

ASTDD Competencies for State/Territorial Oral Health Programs

November 2022 Version

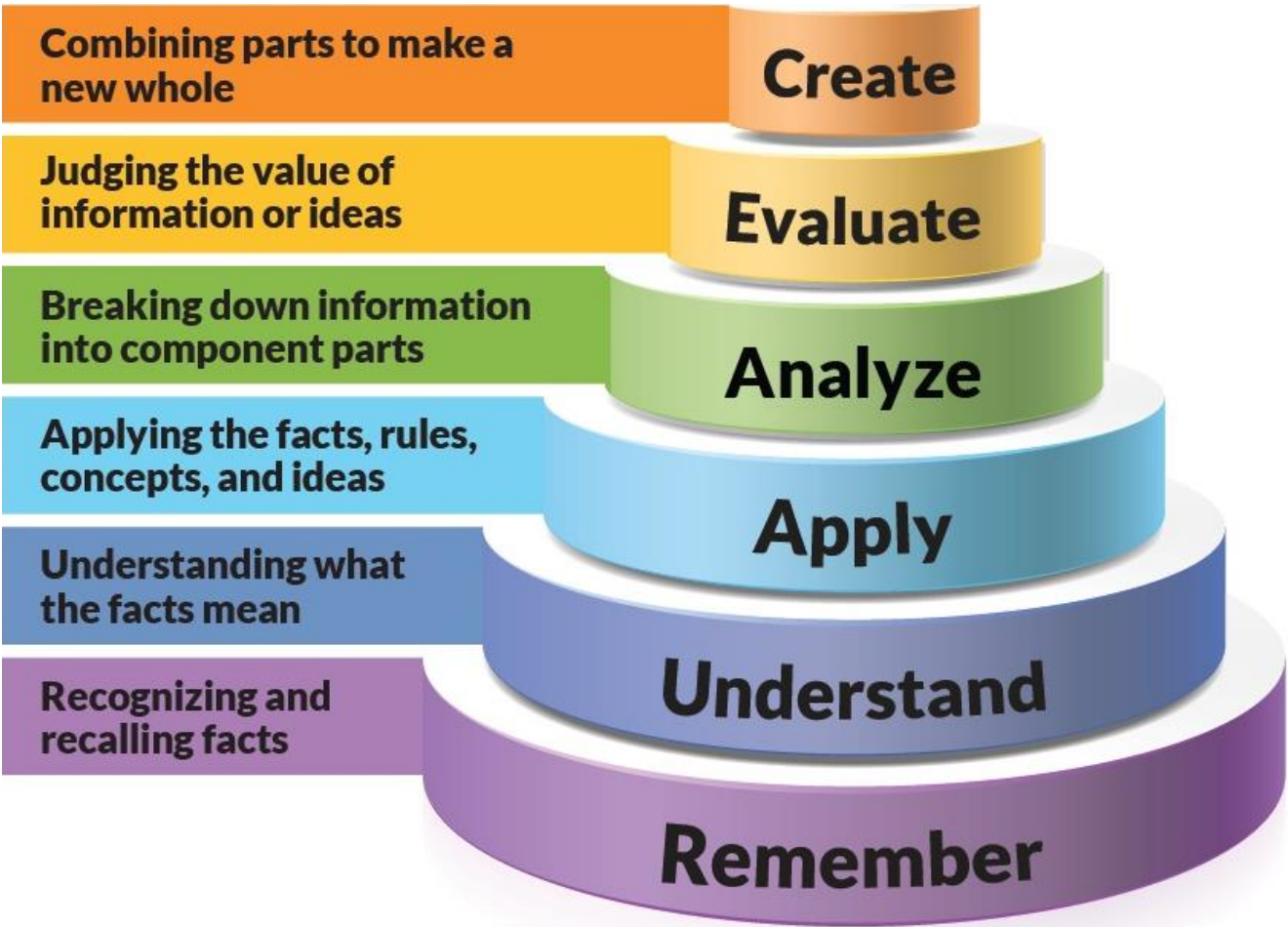


Table of Contents

Acknowledgments.....	1
Background and Purpose	2
Potential Ways to Use the Competencies	2
Guiding Principles	3
Domain 1. Build Support for Collective Impact.....	3
Domain 2. Collect, Analyze and Summarize Data	5
Domain 3. Assess, Plan, Implement and Evaluate Programs	7
Domain 4. Influence Policies and Systems Change.....	9
Domain 5. Recruit and Retain a Competent and Adequate Workforce.....	11
Domain 6. Assure Support for Programs.....	13
Domain 7. Use Public Health and Dental Public Health Science.....	15
Domain 8. Lead Strategically	16
List of Appendices	18

Acknowledgments

Revisions to *Competencies for State/Territorial Oral Health Programs* continue to be supported through a cooperative agreement from the Centers for Disease Control and Prevention (CDC), Division of Oral Health (DOH), most recently 5 NU58DP006573-04-00 and 05-00. ASTDD would like to thank the following people for their many hours of commitment and assistance with researching, writing, and field testing the 2022 version:

