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Data-Driven Workforce Solutions in Public Health

BY PHIG PARTNERS

astho™ NNPHI™ PHAB

SHAPING TOMORROW'S PUBLIC HEALTH TODAY.

Program & Capability Mapping: A Common Language to Organize Public Health Infrastructure at Any Scale

Azalee Hoffbauer, MPH – Public Health Workforce Analyst - They/Them

Digital accessibility statement

Why We Still Can't Answer Basic Questions About Our Workforce

What We Have Now

- Basic job titles from HR systems
- Fragmented data systems
- Siloed systems and departments
- Inconsistent terminology

What We Need

- Roles tied to programs and capabilities
- Multi-role visibility
- Shared schema
- Scalable, structured data
- Real-time, individual-level workforce data

"In order to build capacity, we must understand who makes up our workforce, what programs they work in, and their roles."

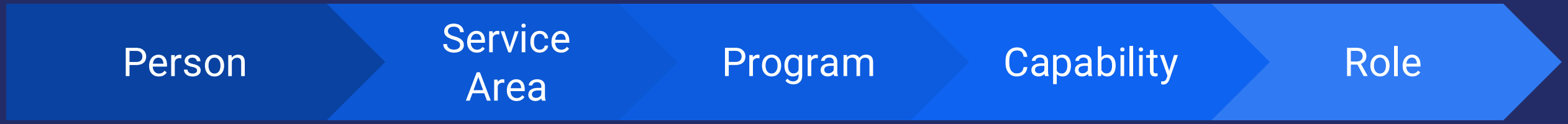
A Simple, Adaptable Framework

Maternal, Child, Adolescent & Family Health	Environmental Health	Communicable Disease Prevention, Investigation & Control	Access & Linkage with Care	Chronic Disease, Injury Prevention & Behavioral Health Promotion
WIC Nurse Family Partnership Farm to Child Cavity Free at Three	Hazardous Materials Colorado Clean Cars Community Water Fluoridation	Zoonotic Diseases Expedited Partner Therapy COVID-19 Emerging Infections	SNAP HPSA Loan Repayment Medicaid	Communities That Care Quitline WISEWOMAN Project AWARE

Assessment & Planning	Communications	Policy Development & Support	Partnerships
Data Collector Lab Tech Epidemiologist City/Urban Planner	Comms Specialist Fundraising Manager Public Info Officer Webmaster	Legislative Assistant Policy Advisor Policy Compliance Specialist	Community Partner Liaison Outreach Specialist Org/Site Manager

Organizational Competencies	Emergency Preparedness & Response	Health Equity & Social Determinants of Health	Additional Important Services
Program Manager HR Technician Auditor IT Specialist	EPR Liaison Emergency Dispatch City Emergency Manager	Promotora Training Specialist Community Health Worker	Logistic Manager Case Manager Social Worker Health Care Workers

A Simple, Adaptable Framework



- Works with any agency
- Piloted at state & local level
- Built to reflect real people doing real work

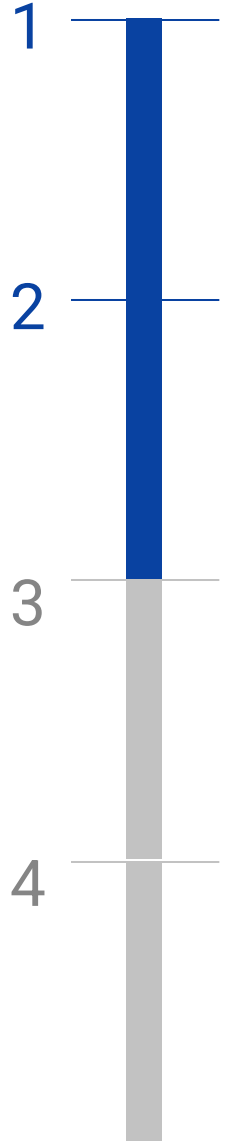
Data Isn’t the Problem, The Structure Is

- “Data” isn’t abstract, it’s embedded in daily work
- Workforce data isn’t a tech issue, it’s a shared understanding issue
- Program & Capability Mapping gives us a common language to describe real infrastructure

How It Works — At Any Level

"Infrastructure misalignments become visible"

- Data systems unused or underutilized
- Capabilities not tracked
- People improvising to fill systemic gaps



1

Pull Existing HR Data

Includes basic job role data and minor demographics

2

Add 9 Key Fields

FPHS Area, Program Area, Sub Program Area 1-3, Targeted Program, FPHS Capability, CALPHO Specific Capabilities, & General Occupational Description

3

Collect Additional Data

Use interviews, org charts, self report surveys, create your own data collection methods

4

Use Your Current Tools

Excel, Google-sheets, etc.

Clarity, Visibility, and Functionality

Staff

- See who does what, where, and how
- Track “other duties as assigned,” temporary roles, surge deployments
- Understand capacity by capability, not just job title

Systems

- Reveal how infrastructure is organized
- Link roles to funding, policy, systems
- Spot gaps, duplication, or fragility in operations

