

LEVERAGING LOW-COST TECHNOLOGY TO DRIVE WORKFORCE SUCCESS

HOW DCHHS REDUCED VACANCY RATES WITH THE PUBLIC HEALTH WORKFORCE TOOL

Presented By

Katy Womble

Deputy Director - Program Operations

Ganesh Shivaramaiyer

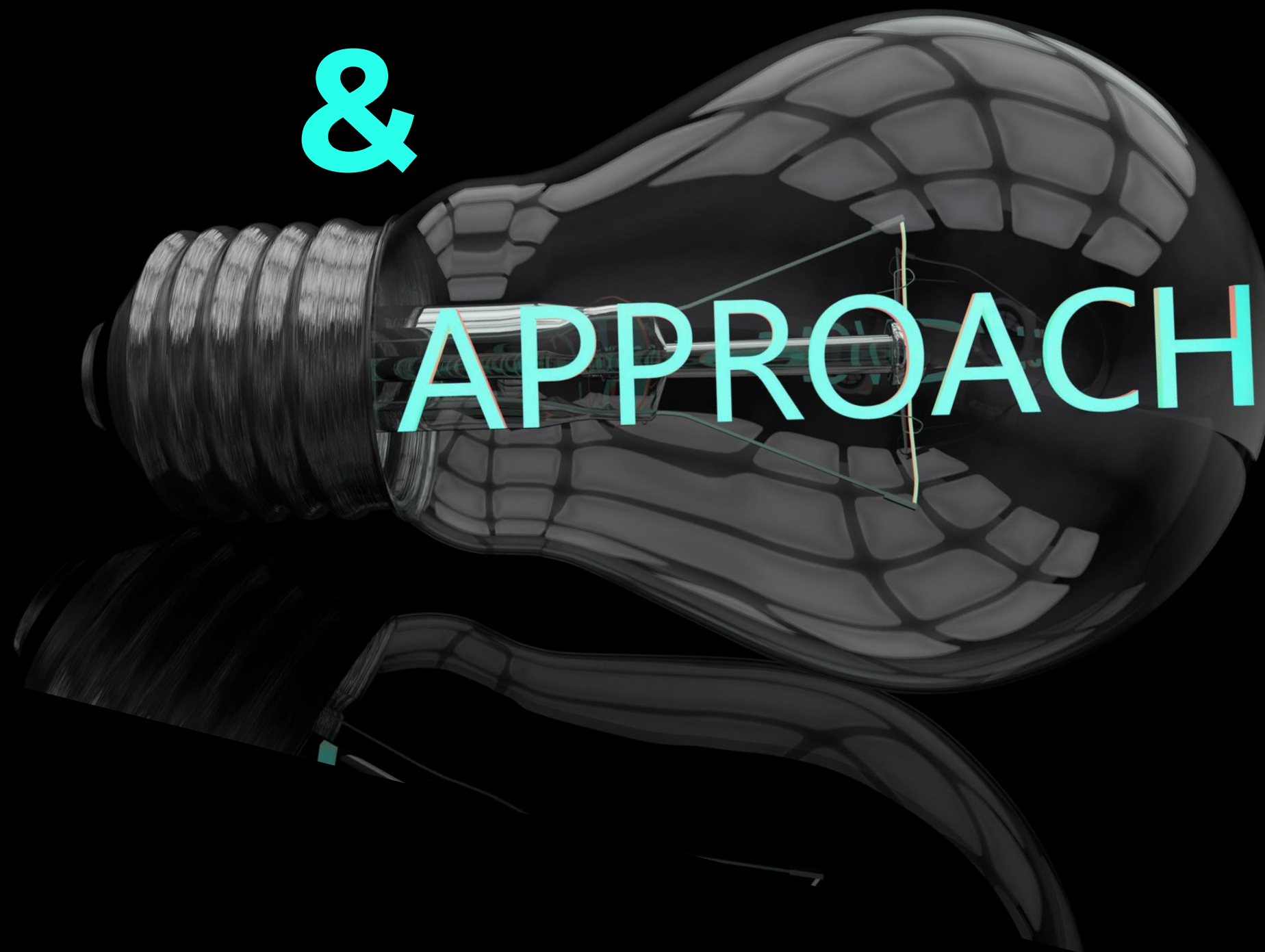
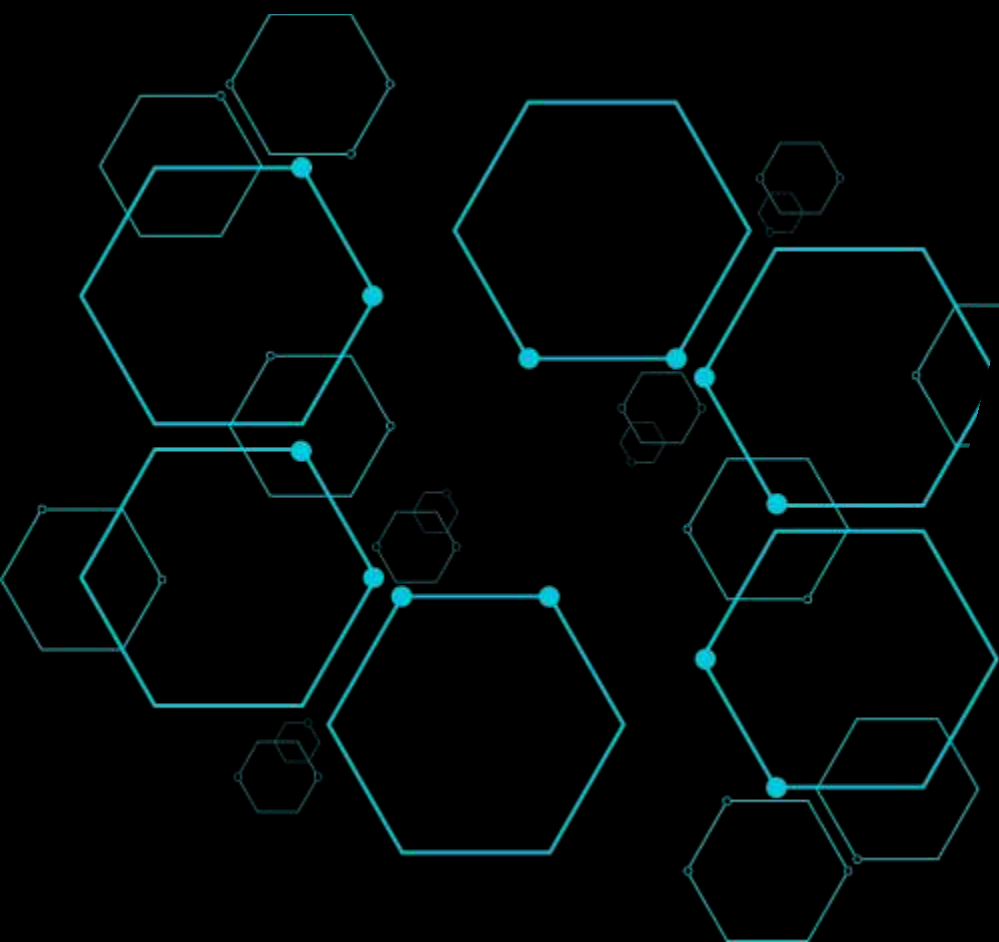
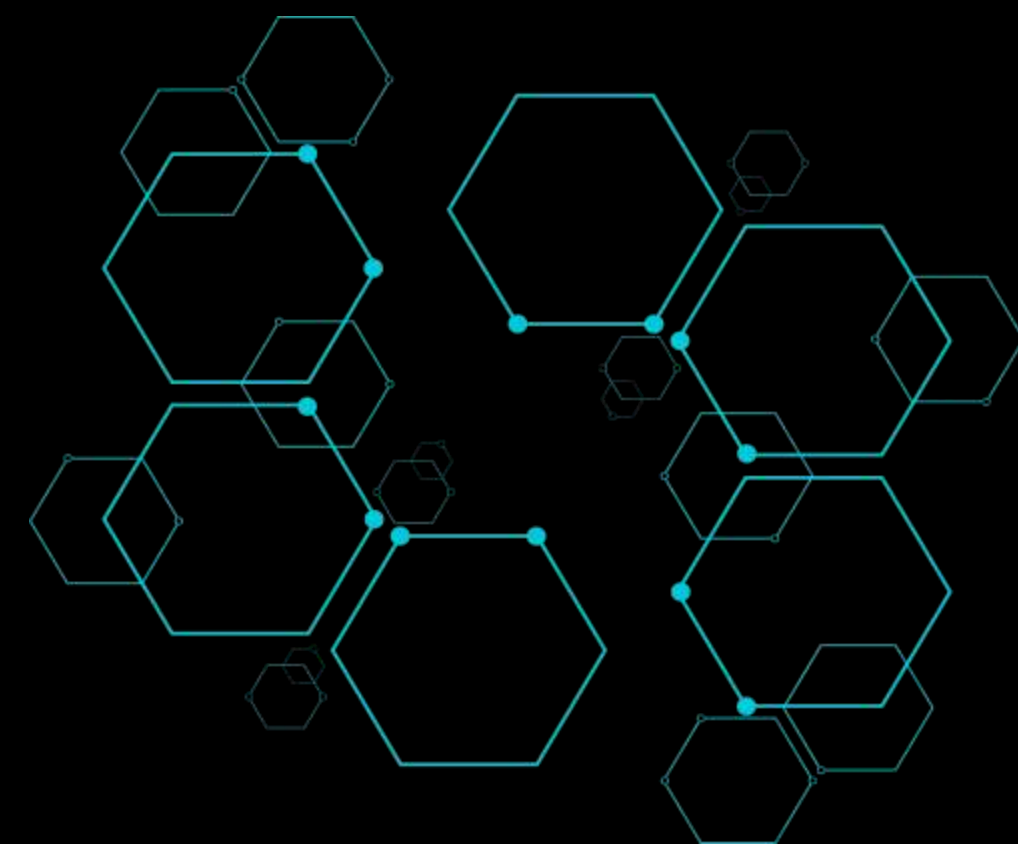
Deputy Director - Finance & Operations