Primary writers and researchers: Beverly Isman, RDH, MPH, ELS and Julie Ann Janssen, RDH, MA

Workgroup members and reviewers: Matthew Horan, DMD, MPH; Cheri Kiefer, BSN, RDN; Lewis Lampiris, DDS, MPH; Reginald Louie, DDS, MPH; Bob D. Russell, DDS, MPH, MPA, CPM, FACD, FICD; Matt Zaborowski, MPH, CPH

Field test: Vermont Office of Oral Health staff: Robin Miller, RDH, MPH; Debora Teixeira, DDS (foreign trained), MEd; Dustin Jurgenson; and Stephanie Stead, BS, MPH

Background and Purpose

ASTDD developed *Competencies for State/Territorial Oral Health Programs* in 2010 to accompany the *ASTDD Guidelines for State and Territorial Oral Health Programs* and updated them in 2022 to align with other public health competencies, new state/territorial and national focus areas, and 2021 updates to the [ASTDD Guidelines](#). While the *Guidelines* reflect roles and activities for State/Territorial Oral Health Programs (S/TOHP), the *Competencies* represent skills that might be needed to successfully achieve the activities and roles. They focus on skills to accomplish the core public health functions of assessment, policy development and assurance and the [10 Essential Public Health Services to Promote Oral Health](#); clinical dental/oral health related skills are not included. The 2022 *Competencies* are categorized under eight general Domains. Each Competency includes a table of examples of five Skill Levels starting from Zero (no skills), Level 1, the most basic, and increasing in complexity to Level 4. Although programs can work to attain Level 4 skills in all Competencies, most programs will be able to achieve significant program successes without reaching this ideal. In addition, 16 Guiding Principles represent Competencies that are crosscutting.

The ASTDD Competencies website includes useful tools to assist S/TOHP determine what skills current team members perceive they have that contribute to program success, and what skills the team feels are needed for program improvement. The Competencies represent skills for a successful program, whether they are present in oral health program staff or are obtained from other programs or outside sources. Every individual working in an oral health program need not be proficient in each competency. Competencies can help states determine where the program stands and what are realistic expectations and aspirations. The Competencies promote identifying, leveraging and sharing of resources and collaboration with partners to maximize skill sets.

Potential Ways to Use the Competencies

- Assess the current skills of people available to the oral health program; identify where there are gaps for the program or where current skills are not being used to benefit the program
- Look for expertise in other state agency personnel or in community partners to fill gaps
- Use assessment findings to inform strategic planning and program evaluation
- Use assessment findings to justify requests for additional resources
- Share the Competencies document with other health department units, policymakers, and community partners to demonstrate the skill sets and commonalities needed for public health programs
- Set goals for individual performance plans and program advancement using the Competency levels, and evaluate on a periodic basis
- Create professional development opportunities for the program or individuals to increase skills in specific competencies
- Create scopes of work based on relevant competencies
- Design job applicant interview questions around relevant competencies.

ASTDD encourages S/TOHP to use the *ASTDD Competencies for State/Territorial Oral Health Programs* and assessment tools and resources and to provide feedback on their use. Technical assistance is available from ASTDD to help S/TOHP use the Competencies, including in a comprehensive assessment process. To request such assistance, email Christine Wood at cwood@astdd.org.

Guiding Principles

State /Territorial Oral Health Program (S/TOHP) Competencies should reflect the following principles throughout the program rather than devoting a single competency to each concept:

1. Protect the oral health and safety of the public and oral health workforce
2. Emphasize the importance of oral health to general health
3. Promote oral health and prevent oral diseases and conditions
4. Demonstrate an understanding and respect for other professions, their goals, and roles
5. Foster social justice and oral health equity
6. Recognize and reduce oral health disparities
7. Use partners to advocate for oral health programs and resources
8. Respect and embrace diversity and attain inclusion and cultural competency
9. Assure programming for all life stages (lifespan approach)
10. Identify, leverage, and use resources responsibly
11. Practice continuous quality improvement
12. Demonstrate accountability and responsibility for decisions and actions
13. Commit to lifelong learning and professional development
14. Communicate via multiple pathways considering the target audience's health information fluency and health literacy
15. Consider the political, environmental, legal, and economic conditions that impact S/TOHP and oral health issues and services
16. Plan and prepare to reach goals while cognizant of environmental and fiscal realities and competing interests, agendas, and politics

Competency Domains and Levels

Domain 1. Build Support for Collective Impact: S/TOHP establish strong working relationships through collaborative strategies with stakeholders, activists, and champions to build support for oral health programs and policies.