Community

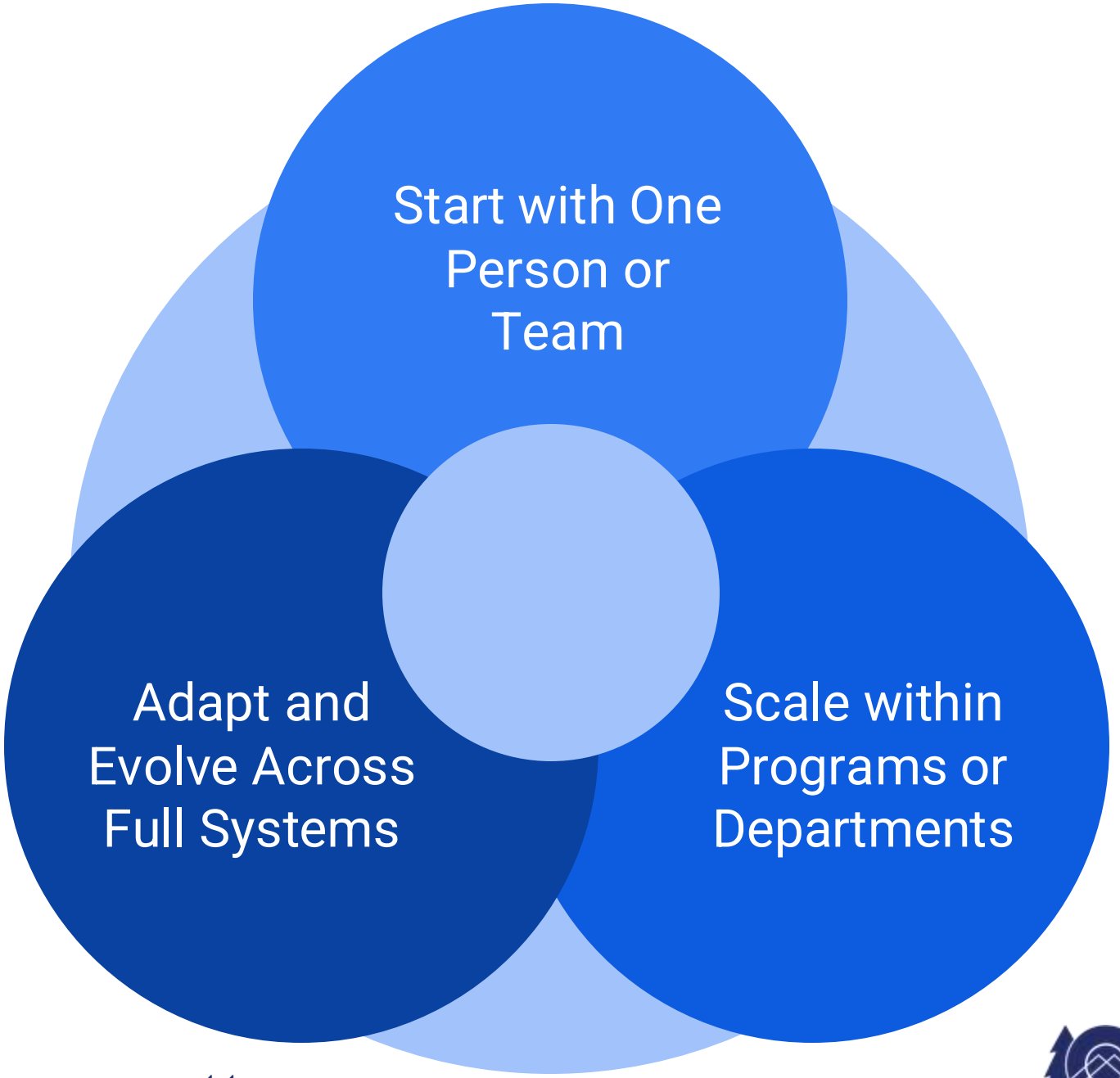
- Align workforce to program delivery
- Share with external partners and funders
- Demonstrate value + capacity beyond staffing counts

From Hesitancy to Action

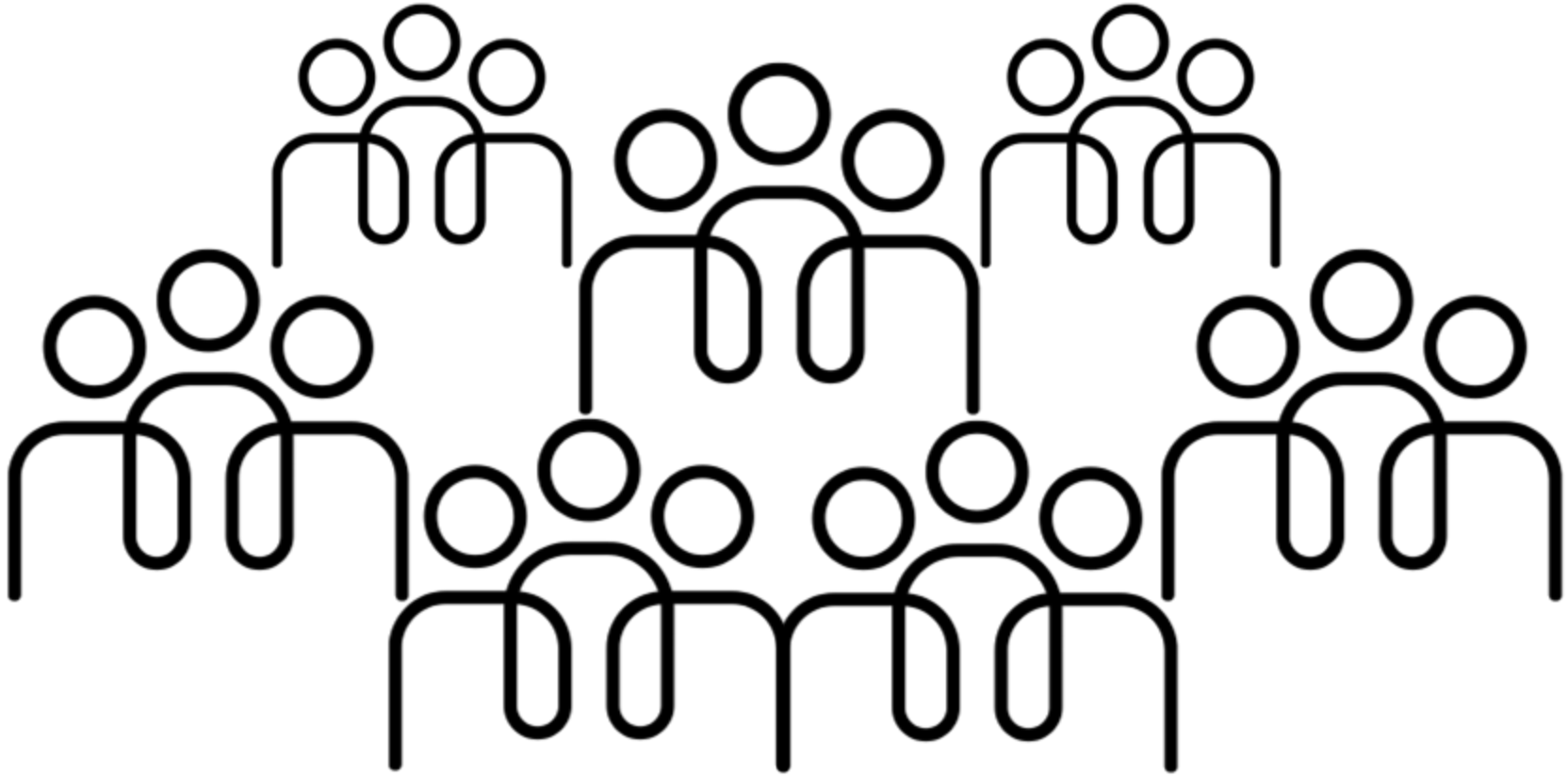
"Workforce data is not risky, it is necessary"

