements.

Performance Criteria

Each competency element includes a range of performance criteria. The performance criteria describe activities, skills, knowledge and understanding that provide evidence of competent performance of each competency element.

The performance criteria are not prescriptive. Trainees are not required to address all of the listed performance criteria. Rather, the performance criteria should be used to guide the depth and quality of learning expected in each of the competency elements.

Competency Area	Competency Element
1 PROFESSIONAL PRACTICE	1.1 Actively participates in the NSW Public Health Training Program 1.2 Demonstrates understanding of the Australian and NSW health systems 1.3 Works effectively with different population groups 1.4 Demonstrates ethical approaches in population health practice 1.5 Consults with stakeholders in a range of settings 1.6 Prepares reports and articles to a standard acceptable for publication 1.7 Provides timely, high-level advice including briefings and government correspondence 1.8 Presents in a range of formal settings including executive-level meetings 1.9 Uses current and emerging technology to support public health practice
2 MANAGEMENT AND LEADERSHIP	2.1 Supports the development and implementation of strategic or operational plans 2.2 Manages and leads a project 2.3 Supports procurement processes, including the requirements and constraints of contract negotiation 2.4 Understands the financial management of projects or activities
3 EPIDEMIOLOGY	3.1 Applies epidemiological principles and methods to study design 3.2 Manages existing or new data collections 3.3 Analyses epidemiological data 3.4 Establishes, evaluates, or uses monitoring or surveillance systems 3.5 Disseminates epidemiological findings
4 POLICY	4.1 Demonstrates an understanding of the role of public policy in promoting the health of the population 4.2 Reviews current policy to inform future policy and practice 4.3 Contributes to the development of policy or guidelines 4.4 Implements a policy or guideline
5 HEALTH PROMOTION AND PREVENTION	5.1 Demonstrates an understanding of health promotion principles, methods and settings 5.2 Analyses an issue to inform the development of prevention or health promotion policy or programs considering the determinants of health 5.3 Supports implementation of evidence-informed prevention and health promotion approaches 5.4 Works in partnership to enable health promotion action
6 EVALUATION AND EVIDENCE	6.1 Critically appraises information to support strategic directions 6.2 Plans an evaluation to assess the value of a program, policy, practice or intervention 6.3 Involves stakeholders in the evaluation process 6.4 Supports the conduct of an evaluation 6.5 Disseminates the results of an evaluation to influence policy and practice

Competency Area	Competency Element
7 COMMUNICABLE DISEASES	7.1 Appraises evidence concerning communicable diseases and their control 7.2 Supports the accurate surveillance of communicable diseases 7.3 Supports communicable disease outbreak responses 7.4 Works collaboratively to control communicable diseases
8 RISK ASSESSMENT AND MANAGEMENT	8.1 Identifies potential or existing hazards that relate to life, health or the environment 8.2 Assesses the health-related risk to the population 8.3 Supports the management of health-related risk 8.4 Communicates the risk to inform the organisation, the public and stakeholders
9 HEALTH SYSTEM FINANCING AND ECONOMICS	9.1 Understands Australian and NSW health system funding models 9.2 Considers the balance between equity, cost, efficiency and effectiveness when allocating and using resources 9.3 Appreciates how economics fits into multi-disciplinary analysis of population health problems 9.4 Applies economic principles to appraise economic evaluations relevant to population health issues

