

RESEARCH TO ACTION

Leading Change in the Recruitment and Retention
of a Creative and Innovative Workforce

INVITATION TO APPLY

The de Beaumont Foundation seeks applications for an applied positive change program designed to help state and local public health agencies improve retention and recruitment and build a more creative and innovative workforce.

In 2014, the de Beaumont Foundation and the Association of State and Territorial Health Officials (ASTHO) launched a national survey of the public health workforce, PH WINS (the Public Health Workforce Interests and Needs Survey). In 2017, the survey was expanded to include local health departments, in coordination with the National Association of County and City Health Officials (NACCHO) and the Big Cities Health Coalition.

One of the most significant findings of PH WINS is that the workforce faces a high level of turnover. The de Beaumont Foundation has created the Research to Action program to address retention and recruitment and ensure a robust, creative, and innovative workforce.



THE PROGRAM

The Foundation is offering an applied positive change certification program for up to seven agencies that want to take action to address their challenges in retention and recruitment. Participants will learn how to leverage their strengths to achieve transformative and lasting change and build a creative and innovative workforce.

TIMING

Selected teams will be guided through a five-phase process, beginning with an introductory webinar in August 2019. Additionally, there are two mandatory in-person meetings: a kickoff meeting Sept. 8-10, 2019, and a session June 7-9, 2020, both in Arlington, Va.

ELIGIBILITY

The Research to Action program is open to state, territorial, county, and city health departments. To be eligible, agencies must:

- Have at least 25 staff members.
- Have participated in PH WINS 2017 or be willing to participate in a baseline survey between July and September 2019.

FEES

The de Beaumont Foundation will pay all program fees and the core team's travel expenses.

BENEFITS OF PARTICIPATING

Agencies that participate in this program will receive:

- Expert support in developing a retention or recruitment project and action plan.
- System-wide input about what matters most for recruitment or retention in your agency.
- Support in building change management and systems thinking skills in your staff.
- National recognition including opportunities to present in webinars and meetings.
- Opportunity to apply for partial, financial support to develop a multi-day, state-wide or regional change summit focused on recruitment or retention.

Individual team members who participate in this program will receive:

- Intensive strategic skills development in change management and systems thinking applied to a real time recruitment or retention opportunity.
- Practice leading change around recruitment and retention in your health department.
- Ongoing development and coaching on change management, systems thinking, and project development from experts in the field.
- Professional certification in positive change leadership.
- Opportunity to present and publish projects at a national level.

PROGRAM DETAILS

Each agency team will focus on recruitment or retention, but individual projects will vary based on their unique focus projects may build on existing efforts in agencies or be new efforts.

The program will use a two-pronged approach to help teams address a recruitment or retention challenge. Teams will first learn about change management and systems thinking through an evidence-based, strengths-focused appreciative inquiry (AI) framework. Secondly, teams will apply lessons learned to the development of a unique recruitment or retention project in their agency. Over the course of the program, teams will receive ongoing, expert coaching to support the development and implementation of their projects.

While the focus is on addressing a recruitment or retention challenge, the leadership element of the program provides the tools to achieve success.

Appreciative inquiry is an approach to change management that includes the implementation of a 4-D cycle -- Discover, Dream, Design, and Destiny. Through semi-structured qualitative interviews, success stories about an area of focus for positive change are collected and leveraged for systems change.

OBJECTIVES

By the end of this 18-month program, teams will be able to:

- Execute an appreciative inquiry process toward change in a recruitment or retention project.
- Evaluate the benefits and challenges of using AI as an approach to positive change in their projects and public health.
- Describe why and how human systems change in today's complex environment.
- Explain AI as a tool to lead positive change.
- Demonstrate competency in critical public health strategic skills including change management and systems thinking.

APPLICATION PROCESS

Applications are due by 5:00pm ET on June 21. Applicants will be notified about selection status on June 28.

MORE INFORMATION

If you have questions, please contact Kris Risley, Managing Director for Workforce at the de Beaumont Foundation, at risley@deBeaumont.org. Application materials will be available at www.debeaumont.org on Monday, May 13.