- We already have what we need to begin
- The framework is scalable, grounded, and flexible
- This isn't a burden, it's a step toward clarity and transformation

Adaptability Is the Path to Sustainability



The Heart of Public Health



Start Where You Are, Use What You Have

- ➔ Champions who see the value
- ➔ Agencies ready to use the framework
- ➔ Coordinated organic growth

“The common language exists. Now we just need to use it.”

Shanna.Wisdom@state.co.us
Azalee.Hoffbauer@gmail.com

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

Financial Administration

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

Presented at the 2025 PHIG ARC Virtual Day
Thursday, November 13

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CONCEPT

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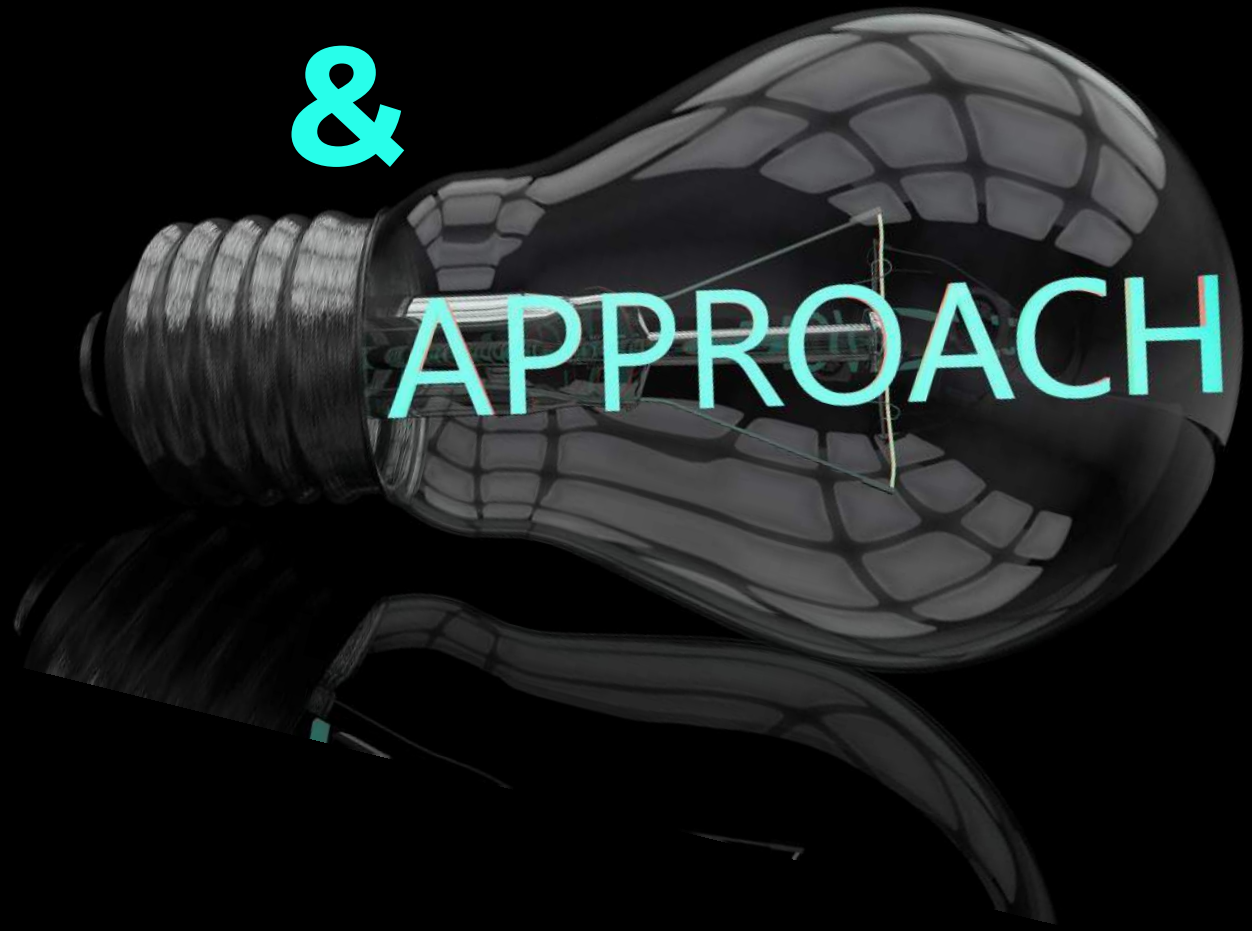