1. PROFESSIONAL PRACTICE

Competency Element	Performance Criteria
1.1 Actively participates in the NSW Public Health Training Program	i. Demonstrates commitment to competency-based training ii. Works with supervisors and Training Program staff to complete learning contracts and assessment activities iii. Actively supports learning and development activities iv. Participates in all off-the-job training sessions that are designated as mandatory v. Communicates through Training Program management concerning employment related issues vi. Regularly reports to supervisors about work plans and outcomes vii. Supports quality improvement activities associated with the Training Program
1.2 Demonstrates understanding of the Australian and NSW health systems	i. Demonstrates understanding of the Australian and NSW health systems and the impact on own work area ii. Demonstrates awareness of the strategic directions of national, state and local governments relevant to different areas of work iii. Organises work effectively based on an understanding of national, state and local health system structures and processes iv. Responds effectively to changes in organisational requirements
1.3 Works effectively with different population groups	i. Recognises the role of history, culture and social conditions that affect the health of Aboriginal people and other populations ii. Applies current guidelines with respect to working with people from diverse population groups, and when managing data about these groups iii. Actively engages with people from diverse population groups to gather information or implement strategies iv. Continually reflects, seeks guidance and adapts ways of working in order to address the cultural dimensions of a problem v. Demonstrates commitment to addressing health inequalities
1.4 Demonstrates ethical approaches in population health practice	i. Consistently identifies ethical issues within population health practice ii. Identifies and responds to ethical implications of public health decisions iii. Consistently applies the core values of NSW Health in professional conduct iv. Treats people at all levels of the organisation with dignity and respect
1.5 Consults with stakeholders in a range of settings	i. Plans for consultation in public health practice ii. Identifies and establishes trust with stakeholders and works to understand their needs iii. Interviews stakeholders to gather evidence iv. Organises and documents the outcomes of consultations v. Conveys the perspective of a range of stakeholders within the context of other evidence

1. PROFESSIONAL PRACTICE (cont)

Competency Element	Performance Criteria
1.6 Prepares reports and articles to a standard acceptable for publication	i. Writes concisely using a logical structure to explain concepts and develop rationale ii. Writes recommendations based on a comprehensive understanding of a subject iii. Understands and applies appropriate referencing systems iv. Produces articles in peer review journals to inform the public health community v. Produces high quality reports in an appropriate format for the intended audience and purpose
1.7 Provides timely, high-level advice including briefings and government correspondence	i. Prepares high quality briefings and government correspondence ii. Demonstrates awareness of current factors and likely consequences that might impact on decision-making iii. Adheres to organisational sign-off processes for written work iv. Uses appropriate systems to track briefings and government correspondence v. Understands the role of the media and its interface with public health policy and practice
1.8 Presents in a range of formal settings including executive-level meetings	i. Develops presentations suitable for a range of audiences and settings ii. Logically presents information and checks for understanding iii. Listens to counter arguments, and provides effective responses with confidence and expertise iv. Communicates clearly to promote effective collaboration across health and other sectors
1.9 Uses current and emerging technology to support public health practice	i. Applies a detailed knowledge of technology relevant to the work area, including on-line collaborative tools ii. Uses a broad range of applications at an advanced level iii. Demonstrates uptake of appropriate information and communications technology (ICT) developments iv. Implements appropriate ICT systems to support public health work

2. MANAGEMENT AND LEADERSHIP [1]

Competency Element	Performance Criteria
2.1 Supports the development and implementation of strategic or operational plans	i. Identifies the role of strategic or operational plans in shaping systems, driving innovation and outcomes ii. Contributes to the development of a strategic or operational plan iii. Applies systems and processes to support the implementation of strategic or operational plans iv. Actively consults with others affected by the implementation of strategic or operational plans v. Identifies barriers that may affect the uptake of plans, and proposes strategies to overcome these
2.2 Manages and leads a project	i. Understands the governance requirements of the project, and of the health system ii. Develops a project plan which documents a systematic, innovative and evidence-informed approach iii. Promotes teamwork and the achievement of common purpose iv. Understands and reinforces the roles of different team members v. Leads processes and influences project outcomes vi. Manages and negotiates conflict to achieve project outcomes vii. Meets quality and time requirements related to the project
2.3 Supports procurement processes, including the requirements and constraints of contract negotiation	i. Liaises with relevant people about managing assets and human resources ii. Develops a business case or specifications for a procurement process iii. Monitors the implementation and outcomes of a procurement process iv. Supports the development of contracts for service, specifying service and performance measures v. Supports the implementation of a contract or service agreement
2.4 Understands the financial management of projects or activities	i. Demonstrates understanding of financial planning, including funding source, allocations, and reporting requirements ii. Maintains current knowledge of government business processes and initiatives in financial management iii. Supports the application of tools and guidelines to financial management iv. Demonstrates awareness of the implications of funding arrangements

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[1] *Management involves the effective and efficient coordination of people and other resources to meet organisational objectives. In the context of the Training Program, leadership involves leading the self, engaging others, shaping systems, driving innovation and achieving outcomes. Leading the self involves taking ownership and responsibility for work and professional conduct.*