1. Use collaboration strategies to build, reward, and sustain partnerships around oral health promotion, disease prevention, oral health care delivery, and financing
2. Use social capital and political savvy for timely navigation of state government agencies
3. Facilitate use of coalitions as change agents for oral health to expand the reach of S/TOHP
4. Promote intraprofessional and inter-professional collaborations for prevention and oral health care across the lifespan
5. Conduct and support capacity-building activities such as training and technical assistance for public programs
6. Create a comprehensive state oral health improvement plan through collaborative processes
7. Listen to others in an unbiased manner, respecting and promoting differing points of view
8. Communicate in writing and electronically with professional and lay audiences
9. Communicate orally with professional and lay audiences
10. Use persuasive messages and compelling stories about oral health issues to support and bring data to life
11. Use social media, advanced technologies, and community networks to strategically interact and communicate information

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Use collaboration strategies to build, reward, and sustain partnerships around oral health promotion, disease prevention, oral health care delivery, and financing	Identify important collaboration strategies and potential partners	Initiate communication with potential partners and propose collaborations	Strategize with partners to plan, implement, and celebrate joint activities	Evaluate effectiveness of collaborative strategies and partnerships
Use social capital and political savvy for timely navigation of state government agencies	Learn key principles of developing social capital and political savvy	Identify key contacts in state government who understand bureaucratic structures and processes	Develop relationships with the key contacts to learn about and navigate organizations	Use key contacts and their knowledge to successfully and quickly achieve desired outcomes
Facilitate use of coalitions as change agents for oral health improvements to expand the reach of S/TOHP	Assemble or join coalitions around common oral health goals	Assure creation of a coalition action plan for priority objectives	Assure implementation of an action plan to facilitate change	Assure continuous quality improvement in coalition effectiveness to initiating changes in oral health
Promote inter-professional collaborations for prevention and oral health care across the lifespan	Review inter-professional oral health collaborations literature.	Select a model for possible replication in specific settings	Evaluate model and describe best practices	Create new models of inter-professional collaboration for prevention and oral health care
Conduct and support capacity-building activities such as training and technical assistance for public programs	Review need for capacity building for specific program(s)	Select potential capacity building strategies in collaboration with the selected program(s)	Implement selected strategies	Evaluate effectiveness of the strategies for building capacity
Create a comprehensive state oral health improvement plan through collaborative processes	Review other state oral health improvement plans and guidelines for plans	Convene a core team and secure commitments from diverse partners for collaborative planning	Establish priorities and a plan using SMART objectives and ways to disseminate and evaluate the plan	Use short-term workplans to implement, document, share progress, and initiate improvements
Listen to others in an unbiased manner, respecting	Describe characteristics of active and	Use active listening skills and	Foster active listening skills and consideration of	Acquire feedback on your listening and communication

and promoting differing points of view	nonjudgmental listening	encourage different viewpoints	different viewpoints in others	skills and initiate improvements
Communicate in writing and electronically with professional and lay audiences	Create a communication plan for the intended audience for each document	Format written/electronic documents in clear, concise, easy to read language appropriate for the medium	Adapt information for a variety of written and electronic formats	Solicit and use feedback on written and electronic communication to make improvements
Communicate orally with professional and lay audiences	Use clear, concise, language in oral presentations appropriate for the audience	Increase interest and relevance through examples, stories, and presentation styles	Adapt oral communications for different groups or situations.	Solicit and use feedback on oral communication to make improvements.
Use persuasive messages and compelling stories about oral health issues to support and bring data to life	Collect and document examples of key messages for OH issues and programs	Select key messages and supporting data to develop oral health stories	Use language and format to create persuasive messages and compelling stories	Acquire feedback to see if stories raised emotions or prompted action.
Use social media, advanced technologies, and community networks to strategically interact and communicate information	Identify various media channels, technologies, and community communication networks	Develop strategies to fit the selected channels, technologies, and networks	Use the selected strategies to communicate information or gain perspectives	Evaluate communication strategies to determine strengths and need for revisions

Domain 2. Collect, Analyze, and Summarize Data: S/TOHP use data for needs assessments, program planning, evaluation, and oral health surveillance, especially to measure oral health inequities and advances.

1. Collaborate with epidemiologists, biostatisticians, health informatics professionals, and others
2. Identify reliable and valid sources of oral health related data
3. Use both quantitative and qualitative data methods
4. Interpret data in the context of historical trends and current environment
5. Collect, analyze, and summarize data on oral health status and risk factors for oral diseases for different ages and population groups to measure oral health inequities and advances
6. Collect, analyze, and summarize data on social determinants of oral health
7. Collect, analyze, and summarize data on oral health workforce, oral health delivery systems, and financing
8. Use appropriate statistical tests and qualitative analyses to analyze data
9. Use ethical principles and other methods to protect data privacy and security
10. Develop and manage data reporting systems for select programs
11. Develop, manage, and evaluate a new or existing oral health surveillance system