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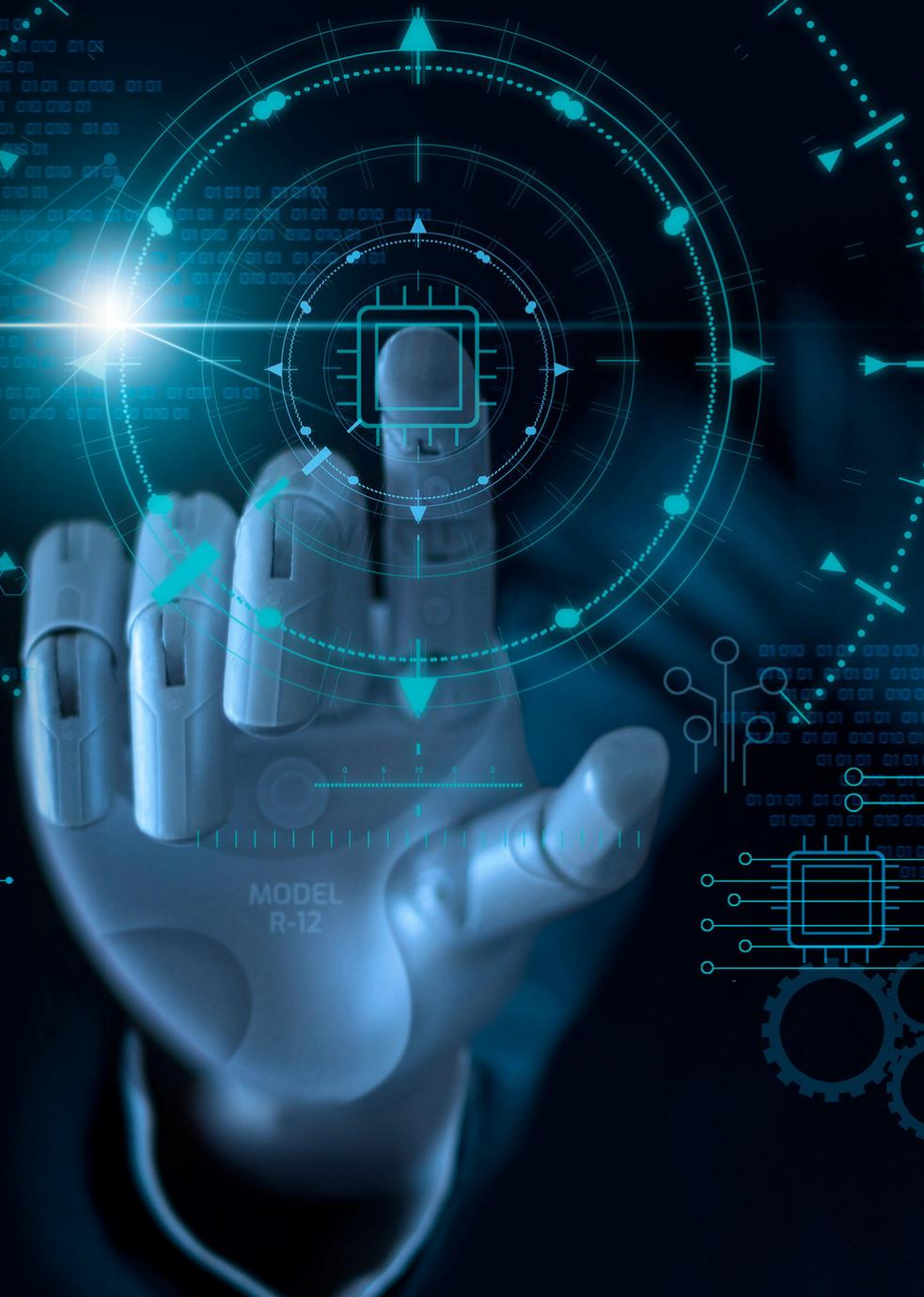
Building the Foundation for the Centralized Data System

- Diagnosing the Vacancy Problem through Data

- Addressing the Limitations of Centralized HR Systems

- Laying the Groundwork for Actionable Insights



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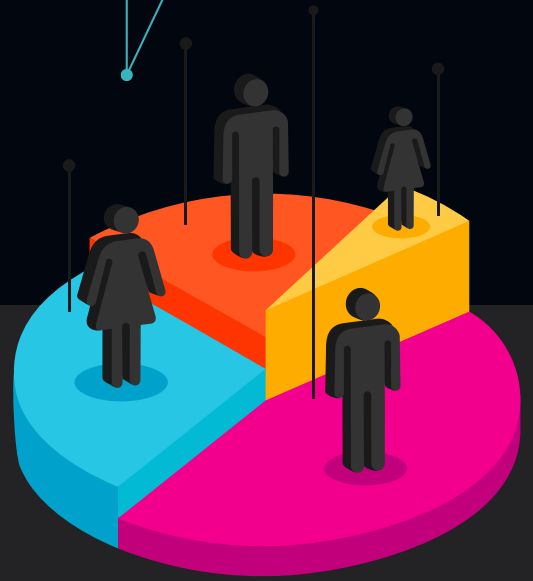
Developing Data Collection Mechanism

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

Reply | Reply all | Forward

Thu 8/7/2025 10:26 AM

Vacancy Report - Health Admin...
79 KB

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

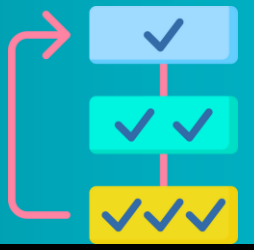
PROGRAM	FUNDING SOURCE	POSITION NO	JOB TITLE	EMPLOYEE	HIRING MANAGER	TEMP STAFF IN PLACE	POSTED? (Y/N)	REASON
HEALTH-V D EPIDEMIOLOGY	8706	0000005145	DISEASE INTERVENTION SPECIALIST III	**VACANT**	Shelley Cabrera	N	Y	candidate selected
HEALTH-V D EPIDEMIOLOGY	8706	0000005150	DISEASE INTERVENTION SPECIALIST 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: Requirement Gathering