3. EPIDEMIOLOGY	
Competency Element	**Performance Criteria**
3.1 Applies epidemiological principles and methods to study design	i. Assesses the strength of epidemiological evidence concerning the area of work ii. Documents a comprehensive literature review which helps define epidemiological questions iii. Considers the uses and limitations of different epidemiological methods to answer questions iv. Formulates study aims and hypotheses based on a research question v. Selects and rationalises an appropriate study design for specific questions vi. Identifies methodological approaches, including research protocols and ethics requirements
3.2 Manages existing or new data collections	i. Identifies existing data sources, their strengths and limitations ii. Identifies the process for data collection /data extraction /data linking or other methods as appropriate iii. Designs a survey to collect data in consultation with others iv. Applies appropriate database designs to manage information v. Ensures that appropriate quality control mechanisms are used to protect the integrity of data collections vi. Ensures ethical and confidentiality requirements related to managing data are met
3.3 Analyses epidemiological data	i. Consults senior staff concerning statistical methods ii. Cleans and prepares data for analysis iii. Uses appropriate statistical packages and methods appropriate to the question/s iv. Calculates epidemiological measures (e.g. odds ratios, relative risks, and crude and standardised rates) v. Demonstrates understanding of a range of epidemiological methods vi. Conducts complex statistical analysis, where required vii. Analyses survey data taking into account the sampling frame
3.4 Establishes, evaluates, or uses monitoring or surveillance systems	i. Demonstrates knowledge of the structure and function of a monitoring or surveillance system ii. Defines how a monitoring or surveillance system operates e.g. the population under surveillance, information to be collected iii. Examines the strengths and limitations of data related to a monitoring or surveillance system iv. Carries out data analysis for monitoring or surveillance purposes v. Rationalises the establishment of new monitoring or surveillance systems vi. Documents the results of the establishment or evaluation of a monitoring or surveillance system
3.5 Disseminates epidemiological findings	i. Presents epidemiological data, explaining the methods, results and their implications ii. Outlines the strengths and limitations of epidemiological evidence iii. Writes reports that include the presentation and interpretation of epidemiological results iv. Submits epidemiological work for publication in a peer-reviewed journal

4. POLICY[2]	
Competency Element	**Performance Criteria**
4.1 Demonstrates an understanding of the role of public policy in promoting the health of the population	i. Recognises how public policy influences the health of populations ii. Understands the steps involved in health policy development iii. Engages stakeholders in healthy public policy development iv. Describes the role of regulatory approaches within the health sector and wider public arena v. Recognises how health policy addresses the needs of population sub-groups and addresses health inequities
4.2 Reviews current policy to inform future policy and practice	i. Identifies gaps between current policy and practice ii. Interprets data and legislation relevant to current policy to evaluate the need for new approaches iii. Clarifies the potential impact and legal implications of new or updated policy, in consultation with others iv. Uses a range of evidence to inform policy directions, including assessing community and industry needs v. Communicates the findings of a policy review to inform future policy and practice
4.3 Contributes to the development of policy or guidelines	i. Works with advisory or reference groups to develop policy ii. Monitors policy development according to timelines and highlights ongoing work iii. Identifies barriers and enablers to policy implementation iv. Considers the changing perspectives of the organisation and stakeholders v. Checks assumptions and investigates problems and facts
4.4 Implements a policy or guideline	i. Applies or develops a policy implementation plan ii. Regularly communicates information supporting the implementation of a policy or guideline with key audience groups iii. Seeks feedback from relevant stakeholders, promoting engagement and adoption of a policy iv. Identifies and facilitates key strategies to enable the successful implementation of a policy or guideline

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[2] *Policy refers to decisions, plans, and actions that are undertaken to achieve specific objectives.*