CONCEPT

&

APPROACH

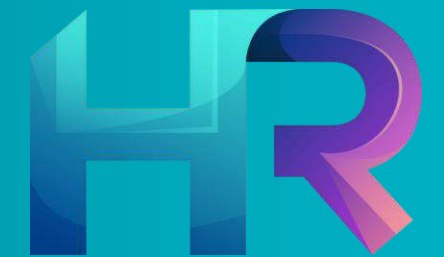




Identifying the Division to Lead the Recruitment Improvement



Addressing the Limitations of Centralized HR Systems



Choosing Financial Administration as the Operational Lead



Leveraging Internal Expertise and Functional Teams within FA



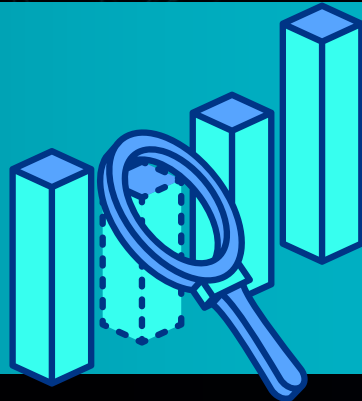
Building the Foundation for the Centralized Data System



Diagnosing the Vacancy Problem through Data



Identifying Structural Data Gaps



Laying the Groundwork for Actionable Insights



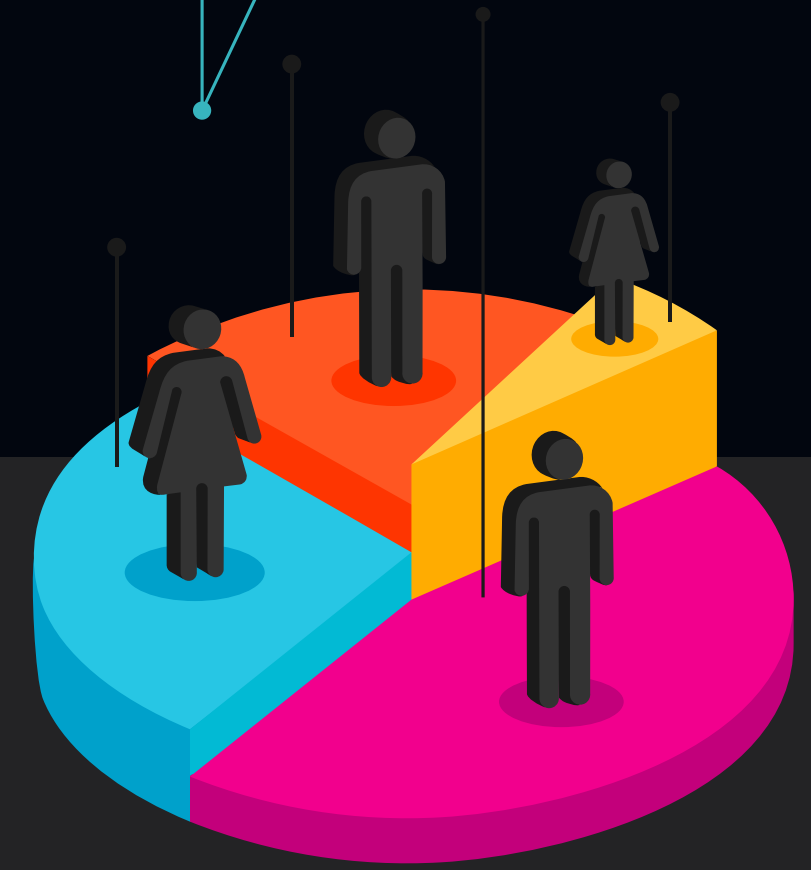
Developing Data Collection Mechanism



Compiling Baseline Data
from County Systems



Partnering with Division
Managers to Validate and
Update Rosters



Populating the
Workforce Tool with Data

H

HHS_PHWorkforce

To: Katy Womble; Philip Huang

Cc: Ganesh Shivaramaiyer; Kelly Hall

Vacancy Report - Health Admin...

79 KB

@

😊

↩ Reply

↩ Reply all

➡ Forward

📎

📎

📎

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⋮

Thu 8/7/2025 10:26 AM

Good morning Ms. Womble & Dr. Huang,

Attached is a listing of vacant positions in your division, per DCHHS’ employee records. Please review the list to ensure that information is accurate and provide edits for any exceptions noted. Additionally, indicate by placing a ‘Y’ or ‘N’ in the ‘Posted’ column for the positions that have been posted in Taleo and provide justification in the ‘Reason’ column for positions that have not been posted.

Please provide us the completed report by COB August 15, 2025.

Thank you,
PH WORKFORCE
Dallas County Health & Human Services

Vacancies by Division: STD/HIV Surveillance and Intervention
Division Head: Shelley Cabrera

PROGRAM	FUNDING SOURCE	POSITION NO	JOB TITLE	EMPLOYEE	HIRING MANAGER	TEMP STAFF IN PLACE	POSTED? (Y/N)	REASON
HEALTH-V D EPIDEMIOLOGY	8706	0000005145	DISEASE INTERVENTION SPECIALIST III	**VACANT**	Shelley Cabrera	N	Y	candidate selected
HEALTH-V D EPIDEMIOLOGY	8706	0000005150	DISEASE INTERVENTION SPECIALIST III	**VACANT**	Shelley Cabrera	Y	N	
HEALTH-V D EPIDEMIOLOGY	8706	0000005154	DISEASE INTERVENTION SPECIALIST SUPER	**VACANT**	Shelley Cabrera	N	N	requested to post
STD/HIV DIS PREVENTION	8924	0000008024	DISEASE INTERVENTION SPECIALIST II	**VACANT**	Shelley Cabrera	Y	N	
HEALTH-V D EPIDEMIOLOGY	8706	0000005148	DISEASE INTERVENTION SPECIALIST III	**VACANT**	Shelley Cabrera	N	Y	candidate selected
HEALTH-V D EPIDEMIOLOGY	8706	0000005156	STD OPERATIONS MANAGER	**VACANT**	Shelley Cabrera	N	N	Posting closed, prescreen conducted
HEALTH-V D EPIDEMIOLOGY	8706	0000006426	DISEASE INTERVENTION SPECIALIST III	**VACANT**	Shelley Cabrera	N	Y	candidate selected

Workforce Tool Development



DCHHS
Dallas County Health and Human Services
Healthy People Healthy Communities
Health and Social Equity

PUBLIC HEALTH WORKFORCE TOOL

Version 5.5

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Leader at the forefront of local public health issues!



DCHHS is a nationally accredited public health department responsible for providing health and social services.