- Stakeholder Engagement and Needs Assessment

- Technical and Regulatory Considerations

- Feature Prioritization and Documentation



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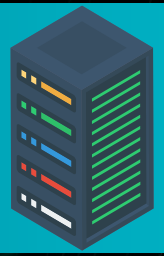
Identifying Software/Platform for the Customized Workforce Tool Application - Caspio

- 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

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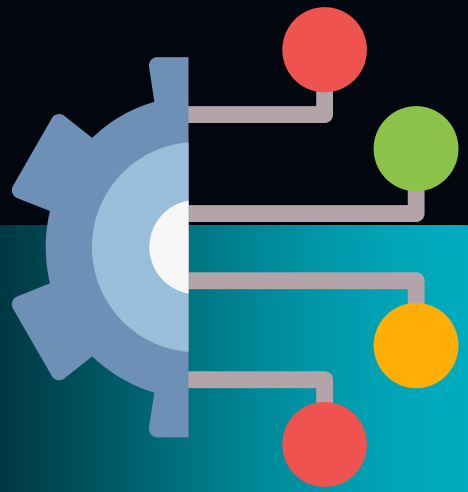
Identifying Hosting Space for Custom-Created User Interface

Hosting, Performance, and Security Infrastructure



Integration, Scalability, and Development Flexibility

User Accessibility and Cost Efficiency

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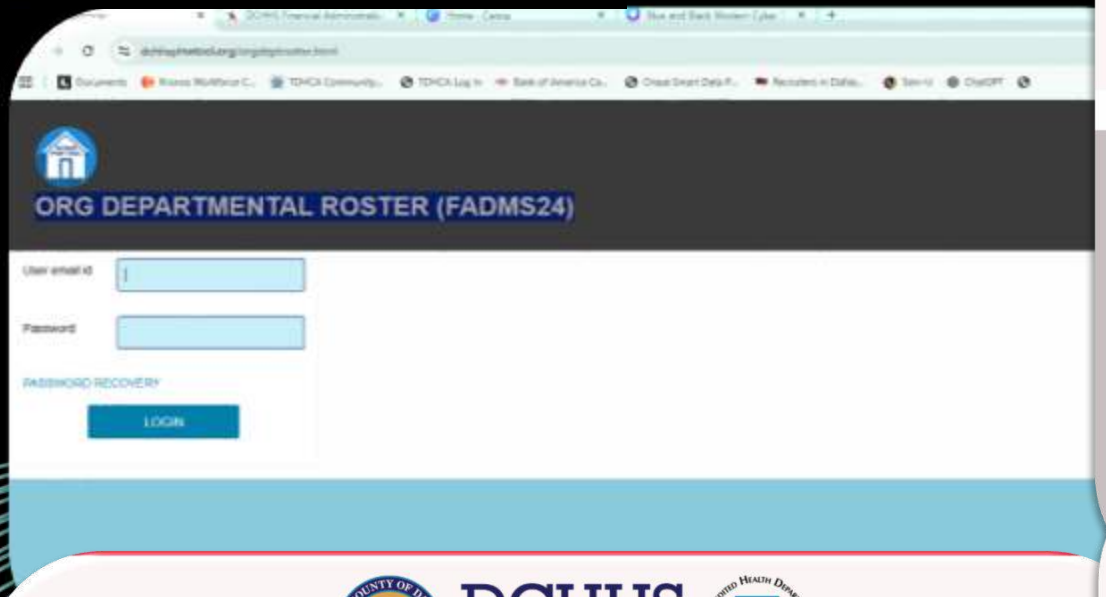

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PUBLIC HEALTH WORKFORCE TOOL

Version 5.5

Home Dashboard Records Reports Versions Contact Logout

Dynamic
Fixed

DCHHS PHW DASHBOARD
MY ROSTER
EMPLOYEE PROFILE

Leader at the forefront of local public health issues!

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Version 5.5

Home Dashboard Records Reports Versions Contact Logout

Employees
Funding
Grades
Job-titles
Trainings
Miscellaneous
Court-briefing
Civil-service
Hiring
Position-change
Seperation

EMPLOYEE PROFILE

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Version 5.5

Home Dashboard Records Reports Versions Contact Logout

Department Level Access
First-line Access(org chart based)
Second-line Access(org chart based)
Roster (to be fixed)

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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	[redacted]	MASOOMA HYDER
LIGHT TRUCK DRIVER	05	N	I	0000002708	Budget Office	8003026	GUADALUPE AGUILAR	General Fund	Local Gov - County	HEALTH DEPARTMENT	FILLED	[redacted]	MASOOMA HYDER
CONTRACTS MANAGER	D	E	E	0000002711	Budget Office	7082400	ESSENCE THOMAS	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
CLERK IV	08	N	I	0000002987	Budget Office	6000900	DAISY SALAS	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
VAN DRIVER	05	N	I	0000002988	Budget Office	8003600	SURENDRA KHADKA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	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	[redacted]	MASOOMA HYDER
PROGRAM MONITOR	G	E	E	0000007457	Budget Office	5006200	ABIMBOLA OKUNLOLA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
PROGRAM MONITOR	G	E	E	0000007459	Budget Office	5006200	HORTENCIA DOMINGUEZ	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
MEDICAID SPECIALIST	12	N	I	0000009650	Budget Office	3022700	KIMBERLY ZAVALA	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
CASHIER II	06	N	I	0000003846	Budget Office	6015200	CLOVISTENE T ROBINSON	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	MASOOMA HYDER
	I	E	E	0000005932	Budget Office	7037400	JOSHUA SMETAK	General Fund	Local Gov - County	HHS FINANCE ADMIN	FILLED	[redacted]	