12. Use information technology and health communication principles to produce reports and other information

13. Present data and other information in a culturally relevant and respectful way

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Collaborate with epidemiologists, biostatisticians, health informatics professionals and others	Identify experts in the agency representing selected professions	Contact/be introduced to these professionals to discuss scopes of work and skills	Discuss opportunities for joint projects, training, or consultation	Collaborate on joint projects and reports
Identify reliable and valid sources of oral health related data	List data items of interest to the program	Search electronic and print resources for data and other information sources	Analyze the quality of data and information sources to determine validity, reliability, and relevance	Review data and information sources regularly for updates
Use both quantitative and qualitative data methods	List possible methods for collecting data on variables of interest	Select most relevant, effective efficient, and affordable methods	Pilot data collection methods and review results	Incorporate revisions into final data collection methods
Interpret data in the context of historical trends and current epidemiology	Select data elements for interpretation	Research trends over time in the selected elements	Analyze historical, political, and scientific advances that might affect data interpretation	Describe historical and environmental context for data trends
Collect, analyze, and summarize data on oral health status and risk factors for oral diseases for different age and population groups to measure oral health inequities and advances	Identify methods to assess oral health needs and risk factors	Utilize selected methodologies to collect data to assess oral health needs and risk factors	Analyze data on oral health findings and related risk factors to measure oral health inequities and advances	Summarize data for different ages and population groups to highlight oral health inequities and advances
Collect, analyze, and summarize data on social determinants of oral health	Discuss determinants of health and oral health, and the relationship	Identify methods for assessing determinants of oral health	Select and use assessment tools to collect information on possible determinants of oral health	Analyze collected information to identify differences among populations (disparities)
Collect, analyze, and summarize data on oral health workforce, delivery	Identify data sources for oral health workforce, delivery systems and financing	Develop questions and methods to collect relevant information to	Collect and analyze data, identifying significant findings	Summarize data to answer research questions and inform decisions

systems, and financing		answer research questions		
Use appropriate statistical tests and qualitative analyses to analyze data	Identify accepted methods to analyze selected variables	Compare methods for statistical appropriateness and power	Review data analysis for gaps, inconsistencies, and other problems	Determine if the analytical methods yielded the most useful information
Use ethical principles and other methods to protect data privacy and security	Identify principles of ethics and security related to collection, storage, and dissemination of data and information	Discuss methods that assure adherence to ethical and security principles	Select and pilot methods to determine any problems that might cause breaches in ethics or security	Check methods on a regular basis to prevent/adjust for ethical or security breaches
Develop and manage data reporting systems for select programs	Identify programs that require data reporting and management	Work with IT specialists to develop the needed systems	Test the systems with the selected programs	Implement and evaluate the data reporting systems and institute any improvements
Develop, manage, and evaluate a new or existing oral health surveillance system	Review guidance on developing and maintaining an oral health surveillance system	Consult with agency personnel to determine agency requirements and restrictions and explain your data needs	Collaborate with agency personnel to create a system that meets national and agency guidelines	Evaluate the system on a regular basis to determine need for data and technology updates
Use information technology and health communication principles to produce reports and other information	Select audiences for reports or other information	Review research about literacy of audiences and preferred communication pathways	Create draft reports and field test for comprehension and appeal	Incorporate revisions based on field tests
Present data and other information in a culturally relevant and respectful way	Select audiences and review cultural and literacy information	Draft information with key messages	Field test information in focus groups	Revise information based on focus group feedback

Domain 3. Assess, Plan, Implement, and Evaluate Programs: S/TOHP use needs assessments and quality improvement strategies for developing and sustaining high quality programs and services.

1. Engage community members and partners to develop strategic plans and program workplans for the S/TOHP
2. Conduct internal and external needs and assets assessments
3. Identify and use national guidelines for the program planning/evaluation/quality improvement cycle
4. Review relevant public health laws, regulations, and policies that affect dental public health issues and S/TOHP services
5. Apply principles of social justice and health equity to program design and evaluation
6. Plan programs and services based on identified community needs and priorities

7. Develop evaluation questions, plans, matching interventions, and evaluation strategies to accurately measure goals and objectives
8. Anticipate and plan for emergency preparedness and response to health hazards, natural disasters, or disease outbreaks
9. Use evaluation results to review and improve programs and services
10. Consider costs and benefits in evaluation to inform programmatic decisions

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Engage community members and partners to develop strategic plans and program workplans for the S/TOHP	Identify elements and processes for developing strategic plan and program workplans	Identify and gain commitment from community members and partners who are important stakeholders	Conduct planning sessions and develop strategic plans and workplans	Solicit feedback from the planning partners about the process and effectiveness of the plans
Conduct internal and external needs and assets assessments	Identify methods to assess internal/external program needs and assets	Utilize methodologies to collect data to assess internal/external program needs and assets	Analyze data and generate specific findings from assessments	Develop priority needs and actions, based on assessments of program needs and assets
Identify and use national guidelines for the S/TOHP planning/evaluation/quality improvement cycle	Identify existing national guidelines and related materials	Review the guidelines and materials for the most relevant ones	Develop evaluation and QI plans for the S/TOHP	Implement the QI cycle process and document results
Review relevant public health laws, regulations, and policies that affect dental public health issues and S/TOHP services	Identify relevant public health laws, regulations, and policies for oral health programs	Review each law, regulation, and policy to determine the oral health program's role and roles of other groups	Determine effectiveness of current laws, regulations, and policies and the way they are monitored and enforced	Identify any changes needed to laws, regulations, and policies to improve oral health of the population
Apply principles of social justice and health equity to program design and evaluation	Review principles of social justice and health equity	Select principles that are relevant to S/TOHP activities	Incorporate principles into project activities and plans	Evaluate if results of activities reflected the principles
Plan programs and services based on identified community needs and priorities	Categorize needs identified during various needs assessments	Develop objectives and activities based on identified needs	Implement planned activities	Evaluate if activities met community needs and if not, why not
Develop evaluation questions, plans, matching interventions, and evaluation strategies to	Identify evaluation questions and quantitative and	Select potential methods and measures to measure specific	Develop an evaluation plan using the	Implement the evaluation plan and determine if the methods and