Requirement Gathering



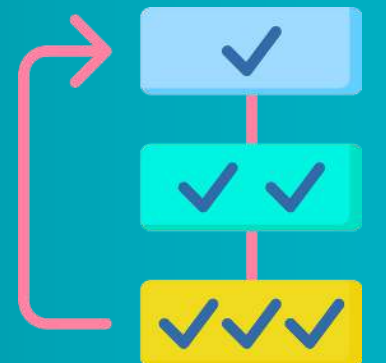
Stakeholder Engagement
and Needs Assessment



Technical and Regulatory
Considerations



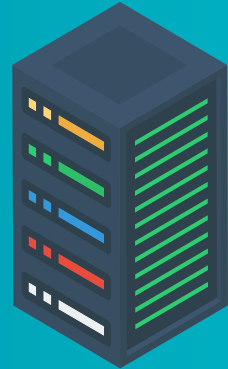
Feature Prioritization and
Documentation



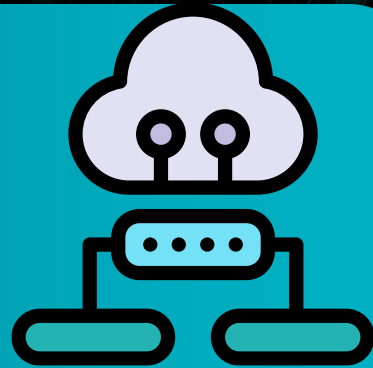
Identifying Software/Platform for the Customized Workforce Tool Application - Caspio



Planning Data Storage
Assessment and Software
Selection



Cloud Solution Selection, UI,
and Software Integration



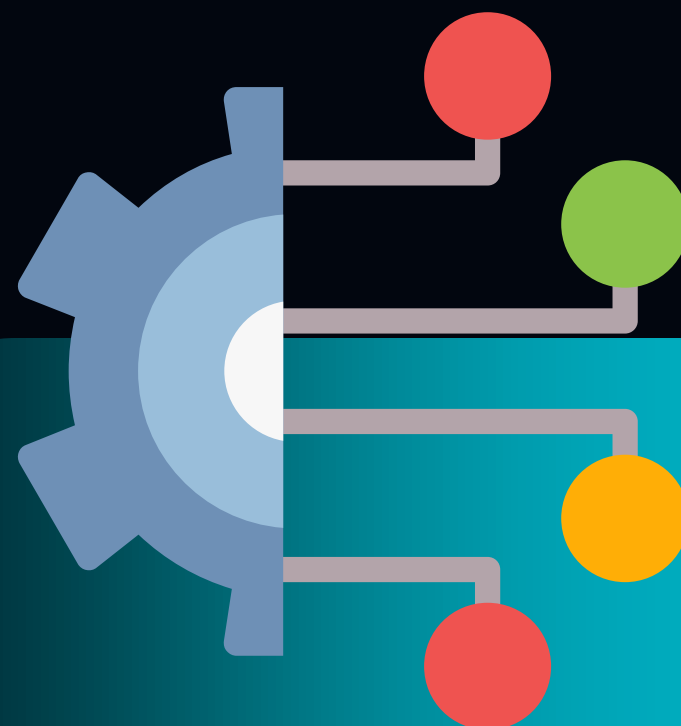
Low Cost and Performance
Optimization
Implementation Cost: \$5,860
Recurring Cost: \$6,600



Identifying Hosting Space for Custom-Created User Interface



Hosting, Performance, and
Security Infrastructure



Integration, Scalability,
and Development
Flexibility



User Accessibility and
Cost Efficiency

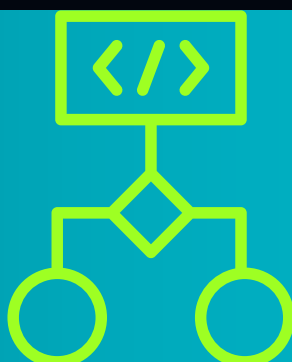
Integrating UI, Data Structures, and Back-End Business Logic



UI, Back-End Integration, & Data Flow



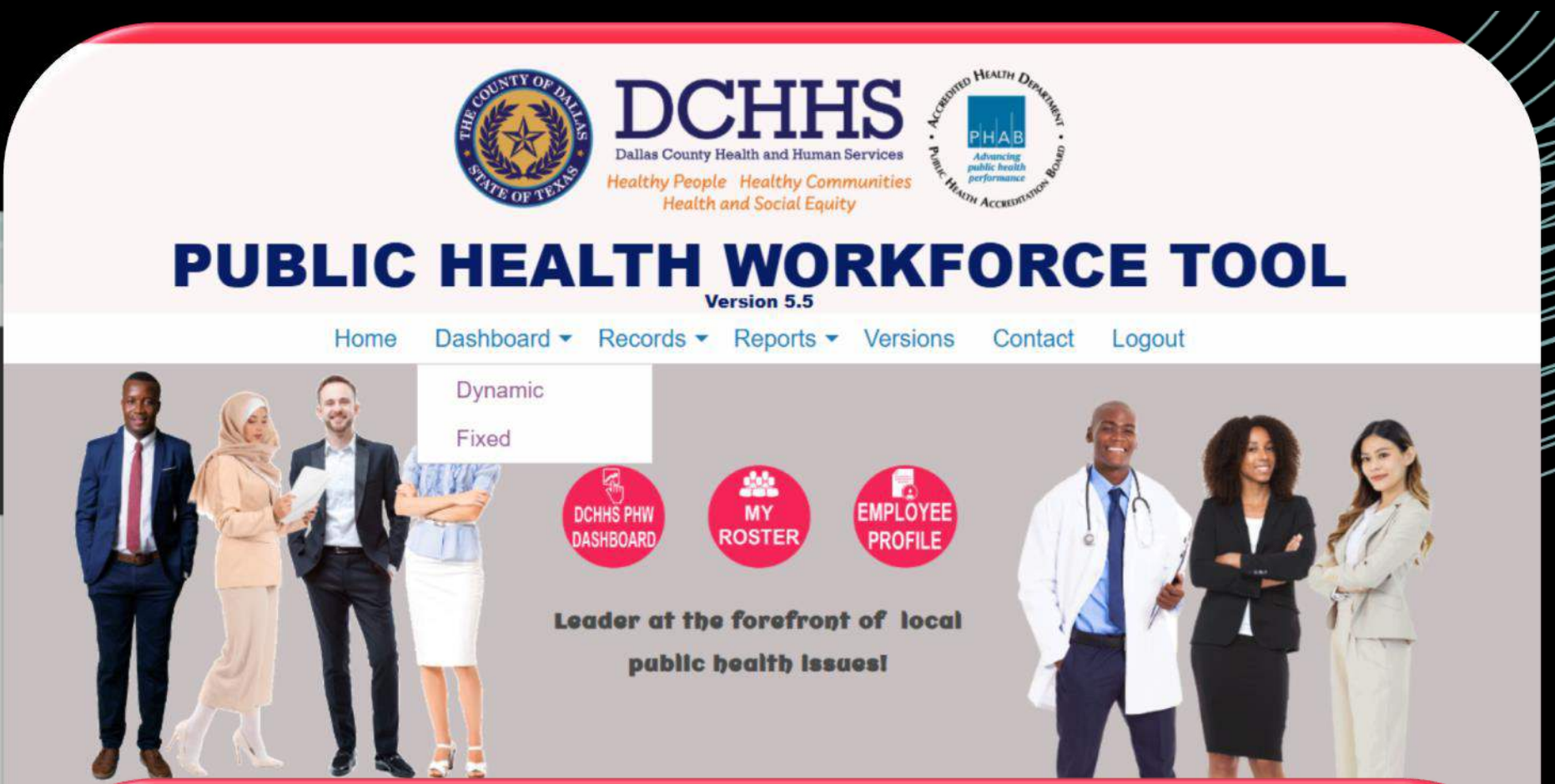
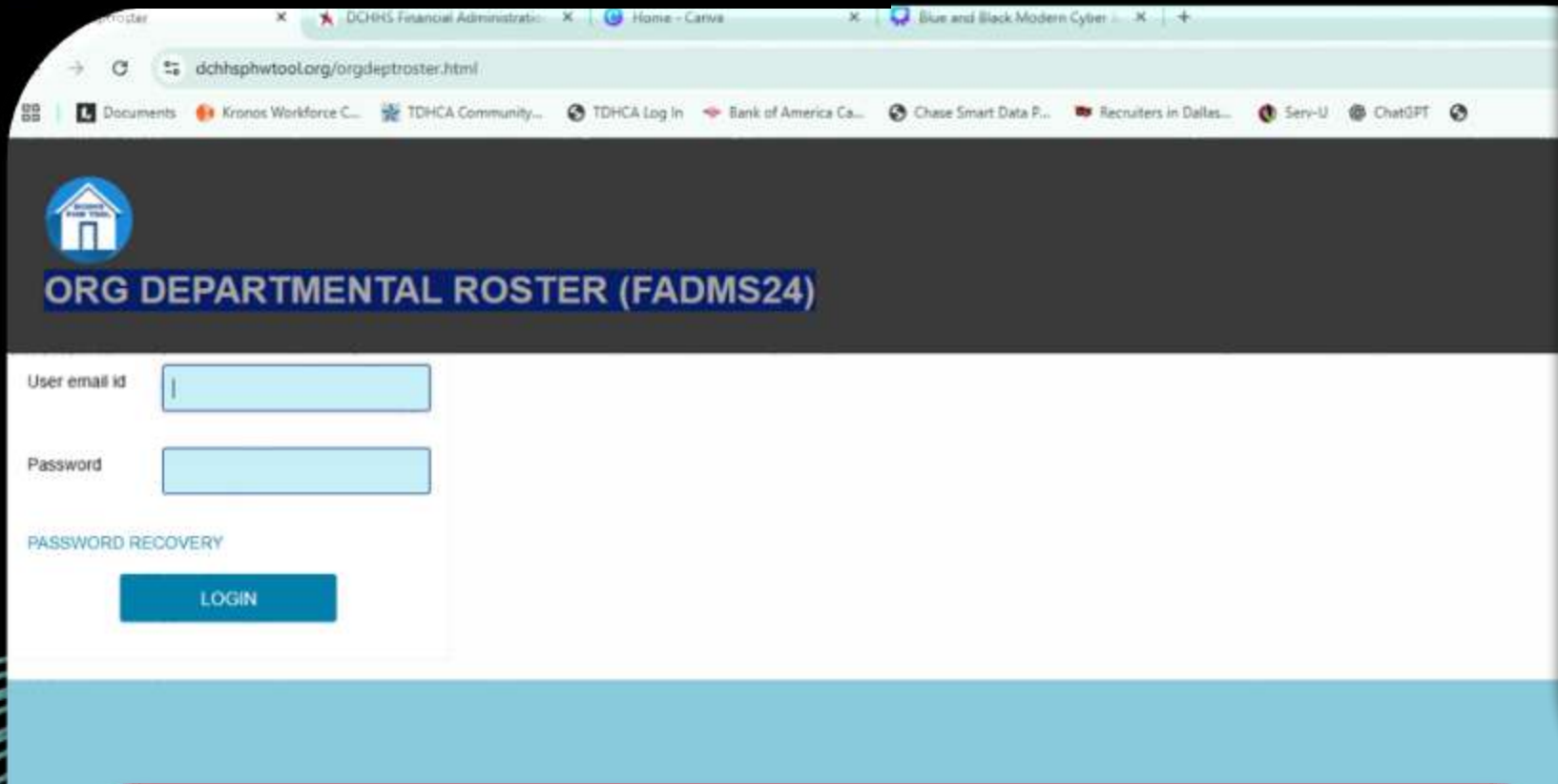
Aligned Data Models & Business Logic