5. HEALTH PROMOTION AND PREVENTION

Competency Element	Performance Criteria
5.1 Demonstrates an understanding of health promotion principles, methods and settings	i. Understands health promotion principles, theories and methods that influence population health in different contexts ii. Identifies health promotion methods that address health inequalities or target sub-populations iii. Understands the role of NSW, inter-jurisdictional and national agencies in regulating and promoting the health of populations
5.2 Analyses an issue to inform the development of prevention or health promotion policy or programs considering the determinants of health	i. Critically appraises a health issue, using appropriate methods and data sources ii. Reviews evidence of effectiveness of strategies to address health issues from a prevention perspective iii. Identifies options for intervention and assesses feasibility for implementation iv. Makes recommendations for intervention, setting out the rationale to support this position
5.3 Supports implementation of evidence-informed prevention and health promotion approaches	i. Supports the mobilisation of resources (financial and human) to implement prevention and health promotion approaches ii. Supports governance of the prevention or health promotion initiative iii. Monitors the implementation process, using performance indicators to measure progress and impact iv. Identifies and manages risk, benefits and priorities of the organisation to deliver effective results
5.4 Works in partnership to enable health promotion action	i. Identifies relevant stakeholders and partners and their interests/perspectives on an initiative ii. Enables the participation of stakeholders and partners in planning, implementation and evaluation iii. Seeks feedback from stakeholders and partners to inform ongoing implementation v. Communicates progress and outcomes to stakeholders and partners

6. EVALUATION AND EVIDENCE

Competency Element	Performance Criteria
6.1 Critically appraises information to support strategic directions	i. Appraises evidence to support strategic directions, e.g. commissioning or conducting reviews of evidence ii. Checks assumptions and systematically investigates problems and facts iii. Considers problems from the perspective of other parties to ensure solutions are robust iv. Applies evidence to population and public health planning and research proposals v. Uses evidence to develop rationale for public health decisions vi. Considers the strengths and limitations of different types of evidence
6.2 Plans an evaluation to assess the value of a program, policy, practice or intervention	i. Defines the aim and scope of the evaluation ii. Determines the needs of the intended audience iii. Develops an evaluation framework that aligns with the program logic iv. Formulates evaluation questions in consultation with stakeholders v. Considers the strengths and limitations of available information sources vi. Plans methods which enable comparisons to assess value, e.g. comparison groups, before and after time series
6.3 Involves stakeholders in the evaluation process	i. Identifies key stakeholders in the evaluation ii. Seeks input on the boundaries and dimensions of the evaluation iii. Clarifies with stakeholders, the implications of different approaches and outcomes related to the evaluation iv. Involves stakeholders in interpretation and dissemination of results v. Involves those affected by the evaluation outcome throughout the process e.g. consumers, consumer organisations

6.4 Supports the conduct of an evaluation	i. Supports the management of resources to conduct an evaluation (human and financial)
	
	ii. Manages collection of qualitative and quantitative data including:
	    a. Existing datasets
	    b. Survey data
	    c. Document and discourse analysis
	    d. Interviews
	    e. Focus groups
	    f. Observational methods
	
	iii. Regularly consults with stakeholders to help inform and adapt the approach according to arising needs

6.5 Disseminates the results of an evaluation to influence policy and practice	i. Documents the evaluation process and outcomes so it is accessible to the relevant audience/s ii. Develops and documents recommendations concerning evaluation outcomes (including clear rationale) in consultation with senior staff iii. Analyses the implications of the recommendations iv. Supports the release of evaluation findings through appropriate channels such as briefings, feedback sessions, conference papers, presentations and publications

7. COMMUNICABLE DISEASES	
Competency Element	**Performance Criteria**
7.1 Appraises evidence concerning communicable diseases and their control	i. Conducts a comprehensive review of the grey and peer-reviewed literature ii. Consults stakeholders to gain perspectives and appraise policy directions iii. Describes tools and processes related to the surveillance and control of communicable disease including, where relevant, the national immunisation program iv. Interprets the findings of an evidence appraisal, and provides recommendations v. Summarises an evidence appraisal in a presentation and/or a report
7.2 Supports the accurate surveillance of communicable diseases	i. Understands the role of legislation supporting surveillance and public health response ii. Describes the types of data used to monitor communicable diseases iii. Enters data into and interrogates relevant information and surveillance systems iv. Critically reviews the strengths and limitations of the data for supporting decision-making v. Understands the role of different levels of surveillance e.g. active versus passive
7.3 Supports communicable disease outbreak responses	i. Uses theory to define what constitutes an outbreak ii. Describes the public health responsibilities in the management of outbreaks iii. Recognises the effect of outbreak situations on the public and institutions iv. Describes the steps in an outbreak investigation v. Works with a range of professional groups, across different sectors, involved in outbreak investigations vi. Supports strategies for informing the public about outbreaks vii. Applies appropriate epidemiological methods to support outbreak investigation viii. Documents an outbreak investigation in writing, where it is considered important to inform future practice
7.4 Works collaboratively to control communicable diseases	i. Describes the organisation of communicable disease control in NSW and across Australia ii. Understands the processes underpinning the control of local, state-wide, national and international outbreaks iii. Uses appropriate communication skills to facilitate inter-sectoral action for communicable disease control iv. Works with other sectors to consider appropriate control strategies v. Supports the implementation of appropriate control strategies, including immunisation vi. Completes required training to support health system roles in cases requiring workforce surge