accurately measure goals and objectives	qualitative methods and measures to answer them	goals and objectives	selected methods and measures	measures were effective
Anticipate and plan for emergency preparedness and response (EP/R) to health hazards, natural disasters, or disease outbreaks	Review emergency preparedness and response materials and protocols for various situations	Research what protocols and resources exist in state/territory and local agencies	Meet with key contact is EP/R and discuss coordination of efforts	Develop a written manual for your specific S/TOHP in collaboration with partners
Use evaluation results to review and improve programs and services	Collect data based on your evaluation plan	Analyze data to determine program and service effectiveness and acceptance	Summarize evaluation findings and include lessons learned, successes, and need for additional data	Develop recommendations for program improvements based on findings
Consider costs and benefits in evaluation to inform programmatic decisions	Review process of cost-benefit analysis	Identify costs and benefits of a particular project or program	Conduct a cost-benefit analysis	Use results of the cost benefit analysis in program decisions

Domain 4. Influence Policies and Systems Change: S/TOHP promote and implement strategies to inform, enhance or change the health-related policies of organizations or governmental entities capable of affecting the oral health of populations.

1. Describe conditions, systems, and policies that affect oral health and service delivery
2. Monitor advancements and trends that affect oral health and dental public health issues
3. Understand the differences between lobbying, advocating, and educating especially within the context of governmental employees
4. Conduct environmental scans and policy consensus sessions to engage in strategic thinking
5. Review historical perspectives and advancements when considering policies and systems changes
6. Use key informants and opinion leaders to assess possible impacts and successes
7. Use health economics and business concepts and language to describe the value of oral health programs
8. Communicate with change agents who are capable of effecting policy or systems changes

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Describe conditions, systems, and policies that affect oral health and service delivery	Review the literature to gain an overview of the issues	Develop a list of factors that may affect policies relevant to your program or state	Share the list with stakeholders to gain additional input	Create a final summary to use in prioritizing policy development
Monitor advancements and trends that affect oral health and	Create a list of <u>DPH related</u> communication vehicles to monitor	Regularly review DPH related communications and attend relevant	Summarize and share information about new advancements and	Use information about advancements and trends in making program decisions

dental public health issues		online or in-person learning opportunities	trends with other staff and program stakeholders	
Understand the differences between lobbying, advocating, and educating especially within the context of governmental employees	Review relevant literature as well as guidance from your state government	Discuss potential situations for the SOHP that could be classified as lobbying, advocacy, and education	Develop specific protocols for the SOHP staff and leadership around these issues	Adhere to the protocols in situations that require decisions about information dissemination
Conduct environmental scans and policy consensus sessions to engage in strategic thinking	Identify existing tools and resources for conducting environmental scans and policy consensus sessions	Select tools, participants, and processes for conducting the activities	Conduct the scan and policy consensus session	Use the results of the scan and consensus session to make a prioritized list of potential new policies.
Review historical perspectives and advancements when considering policies and systems changes	Identify relevant current oral health policy issues and determine the historical perspectives of those policy issues	Determine the role that historical perspectives had in the development, structure, and interaction of PH and health care systems to current oral health policy issues	Use the historical information to develop strategies for new policy development activities or to enhance existing policies	Assess the value of applying an historical perspective to current oral health policy issues
Use key informants and opinion leaders to assess possible impacts and successes	Identify key informants and opinion leaders	Communicate with key informants and opinion leaders on a regular basis	Conduct collaborative activities with key informants and opinion leaders	Evaluate linkages with key informants and opinion leaders
Use health economics and business concepts and language to describe the value of oral health programs	Identify the health economics and business concepts and language that impact the oral health program	Analyze those business and economic concepts and language that positively or negatively affect perceived value of the oral health program	Formulate a plan to enhance the oral health program's visibility and value by building on the health economic and business concepts most relevant to the program	Assess the effectiveness of using health economics and business concepts and language to explain the value of the oral health program
Communicate with change agents who are capable of effecting policy or systems changes	Identify critical change agents for specific issues	Communicate with critical change agents to discuss policy and system change opportunities	Conduct collaborative activities around selected issues with the change agents	Evaluate the success of the change agents to influence policy or systems change

Domain 5. Recruit and Retain a Competent and Adequate Workforce: S/TOHP oversee and support the optimal performance and growth of teams and team members.