Consistency, Integrity, and User Feedback



**If you are interested in developing a similar application for your organization please reach out to us at:
Email: datamgmtsupport@dallascounty.org.
We will be happy to share more information on the technical development and implementation



Employee Profile



DCHHS PHWTOOL

Employee Profile

THE COUNTY OF DALLAS

STATE OF TEXAS

DCHHS

Dallas County Health and Human Services

Healthy People Healthy Communities

Health and Social Equity

ACCREDITED HEALTH DEPARTMENT

PHAB

Advancing public health performance

Public Health Accreditation Board

ALEJANDRA M MORALES	53329	ACTIVE	8/15/2025
Employee	Employee Number	Active	Date
11/1/2021			0000000580
Hiring Date	Profession		Position Number
CASHIER III	07		N
Job Title			Exempt Status
	HISPANIC		FEMALE
Race	Ethnicity		Gender

No	214-819-2177	(214) 931-4906
Teleworking	Work phone	Personal Phone
Jorge Morales		(214) 931-4906
Emergency Contact		Emergency Phone
HHS-FINANCE ADMIN		SAAD MUSTAFA
Division		Hiring Manager
<div></div>	<div></div>	<div></div>
2377 N Stemmons Frwy, Dallas, TX 75207	214-819-2000	https://www.dallascounty.org/hhs/

Existing Data Manipulation and Importing into the System



Data Assessment and
Preparation

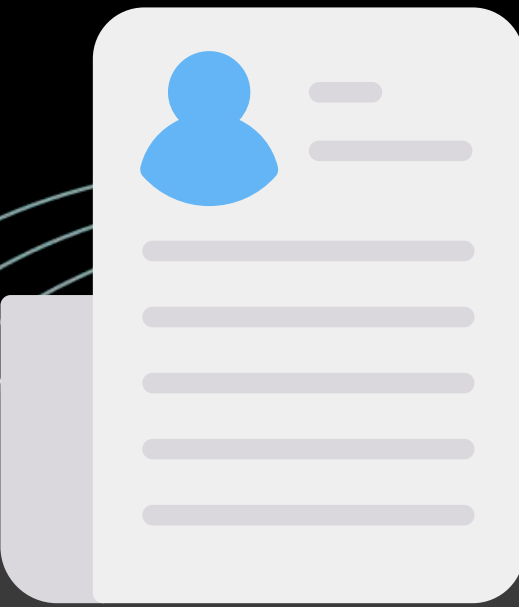


Transformation, Mapping,
and Import



Validation and
Front-End Verification

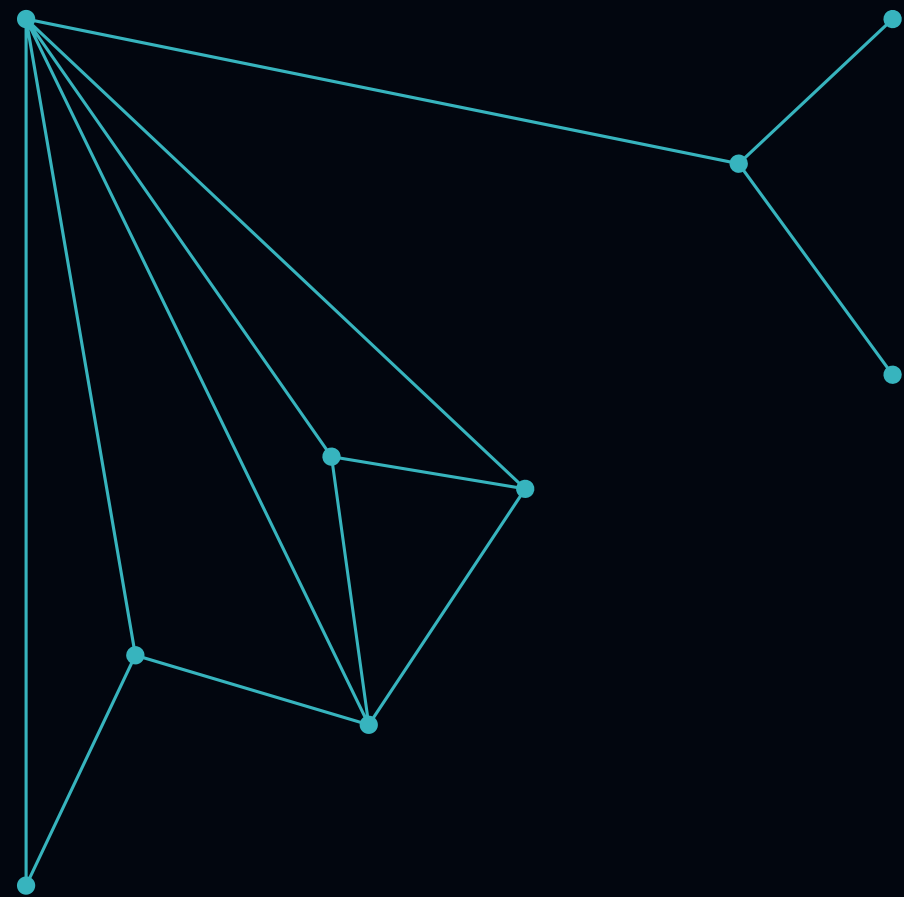
Roster By Division



ROSTER BY DIVISION

Job Title	Grade	Exempt	Schedule	Position Num	Funding Entity ▲	Job Code	Full name	Funding Type	Funding Source	Grant/Program	Posn-Status	Month-Salary	Hiring Manager
CASHIER III	07	N	I	0000000580	Budget Office	6015400	ALEJANDRA M MORALES	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
LIGHT TRUCK DRIVER	05	N	I	0000002708	Budget Office	8003026	GUADALUPE AGUILAR	General Fund	Local Gov - County	HEALTH DEPARTMENT	FILLED	<div></div>	MASOOMA HYDER
CONTRACTS MANAGER	D	E	E	0000002711	Budget Office	7082400	ESSENCE THOMAS	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
CLERK IV	08	N	I	0000002987	Budget Office	6000900	DAISY SALAS	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
VAN DRIVER	05	N	I	0000002988	Budget Office	8003600	SURENDRA KHADKA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
CLERK IV	08	N	I	0000004059	Budget Office	6000200		General Fund	Local Gov - County	HHS FINANCE ADMIN	VACANT		MASOOMA HYDER
SENIOR FINANCIAL MANAGER	K	E	E	0000007452	Budget Office	5008600	SAAD MUSTAFA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
PROGRAM MONITOR	G	E	E	0000007457	Budget Office	5006200	ABIMBOLA OKUNLOLA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
PROGRAM MONITOR	G	E	E	0000007459	Budget Office	5006200	HORTENCIA DOMINGUEZ	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
MEDICAID SPECIALIST	12	N	I	0000009650	Budget Office	3022700	KIMBERLY ZAVALA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
CASHIER II	06	N	I	0000003846	Budget Office	6015200	CLOVISTENE T ROBINSON	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER
	I	E	E	0000005932	Budget Office	7037400	JOSHUA SMETAK	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	<div></div>	MASOOMA HYDER

Quality Assurance Testing



Comprehensive Test
Planning and Execution




System Performance,
Security, and Accessibility
Testing




End-User Validation and
Feedback

Organizational Chart




DCHHS
Dallas County Health and Human Services
*Healthy People Healthy Communities
Health and Social Equity*



PUBLIC HEALTH WORKFORCE TOOL

Version 5.5

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DCHHS PHW DASHBOARD

Leader at the forefront of local public health issues!