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Quality Assurance Testing

Comprehensive Test Planning and Execution

System Performance, Security, and Accessibility Testing

End-User Validation and Feedback

Organizational Chart

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PUBLIC HEALTH WORKFORCE TOOL

Version 5.5

Home | Dashboard | Records | Reports | Versions | Contact | Logout

- 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)

DCHHS PHW DASHBOARD

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DCHHS

COMMUNICABLE DISEASE

- DIRECTOR/HEALTH AUTHORITY — Philip Huang, MD, MPH
  - DEPUTY DIRECTOR FINANCE AND OPERATIONS — Ganesh Shivaramaiyer
    - SR SECRETARY — Raquel Khan
    - CLERK II — Lizet Guzman
  - DEPUTY DIRECTOR PROGRAMATIC OPERATIONS — Katy Womble
    - CHIED EPIDEMIOLOGIST — Saad Zaheer, MD, MPH, MSPH, FACE
      - ACTING LEAD COORDINATOR — Deborah Bujnowski, PhD, MPH, RD
    - CHRONIC DISEASE EPI — Deborah Bujnowski, PhD, MPH, RD
    - CSTE FELLOW — Rashi Kakar, MPH

DISEASE AND TEMP (1) Non-Communicable
- Chronic Disease Epidemiologist
- Opioid Epidemiologist Nwanne Onumah, MD, DrPH

NURSE SPECIALIST (2) Jessica James
- PHB COORDINATOR — Matthew Sy, BSN, RN
  - PHB DATA ENTRY CLERK — Keisha Alexis
  - RN II — Leslie Walker, BSN
  - RN II — Mark Williamson, BSN
  - EPI I MPOX — Emeka Ogwuegbu, MPH
  - DATA ENTRY CLERK — Araceli Esquivel Gandarilla

EPI SURVEILLIANCE COORDINATOR (3) Vanessa Gerstner, MPH
- EPI II — Stephanie Niu, MPH
  - EPI I — Ayishat Pedro, MPH
  - EPI I — Sadichhya Bhattarai, MPH
- EPI II LEAD — Cristina Lopez, MPH
  - EPI II — Kelsey Craker, MPH
  - EPI I — Grace Debo, MPH

EPI SURVEILLIANCE COORDINATOR (4) Isaiah Ozuna, MPH
- EPI II — Eric Campos, MPH
- EPI II HIV — Anthony Bennici, MPH
- EPI II TB — Robbie Bradfield, MPH
- EPI II HEPATITIS — Victoria Hung, MPH

EPI PROGRAM PLANNER (5) Sima Bordbar, MPH
- EPI I ENTERICS LEAD — Yves Garza, MPH
- EPI I ENTERICS LEAD — Anita Bajgain, MPH
- EPI I ENTERICS/HAI — Sam Arroyo
- INTERN — Erum Waheed
- EPI II HAI — Re'Neisha Lee, MPH
- RN II HAI — Sara Garcia
- EPI II HAI — Adrianna Aguirre, MPH
- HAI INTAKE — Jessica Jones, LVN

Implementation and Go-Live

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

Link:
https://dchhsphwtool.org

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tablishing 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

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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

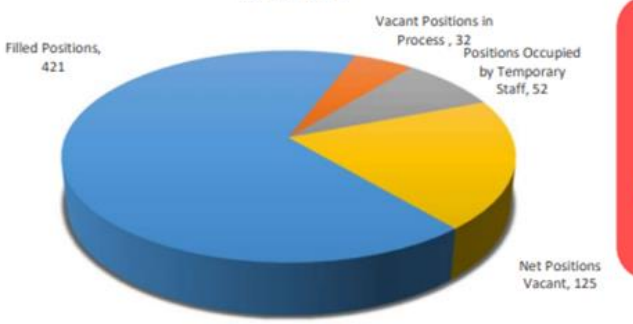
Vacancies by Position Type, Retention and Turnover Data, Workforce Demographics

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**

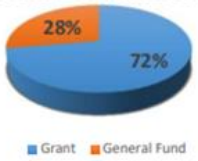
Filled vs. Vacant Positions
Total: 630



19.8%
Vacancy Rate

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

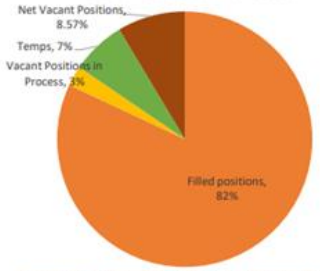
Grant vs. General Fund
Total Positions: 630



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

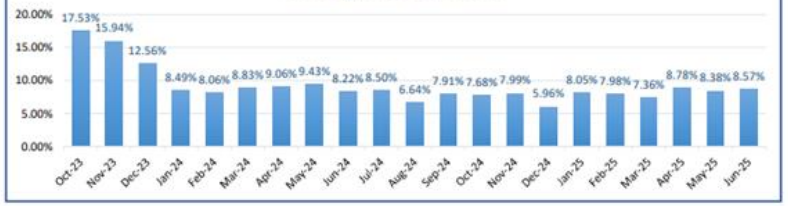


8.57%
Vacancy Rate
(Current)

8.38%
Vacancy Rate
(Previous Month)

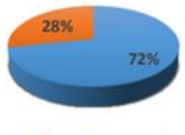
According to Saratoga Workforce Index, the national average vacancy rate in 2022 was 15%. (Source: Saratoga Workforce Index report, https://workforce.pwc.com/hr-metrics/vacancy-rate.)