8. RISK ASSESSMENT AND MANAGEMENT

Competency Element	Performance Criteria
8.1 Identifies potential or existing hazards that relate to life, health or the environment	i. Defines what constitutes a hazard to life, health or the environment ii. Uses evidence to identify the potential health-related outcomes of different levels of exposure to the hazard iii. Considers the population-at-risk relevant to the scenario under investigation iv. Identifies stakeholders and researches their perspectives v. Works with advisory groups that have expertise in the area
8.2 Assesses the health-related risk to the population	i. Understands the principles of health-related risk assessment with respect to the hazard ii. Applies relevant tools and guidelines to support risk assessment processes in the at-risk population iii. Identifies important contextual influences on the risk iv. Assesses the level of public interest/concern v. Consider what is 'acceptable risk' and the underpinning values
8.3 Supports the management of health-related risk	i. Completes required training to understand relevant emergency management frameworks, incident control systems and the role of other agencies in different emergency scenarios ii. Understands the need for and process of increasing workforce capacity in response to significant public health incidents iii. Identifies existing legislation, policies, infrastructure and programs across all sectors intended to manage the risk iv. Identifies options for managing the risk with other sectors and the community v. Works with other sectors to achieve health outcomes through implementing legislation, policy, programs or establishing infrastructure vi. Evaluates the outcomes of interventions including costs
8.4 Communicates the risk to inform the organisation, the public and stakeholders	i. Assists the development of strategies for informing the public, including the timing of information ii. Develops material to inform stakeholders (e.g. briefings and government correspondence, press releases, information kits) iii. Documents the outcomes of the risk assessment process to inform the organisation iv. Develops recommendations to inform legislation, policy and practice where relevant

9. HEALTH SYSTEM FINANCING AND ECONOMICS	
Competency Element	**Performance Criteria**
9.1 Understands Australian and NSW health system funding models	i. Demonstrates awareness of overarching funding models used in the Australian and NSW health systems ii. Identifies the tools, structures and processes required to ensure accountability for funding iii. Describes funding models for population health in NSW iv. Understands the influence of fiscal policy on the distribution of population health resources across NSW
9.2 Considers the balance between equity, cost, efficiency and effectiveness when allocating and using resources	i. Identifies key issues in costing, measuring and valuing benefits in health, including whose values to consider in economic analyses of population health issues ii. Discusses the ways that health equity can be analysed iii. Discusses the balance between equity, cost, efficiency and effectiveness iv. Discusses the forces influencing decisions regarding resource allocation in health
9.3 Appreciates how economics fits into multi-disciplinary analysis of population health problems	i. Identifies the different types of economic evaluation and the situations where each may be used: costing, cost minimisation analysis, cost effectiveness analysis, cost utility analysis, cost benefit analysis ii. Considers the appropriate situations in which to use economic analysis iii. Understands how economic data can be used to inform priority setting in health iv. Recognises how achieving the health of the population can conflict with maximising the health of individuals v. Understands the role of incentives in driving public health policy (e.g. taxes to discourage unhealthy food consumption)
9.4 Applies economic principles to appraise economic evaluations relevant to population health issues	i. Recognises the key steps in critically appraising economic evaluations ii. Explains the principles of microeconomics i.e. efficiency, opportunity cost, the margin, discounting and priority setting in a population health context iii. Describes common health status measures including quality and disability adjusted life years and willingness-to-pay iv. Prepares a report interpreting an economic evaluation

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