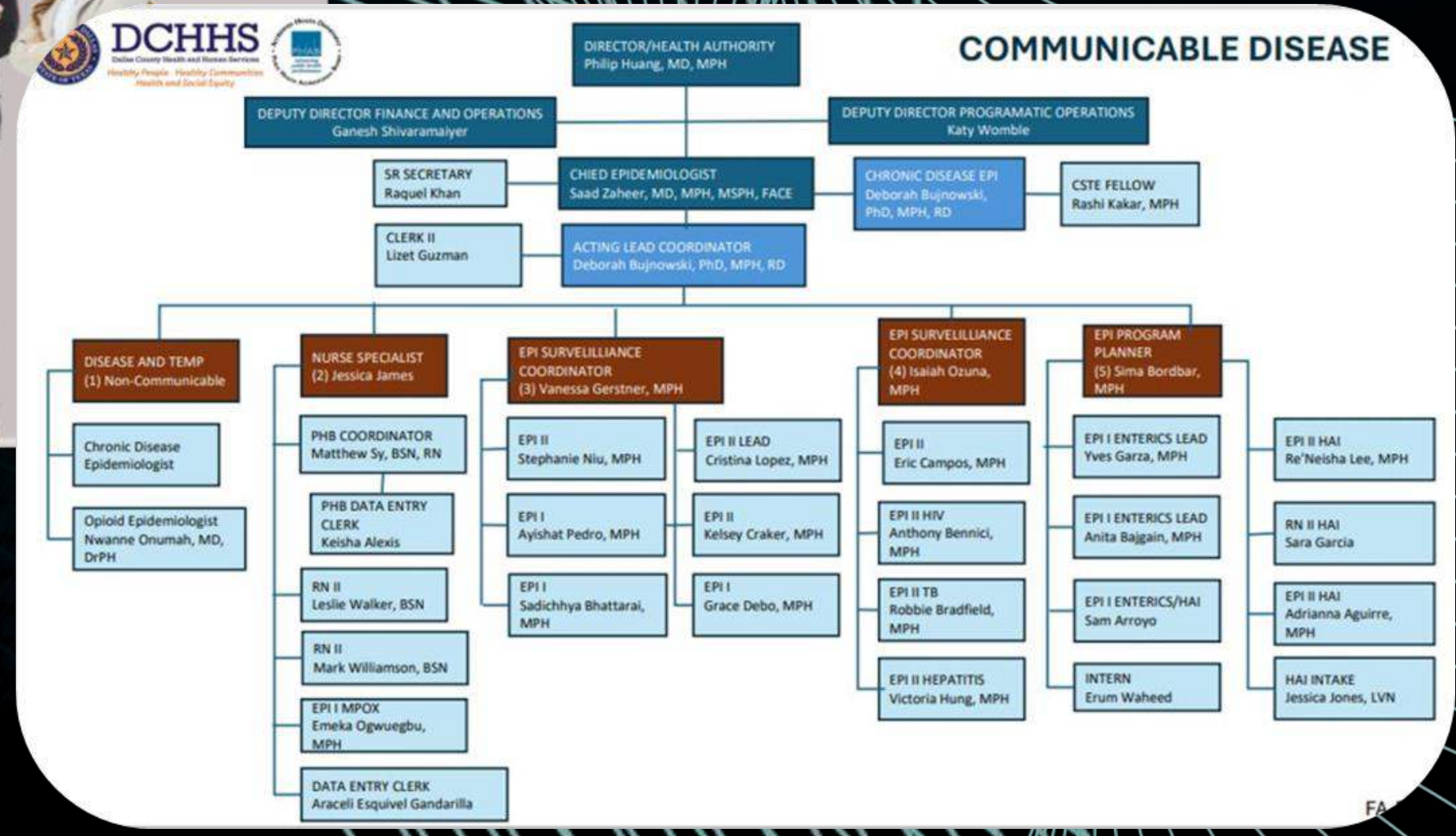
Department Level Access

- Roster by division head (Dept)
- Roster by hiring manager (Dept)
- Org Chart (Dept)

First-line Access(org chart based)

Second-line Access(org chart based)

Roster (to be fixed)



Version 1.0

Basic Database,
enhance
scalability

Version 2.0

Role-based
access, hiring
manager features,
streamline data
entry

Version 3.0

Architecture
updates, added
employee training
module

Version 4.0

Auto email alerts
to HIPAA-HHS
team when new
position is
created

Version 5.0

Organization
Charts for
divisions

Version

UPGRADE

Implementation and Go-Live

Final step in bringing the
public health workforce tool
from development to
production

Link:

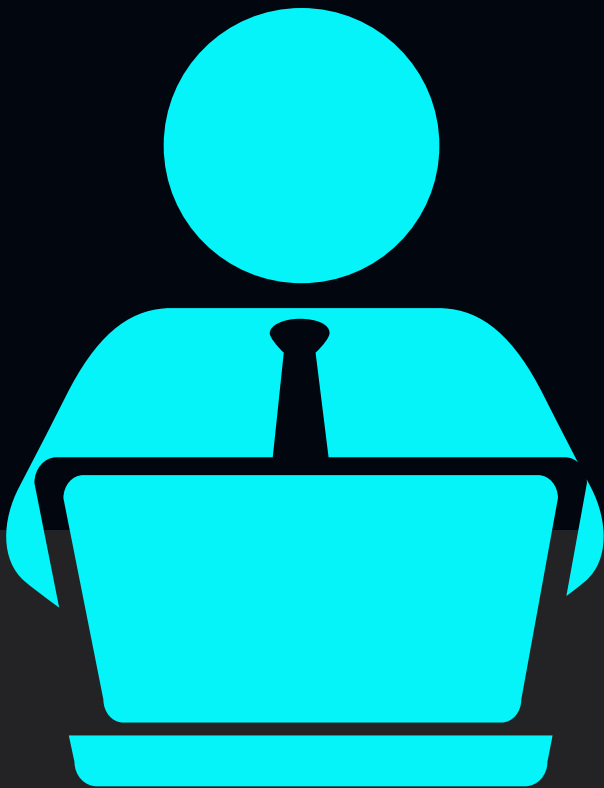
<https://dchhsphwtool.org>



Establishing Workforce KPIs and Dashboard Creation



Create a Unified Dashboard to Track Key Metrics



Develop standardized
dashboard templates for
executive use



Visualize metrics and
trends through graphs and
pie charts



Ensure data is actionable
and presented accessibly

Establish Workforce KPIs Essential to Reducing Vacancy Rate



Net Vacancy Rate
(Month-over-Month)



Vacancies by Funding
Source: General Fund
Programs and Grant-
Funded Programs



Vacancies by Position
Type, Retention and
Turnover Data, Workforce
Demographics

Workforce Tool Dashboards

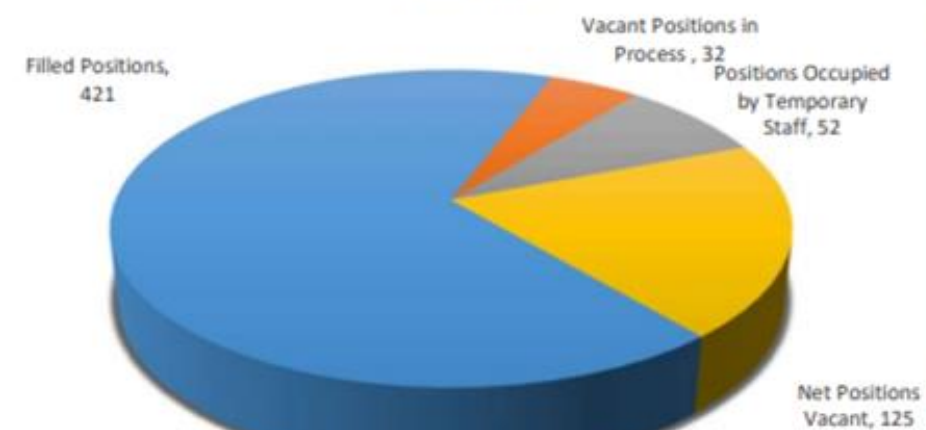
DCHHS Permanent Positions Vacancy Report