1. Assess team member skills and match skills to assigned tasks
2. Prioritize work responsibilities to accomplish multiple tasks in a timely manner
3. Review staff time management to optimize individual and team productivity
4. Facilitate productive meetings
5. Identify and manage conflicts
6. Assure appropriate and adequate staff supervision
7. Implement a performance management structure and process
8. Establish effective communication pathways and relationships with agency leadership and supervisors
9. Motivate and incentivize individual and team accomplishments
10. Identify and support professional and personal development and promotion opportunities
11. Value and support personal and professional lifestyle balance
12. Cultivate community linkages and pipelines to create a diverse workforce
13. Establish linkages to oral health and public health educational programs

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Assess team member skills and match skills to assigned tasks	Identify team member skills using appropriate methodologies	Match team member skills to appropriate tasks	Develop plan to enhance team member skills in areas where there is insufficient skill to accomplish tasks	Evaluate the ability of team members and their mix of skills to accomplish tasks
Prioritize work responsibilities to accomplish multiple tasks in a timely manner	Identify all tasks and timelines for completion of projects	Prioritize necessary tasks based on mission and goals of the program/project	Make assignments based on skills, priorities, workload, and timelines	Review progress on all tasks to determine if work assignments were appropriate and feasible
Review staff time management to optimize individual and team productivity	Identify work/tasks, responsible parties and the timelines for their completion	Review priorities established for work/tasks in the context of available time and resources	Analyze progress on work/tasks over time	Assess ability to utilize available time to accomplish work/tasks
Facilitate productive meetings	Review tips for scheduling and conducting productive meetings	Incorporate the tips into a series of meetings	Acquire feedback from participants on the effectiveness of the meetings	Analyze participant feedback and revise approaches based on recommendations
Identify and manage conflicts	Create environment that allows for conflicts to be	Review conflicts with team members involved to determine the facts or opinions	Demonstrate openness in considering all factors in dispute	Evaluate conflict resolution process and the ability of the team to

	recognized quickly		and seek compromise where possible	achieve organizational objectives despite conflicts
Assure appropriate and adequate staff supervision	Review agency protocols for supervision	Include supervision/accountability language in position descriptions and contracts	Review supervision protocols with staff and answer questions/concerns	Manage any instances of problems caused by inadequate supervision or ignoring protocols
Implement a performance management structure and process	Establish mutually agreed on performance standards	Review performance standards regularly	Allow those being reviewed to provide constructive feedback on their performance during the review process	Assess performance review process with team members and solicit input for improvements
Establish effective communication pathways and relationships with agency leadership and supervisors	Review protocols for official communication within the agency	Identify formal and informal communication pathways within the agency	Gain feedback from agency leadership and supervisors about their preferred communication methods and styles	Evaluate how effective specific pathways work with supervisors and individuals in leadership in specific situations
Motivate and incentivize individual and team accomplishments	Establish clear goals for individuals and teams	Communicate to individuals and teams the value of attaining the established goals	Recognize contributions and celebrate accomplishments	Assess achievement of goals and consistently reward appropriately
Identify and support professional and personal development and promotion opportunities	Encourage team members to seek opportunities for personal and professional growth	Create personal and professional development plans	Determine whether personal and professional development plans are met and, if not, why not	Evaluate personal and professional development outcomes in relation to the support provided
Value and support personal and professional lifestyle balance	Discuss the value of personal and professional balance with team members	Encourage activities and schedules that enhance personal and professional balance	Gain feedback on enablers and barriers to personal and professional balance	Assess satisfaction with current support and balance
Cultivate community linkages and pipelines to create	Identify composition of current workforce	Establish “ideal” composition of a diverse workforce, considering a multitude of factors	Review progress towards achieving “ideal” composition of workforce	Assess diversity outcomes and respond to identified deficiencies if any

a diverse workforce				
Establish linkages to oral health and public health educational programs	Research and list the OH and PH programs and their contacts in the state/territory	Establish connection with key contacts in each program to share information	Discuss potential linkages including academic, clinical, and community-based activities	Implement and evaluate new activities and linkages

Domain 6. Assure Support for Programs: S/TOHP secure and manage the administrative, financial, and human resources support necessary to sustain activities, to build opportunities, and to address population needs.

1. Follow relevant public health laws, regulations, and policies related to oral health programs
2. Understand and follow the agency’s policies, protocols, and procedures to navigate the system to fulfill programmatic, management, and fiscal functions
3. Leverage resources through creation of shared values, vision, and mission internally and externally
4. Purchase and track inventory of supplies for SOHP programs
5. Anticipate the needs of management for information and be pro-active in moving information forward
6. Identify potential funding opportunities that match the program’s mission, goals, and priorities
7. Prepare proposals and budgets to create a diversified funding base
8. Monitor and manage program and project budgets and make course corrections as needed
9. Negotiate budgets and contract requirements with both funders and contractors
10. Assure adequate oversight and technical assistance for grantees and contractors
11. Create contingency plans for unanticipated events or policy changes