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



Vacancy by Program Report

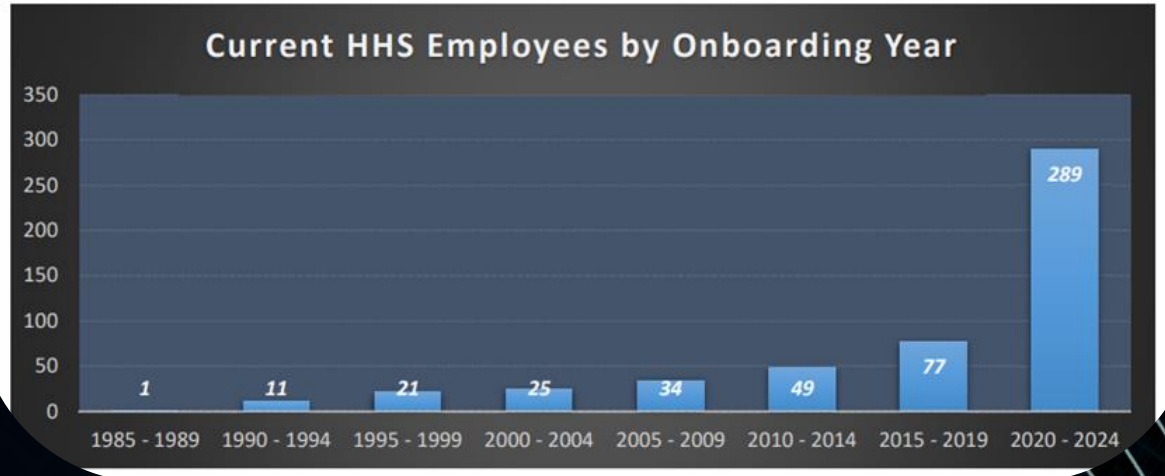
Dallas County Health and Human Services
Vacancies by Program Report

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%

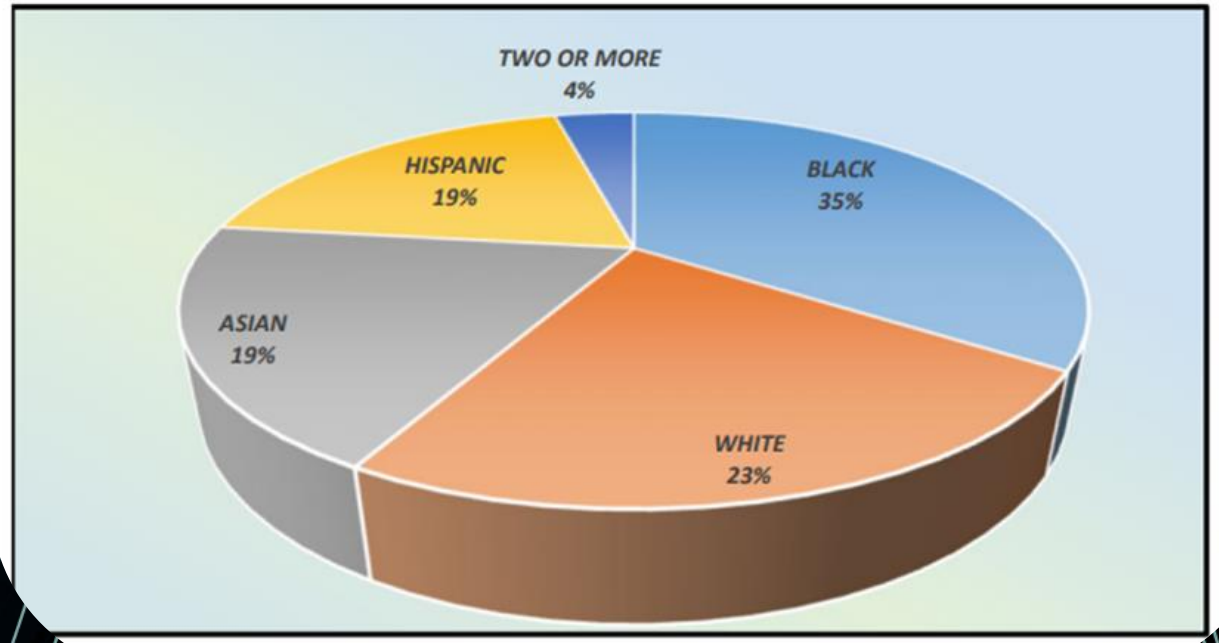
Employee Turnover Rate = Employees who left/(Employees at the beginning+Employees at the end)/2 X 100