(As of July 31, 2023)

DCHHS Positions Overview	
Total Positions	749
Unfunded Positions	119
Total Funded Positions	630
Filled Positions	421
Vacant Positions	209
Vacant Positions in Process	32
Positions occupied by Temporary Staff	52
Net Vacant Positions	125

Filled vs. Vacant Positions

Total: 630



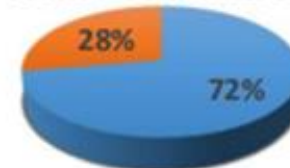
19.8%

Vacancy Rate

Position by Funding Source	
General Funded Positions	175
Grant Funded Positions	455
Total Positions	630

Grant vs. General Fund

Total Positions: 630



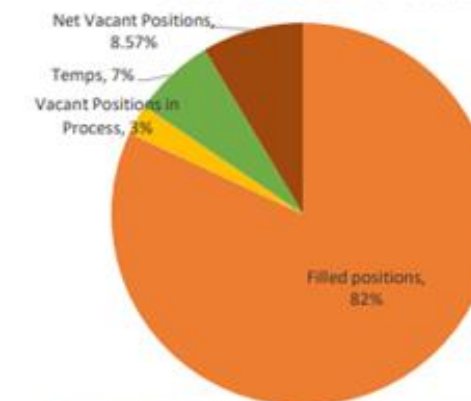
■ Grant ■ General Fund

DCHHS Permanent Positions Vacancy Report

(As of June 16, 2025)

DCHHS Positions Overview	
Total Positions	821
Unfunded Positions	156
Total Funded Positions	665
Filled Positions	545
Vacant Positions	120
Vacant Positions in Process	17
Positions occupied by Temporary Staff	46
Net Vacant Positions	57

Funded Positions Distribution



8.57%

Vacancy Rate
(Current)

8.38%

Vacancy Rate
(Previous Month)

According to Saratoga Workforce Index, the national average vacancy rate in 2022 was 15%. (Source: Saratoga Workforce Index report, <https://workforce.pwc.com/hr-metrics/vacancy-rate/>.)

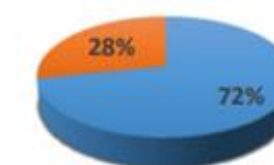
Vacancy Rates by Month



Position by Funding Source	
General Funded Positions	190
Grant Funded Positions	475
Total Positions	665

Grant vs. General Fund

Total Positions



■ Grant ■ General Fund

Vacancy by Program Report

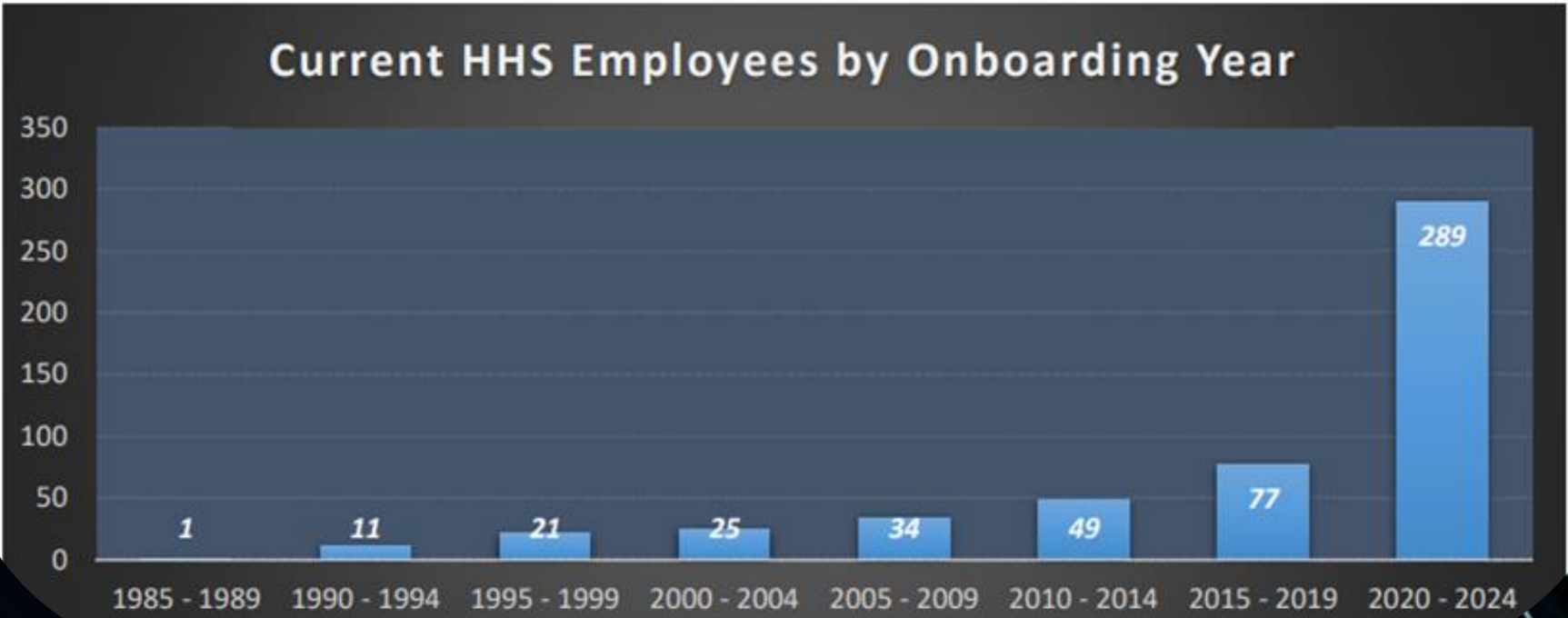
Dallas County Health and Human Services
Vacancies by Program Report

Program	Filled	In-Process	Positions Occupied by Temporary Staff	Net Vacancies
Chronic Disease Prevention	13	3	1	1
Communicable Disease and Epidemiology	19	-	1	-1
Community Outreach Program	2	-	1	-1
Ending the HIV Epidemic Program	8	1	1	3
Environmental Health	18	1	-	5
Financial Administration	67	1	1	4
Health Administration	34	1	1	1
Home Loan Counseling	6	-	-	-
Jackson-Stainfield Clinic (EHC)	6	-	-	-
Preventive Health and Immunizations	68	-	5	13
Public Health Emergency Preparedness	19	2	-	2
Public Health Lab	33	-	-	1
Refugee Clinic	11	-	3	3
Ryan White Grants Management	21	3	3	1
Section 8 - HCVP	34	1	1	2
Sexual Health Clinic	25	-	1	4
Social Services	73	2	25	3
STD/HIV Surveillance and Intervention	31	1	2	6
Tuberculosis Control and Prevention	57	1	-	10
Grand Total	545	17	46	57

Retention and Turnover Data

Retention & Turnover Data

Onboarding Year	Number of Employees
1985 - 1989	1
1990 - 1994	11
1995 - 1999	21
2000 - 2004	25
2005 - 2009	34
2010 - 2014	49
2015 - 2019	77
2020 - 2024	289



7.4 Yrs

Average Length of
Employment at

7.5 Yrs

Previous Month Average

Employee Turnover Rate
19%

Employee Turnover Rate = $\frac{\text{Employees who left}}{(\text{Employees at the beginning} + \text{Employees at the end}) / 2} \times 100$