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Follow relevant national and state standards, public health laws, regulations, and policies related to oral health programs	Identify relevant standards, public health laws, regulations, and policies for oral health programs	Review each standard, law, regulation, and policy to determine the oral health program’s role and roles of other groups	Determine effectiveness of current standards, laws, regulations, and policies and the way they are monitored and enforced	Identify any changes needed to standards, laws, regulations, and policies to improve oral health of the population
Understand and follow the agency’s policies, protocols, and procedures to navigate the system to fulfill programmatic, management, and fiscal functions	Review the organizational charts and management manuals for the state government agency	Follow written protocols for communication and decision-making within the agency	Learn who to contact in the agency when unusual or unclear situations might require additional advice or other procedures	Use discretion in seeking advice and following protocols in situations that are unusual or unclear
Leverage resources through creation of shared values, vision, and mission	Identify workforce, fiscal, and other resources needed to maintain or	List potential internal and external partners who might be able to contribute,	Discuss resource needs with internal and external partners to determine areas for	Obtain additional resources through negotiated discussions with

internally and externally	expand SOHP programs and projects	share or leverage resources	mutual sharing or leveraging opportunities	internal and external partners
Purchase and track inventory of supplies for S/TOHP programs	List supplies and quantities needed for SOHP programs	Identify sources for acquiring/purchasing supplies	Create an inventory system for tracking/reordering supplies	Use the inventory system and evaluate its effectiveness
Anticipate the needs of management for information and be pro-active in moving information forward	Discuss with program and agency managers what information they need and the purpose	List types of information needed from the SOHP and who needs it when	Create alerts for timelines and formats for management information needs	Monitor and evaluate if the timelines are met and any feedback from management
Identify potential funding opportunities that match the program's mission, goals, and priorities	Identify potential funding opportunities	Research funding opportunities to determine congruence for eligibility, and resources available	Pursue funding opportunities that are the best "fit" for program needs	Evaluate success of receiving or not receiving funding in terms of the "fit" for the program and potential funder
Prepare proposals and budgets to create a diversified funding base	Identify elements of successful proposals	Review RFPs and guidance from a variety of funders	Write draft proposals and solicit feedback for improvements	Ask for feedback from reviewers on successful and unsuccessful submissions
Monitor and manage program and project budgets and make course corrections as needed	Review budget and different funding sources at the beginning of each year or each funding period	Review expenditures monthly to determine need for adjustments and reasons for delays	Make adjustments to and justify redirection of funds to account for necessary over- and under-expenditures	Analyze factors that affect overall budget management and within categories to determine changes needed for the next year
Negotiate budgets and contract requirements with both funders and contractors	Develop alternative budgets for different funding scenarios	Identify elements that need to be included in contracts to safeguard all parties	Prioritize budget and contract elements that are crucial and those that are more negotiable	Determine satisfaction of all parties with final contracts and budgets
Assure adequate oversight and technical assistance for grantees and contractors	Assess need for oral health program technical assistance (TA)	Determine resources (human and other) needed and available to provide TA	Prioritize TA needs and requests to fit with available resources	Evaluate effectiveness of TA from recipients' standpoint and use of program resources
Create contingency plans for unanticipated events or policy changes	Brainstorm potential events or factors that could interfere with	Discuss with the S/TOHP team what impact interrupted programming might have	Create back up plans (e.g., workforce, financial) for	Institute back up contingency plans when unanticipated situations occur

	program operations		potential program interruptions	
--	--------------------	--	---------------------------------	--

Domain 7. Use Public Health and Dental Public Health Science: S/TOHP gather, analyze, interpret, and disseminate data and research findings to assure that oral disease prevention and management approaches are evidence-based.

1. Review research, oral epidemiologic and surveillance data to identify underlying causes, disease burden, and trends, as well as effective intervention strategies
2. Identify factors that influence delivery and use of public health and oral health programs and services
3. Evaluate quality and validity of evidence and data for approaches
4. Identify promising models or best practice for possible adaptation or replication
5. Develop or identify and disseminate evidence-based guidelines and tools
6. Use evaluation findings from community-based approaches to inform the evidence base
7. Use risk communication and risk management strategies for oral health issues that encourage informed decision making, positive behavior change, and the maintenance of trust

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Review research, oral epidemiologic and surveillance data to identify underlying causes, disease burden, and trends, as well as effective intervention strategies	List common oral diseases, their causes and their management	Update knowledge on a regular basis to review known causes, management options, and current/future research priorities	Develop talking points for different audiences on the causes and management of oral diseases	Evaluate audience understanding of the causes and management of oral diseases
Identify factors that influence delivery and use of public health and oral health programs and services	Review literature to determine potential variables of relevance to oral health and public health programs/services	Develop assessment tools and approaches to collect data on the selected variables	Collect and analyze data to determine the significant factors	Use the identified factors to select approaches to improve delivery and use of services
Evaluate quality and validity of evidence and data	Review guidance for evaluating the quality and validity of evidence and data	Consult with experts to determine data/evidence quality and validity	Summarize how the evidence informs translation of research into practice	Apply evidence in program and policy development, implementation, and evaluation
Identify promising models or best practice for possible adaptation or replication	Review or develop criteria for defining promising models and best practices	Search literature, websites and other avenues for potential practices that fit the criteria	Assess the models for applicability to state or local environments	Pilot selected models to assess replicability or need for adaptations
Develop or identify and disseminate	Review already existing guidance/tools for	Identify which guidance/tools can be used, any	Adapt or create additional guidance/tools and	Disseminate the evidence-based guidelines/tools to