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

Workforce Demographics

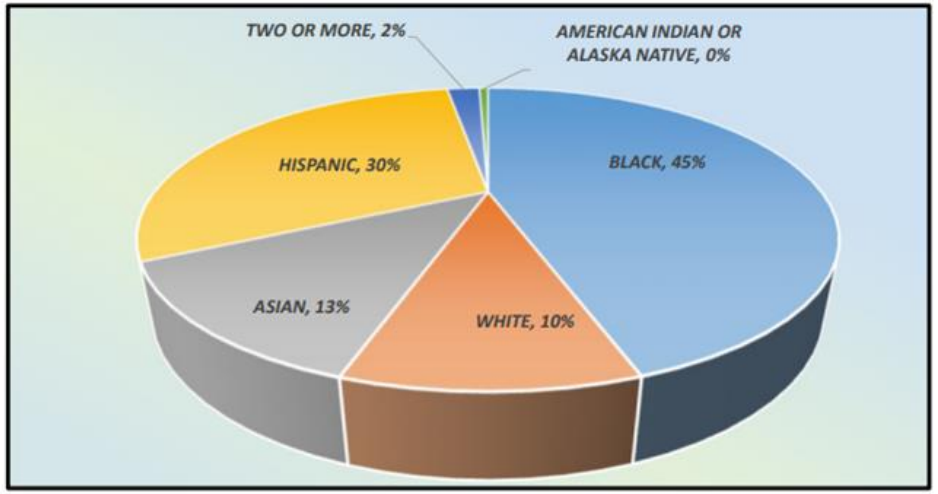
Management Staff Demographic Breakdown

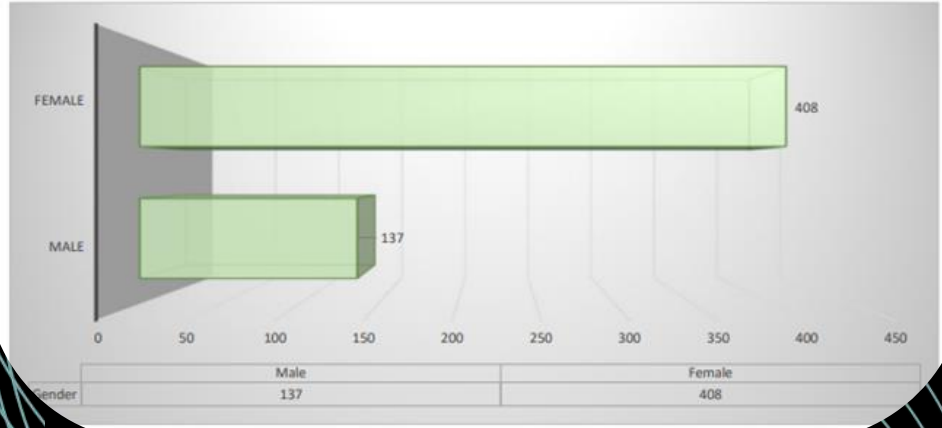
Race/Ethnicity	Total
BLACK	9
WHITE	6
ASIAN	5
HISPANIC	5
TWO OR MORE	1
AMERICAN INDIAN OR ALASKA NATIVE	0
Total	**26**



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**





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

Financial Administration

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?

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

Financial Administration

Thank You

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

CONTACT US

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https://bit.ly/4nDWh9c

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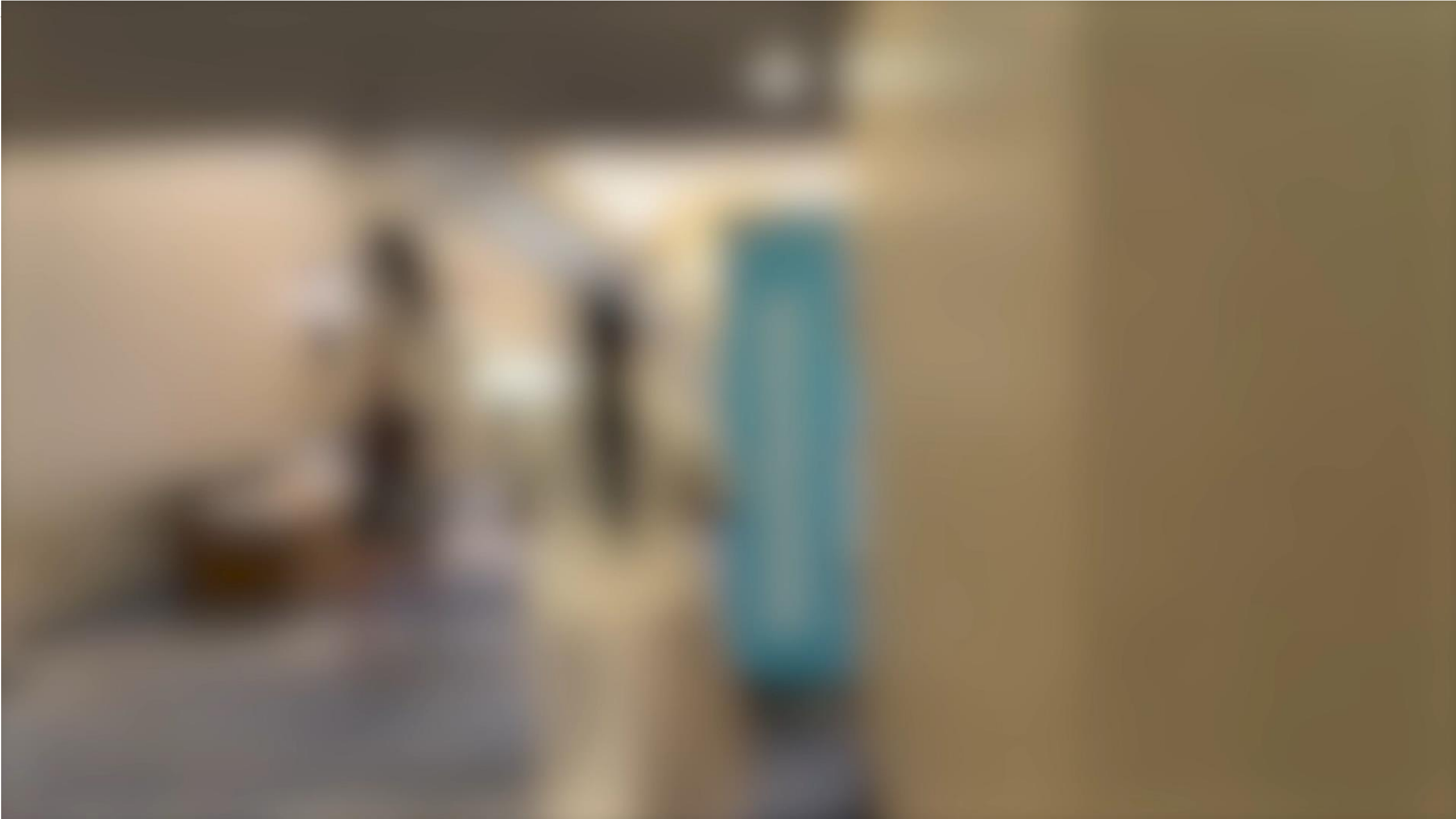

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Thank you for joining us at the 2025 PHIG ARC Virtual Day!