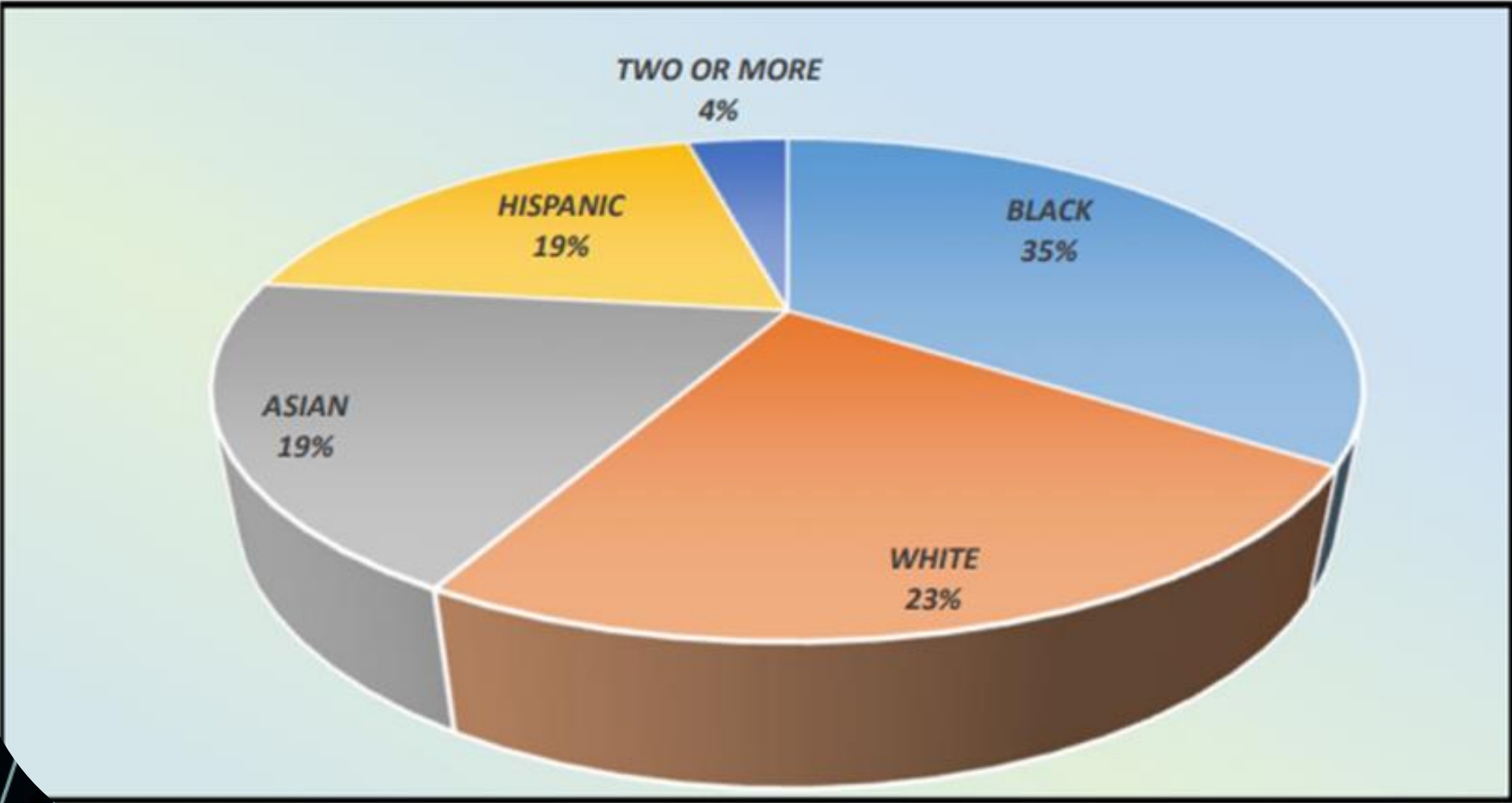
As a general rule, employee retention rates of 90% or higher are considered good. Organization should aim for turnover rate of 10% or less to keep the company's labor force stable.



Workforce Demographics

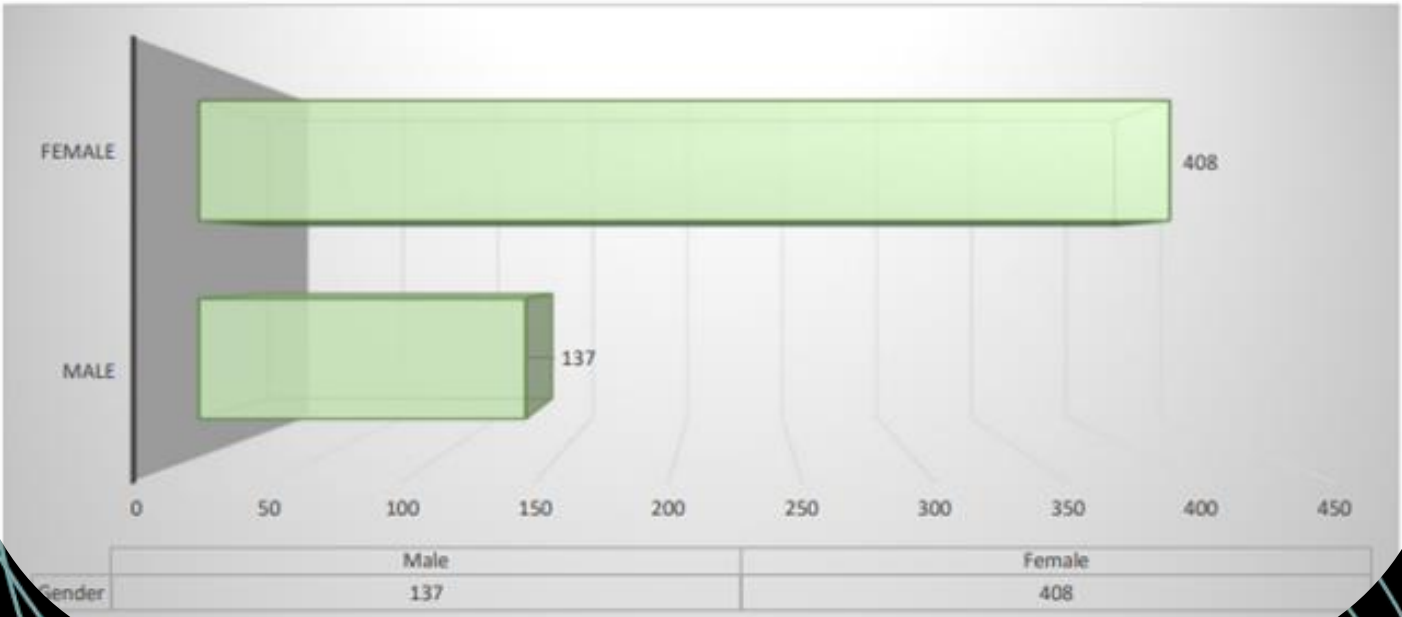
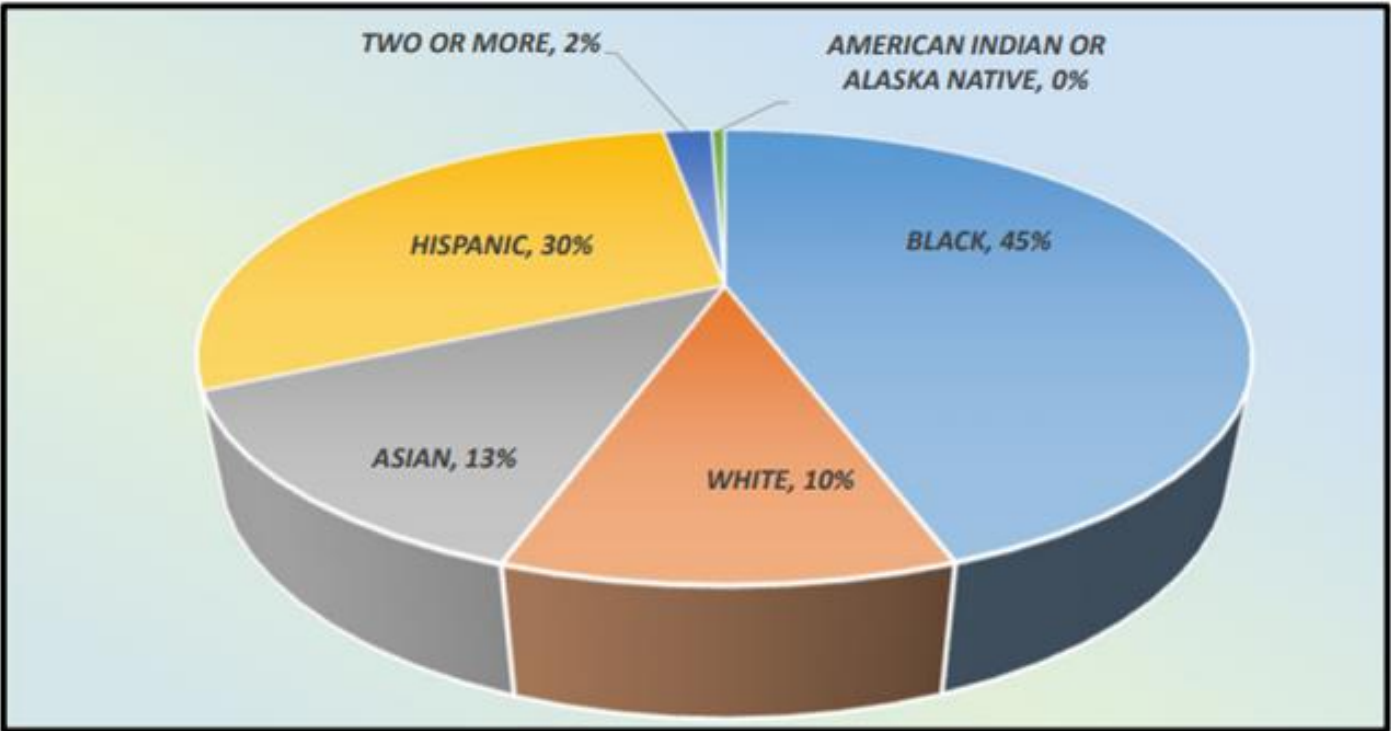
Management Staff Demographic Breakdown