evidence-based guidelines and tools	relevance and need for adaptations for your program or state	adaptations needed, or any new tools that can be developed	field test with the target audience	the intended audience and gain feedback on their use
Use evaluation findings from community-based approaches to inform the evidence base	Identify evaluation activities that have generated findings	Compile and analyze relevant evaluation findings to identify significant findings and where gaps exist	Summarize evaluation findings and compare to evaluation questions and plan	Evaluate how useful the evaluation findings were for decision making, generating recommendations, and improving programs
Use risk communication and risk management strategies for oral health issues that encourage informed decision making, positive behavior change, and the maintenance of trust	Identify existing perceptions and potential risk communication messages for oral health issues	Develop and pilot risk communication strategies for the selected messages	Implement the planned risk communication strategies for the selected messages	Evaluate the ability of the risk communication strategies to alter existing perceptions

Domain 8. Lead Strategically: S/TOHP create a strategic vision, serve as a catalyst for change and demonstrate cross-sectional alignment.

1. Create a culture of ethical standards within organizations and communities
2. Foster trust and transparency with the public, partners, and policymakers
3. Facilitate integration between oral health programs and other state and local health related programs
4. Use advisory committees, community forums, and coalitions to provide advice/feedback to the S/TOHP
5. Respond with flexibility to changing needs and innovations
6. Create key values and a shared vision of an action-oriented culture that values integrity and high-quality performance
7. Demonstrate critical thinking and systems thinking
8. Identify dental public health/S/TOHP questions amenable to research
9. Serve as a mentor and coach

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Create a culture of ethical standards within organizations and communities	Identify ethical standards essential to the culture of organizations and communities	Facilitate or encourage the adoption of ethical standards within the cultural fabric of organizations and communities	Ensure the adoption of ethical standards	Determine whether the ethical standards are adhered to and if modifications are necessary
Foster trust and transparency with	Review any reports/feedback from interactions	Discuss history and future goals and expectations for	Share value and mission statements with groups.	Solicit feedback and evaluate interactions and communications

the public, partners, and policymakers	with various groups to note positive and negative comments	interactions with groups	Create preferred communication pathways and acknowledge any agency restrictions on information dissemination	with groups to determine areas for improvement
Facilitate integration between oral health programs and other state and local health related programs	Identify existing or potential state or local health related programs with which oral health could be integrated	Create plans for integrating oral health concepts or activities with specific state or local health-related programs	Document ways that integration occurred	Evaluate effectiveness, including mutual benefits, of integrating oral health with specific state or local health related programs
Use advisory committees, community forums, and coalitions to provide advice/feedback to the S/TOHP	Identify S/TOHP representatives to interface with select groups	Create agendas and items for discussion and feedback	Attend/present at selected meetings to discuss agenda items and report back to the program	Integrate feedback/advice into program decisions and improvements
Respond with flexibility to changing needs and innovations	Identify attributes of flexibility in responding to changing needs and innovations	Demonstrate attributes of flexibility	Document examples of the attributes when responding to changing needs and innovations	Assess which attributes of flexibility worked best in response to changing needs and innovations
Create key values and a shared vision of an action-oriented culture that values integrity and high-quality performance	Brainstorm key values and elements of a vision statement	Obtain feedback from key informants on priority values and shared vision	Develop consensus on key values and shared vision	Solicit and use feedback on key values and shared vision to determine how well they reflect each group's needs and assets
Demonstrate critical thinking and systems thinking	Describe attributes and qualities of critical thinking	Utilize and demonstrate attributes of critical thinking	Document the effectiveness of various problem-solving methods	Assess relative value of various methods in solving problems
Identify dental public health/S/TOHP questions amenable to research	Review selected literature of interest and relevance to SOHP to identify gaps in research	List areas for potential research that would benefit the S/TOHP or communities	Select an area for potential research and determine a potential research process and resources needed.	Create proposal to conduct research or contract with someone for the identified research questions
Serve as a mentor and coach	Review materials on best practices for mentors and coaches	Identify opportunities for serving as a mentor or coach	Serve as a mentor/coach	Acquire feedback from the mentee about the experience

Appendices

Appendices are available on the ASTDD Competencies webpage to conduct a S/TOHP Competencies Assessment.

- Appendix A. Directions for the ASTDD State/Territorial Oral Health Program Competencies Assessment Process (detailed)
- Appendix A2. Abbreviated Directions for an ASTDD S/TOHP Competencies Assessment
- Appendix B. Abbreviated Program Competencies Assessment Tool
- Appendix C. Individual Competencies Assessment Tool
- Appendix D. Summary Program Competencies Assessment Tool
- Appendix E. Guidelines Program Assessment Tool
- Appendix F. Competencies Assessment Evaluation Form
- Appendix G. Competencies Action Plan Template
- Appendix H. Professional Development Resources for S/TOHP