Race/Ethnicity	Total
BLACK	9
WHITE	6
ASIAN	5
HISPANIC	5
TWO OR MORE	1
AMERICAN INDIAN OR ALASKA NATIVE	0
Total	26



Workforce Demographics

Race/Ethnicity	Total
BLACK	237
WHITE	57
ASIAN	69
HISPANIC	169
TWO OR MORE	10
AMERICAN INDIAN OR ALASKA NATIVE	3
Total	545



Establish Routine Reporting and Share KPI Dashboard with Stakeholders

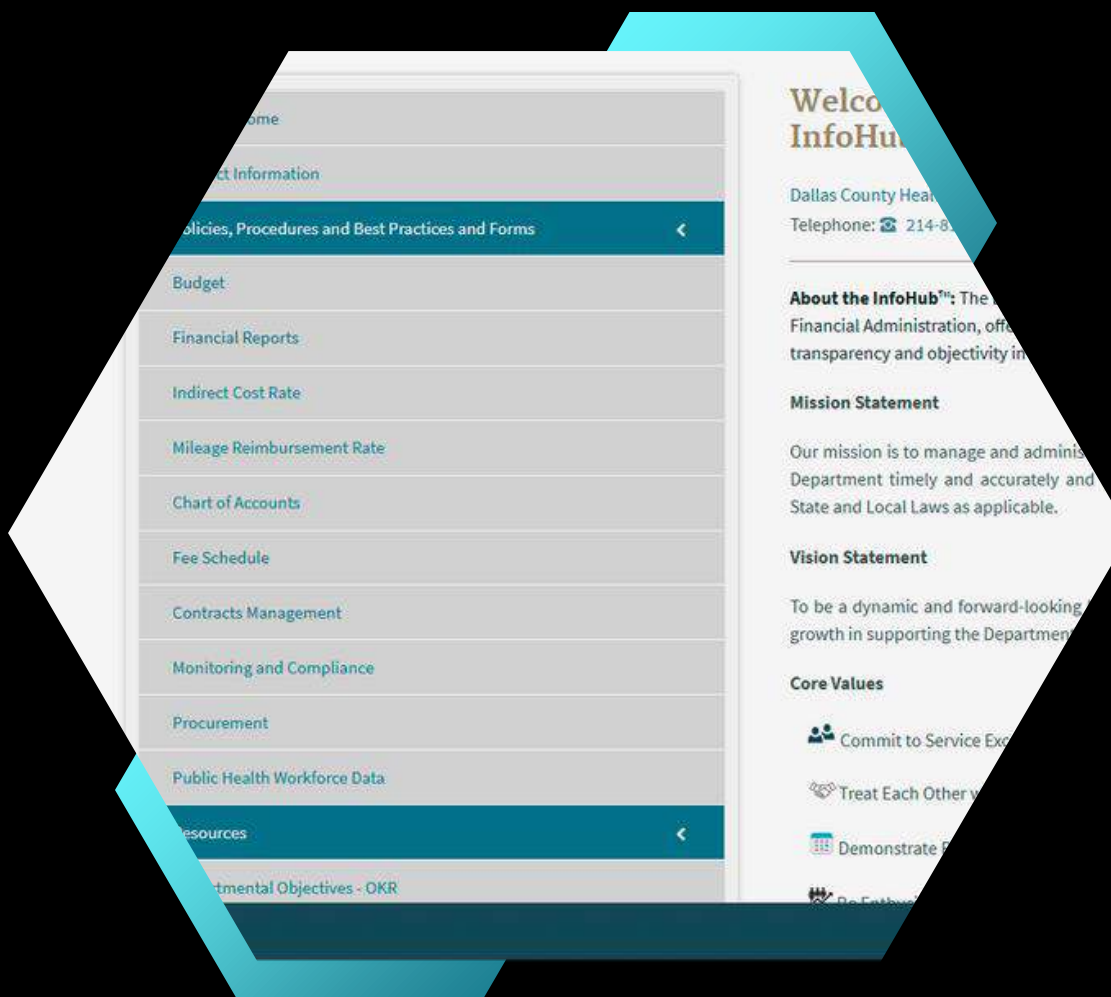
1

Implement monthly reporting cycles to executive leadership and Civil Service Commission



2

Share dashboard through FA-Info Hub

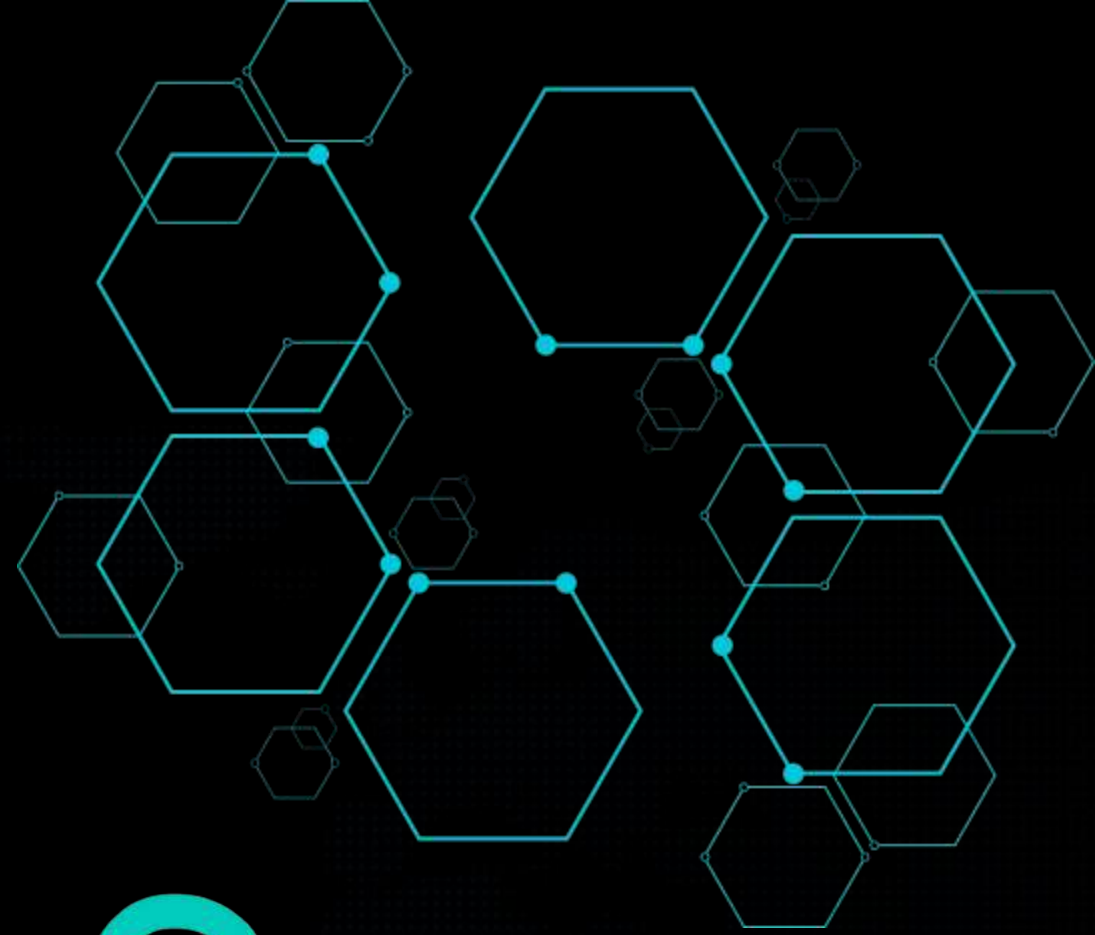


3

Promote data-informed workforce planning and transparency



ANY QUESTIONS?



Thank You

We appreciate your time and attention
as we build a stronger Public Health Workforce together.

CONTACT US



214-819-6070



<https://www.dallascounty.org/departments/dchhs/>



datamgmtsupport@dallascounty.org



2377 North Stemmons Freeway, Dallas Texas 75207