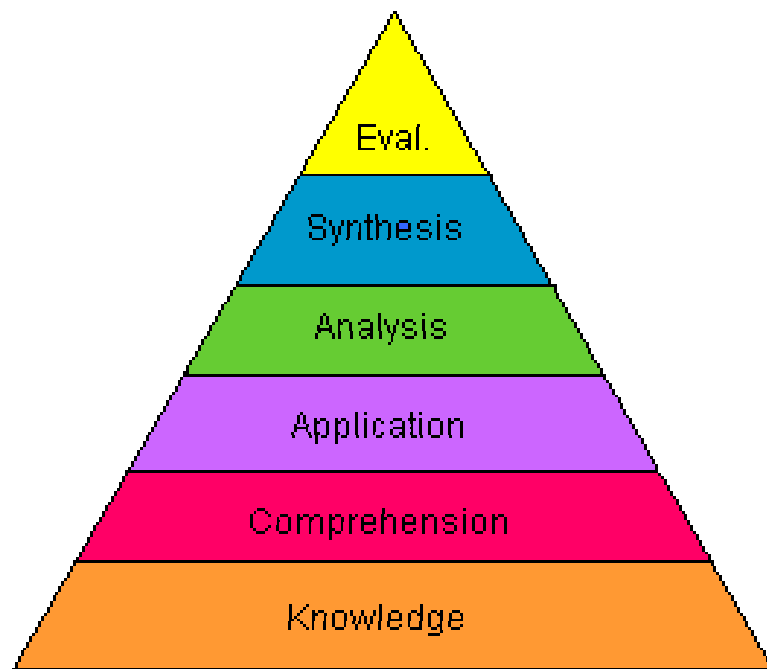


ASTDD Competencies for State Oral Health Programs



Bloom's Taxonomy



**ASTDD Leadership Committee
September 2009**

Background and Purpose

The Association of State and Territorial Dental Directors (ASTDD) is pleased to release *ASTDD Competencies for State Oral Health Programs*, also posted on the ASTDD website (Search for the title under the A-Z tab.) The Competencies were developed as a companion tool to *ASTDD Guidelines for State and Territorial Oral Health Programs*. They focus on core public health functions and essential services categorized under 7 domains; clinical skills are not included. A set of Guiding Principles outlines overarching concepts that should be reflected throughout a program. These competencies represent those skill sets needed for a successful state oral health 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. To reflect varying levels of skills, four levels of attainment are included for each competency. Higher level skills are built on lower level skills, and lower level skills are embedded in higher level ones.

In developing the *Competencies* document, the ASTDD Leadership Committee reviewed numerous professional public health competencies as well as the performance standards for the Public Health Accreditation Board's national accreditation standards for health departments. Selected states participated in a prioritization exercise, and feedback was obtained during numerous national presentations to a variety of groups to arrive at the final product. A state oral health program that has access to expertise reflected in the competencies should be in a better position to carry out the activities outlined in the *ASTDD Guidelines for State and Territorial Oral Health Programs*, a companion document. ASTDD hopes that others such as territorial, federal, regional, tribal and local oral health programs might be able to adapt these competencies for their own settings.

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 skills that are not currently 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
- Use assessment findings to justify requests for additional resources
- Share competencies with other health department units, policymakers and community partners to demonstrate the skill sets and commonalities needed for public health programs
- Set goals for program advancement using the competency levels of attainment 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

- Develop individual performance plans and use competency levels of attainment to evaluate performance

ASTDD encourages states to use *ASTDD Competencies for State Oral Health Programs* in a variety of ways and provide feedback on their use. Technical assistance is available from ASTDD to help states use the competencies. To request such assistance, email Christine Wood at cwood@astdd.org.

Margaret M Snow

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ASTDD Competencies for State Oral Health Programs

Guiding Principles

State Oral Health Program Competencies should reflect the following principles throughout the program rather than devoting a single competency to each concept:

1. Integrating oral health and general health
2. Programming for all life stages (lifespan approach)
3. Recognizing and reducing oral health disparities
4. Identifying, leveraging and using resources
5. Social responsibility to advocate for/serve underserved populations
6. Demonstrating an understanding and respect for other professions, their goals and roles
7. Respecting diversity and attaining cultural competency, including fostering health literacy
8. Dedication to lifelong learning and quality improvement.

Specific Domains and Competencies (Skill Sets)

Domain 1. Build Support: State oral health programs establish strong working relationships with stakeholders to build support for oral health through promotion, disease prevention and control.

- Establish and maintain linkages with key stakeholders
- Communicate in writing and electronically with professional and lay audiences
- Communicate orally with professional and lay audiences
- Compile compelling stories about oral health issues and programs
- Use the media, advanced technologies and community networks to strategically communicate information
- Listen to others in an unbiased manner, respecting and promoting differing points of view
- Advocate for oral health programs and resources
- Use collaboration strategies to build and sustain partnerships
- Lead or participate in groups to address emerging issues
- Present the business case for oral disease prevention
- Facilitate use of coalitions as change agents for oral health
- Develop social capital and political savvy to navigate organizational systems quickly
- Facilitate group interactions and decision-making
- Participate in national groups to facilitate support for and implementation of oral health programs

Domain 2. Plan and Evaluate Programs: State oral health programs develop and implement evidence-based interventions and conduct evaluations to ensure ongoing feedback and program effectiveness.

- Assess oral health needs of the population
- Conduct internal and external needs and assets assessments (SWOT assessment)
- Involve community members to develop program goals and objectives that reflect the community's needs and assets
- Match intervention strategies to accomplish selected goals and objectives
- Apply principles of cultural competency to program design and evaluation
- Tailor information to reflect the community's needs
- Formulate program, research, and policy evaluation questions
- Implement an evaluation plan that includes process and outcome measures
- Use logic models to inform decisions
- Use evaluation findings to guide decision making, generate recommendations and improve programs
- Monitor oral health needs using oral health surveillance methodology and indicators
- Respond to health hazards that affect oral health and the oral health workforce
- Create emergency preparedness and response plans

Domain 3. Influence Policies and Systems Change: State oral health programs promote and implement strategies to inform, enhance or change the health-related policies of organizations or governmental entities capable of affecting the health of populations.

- Use key informants and opinion leaders to assess public perceptions of oral health issues
- Communicate with change agents that are capable of effecting policy or systems changes
- Broaden the range of stakeholders who are engaged in policy development
- Combine data and stories to create compelling arguments to influence policies.
- Develop comprehensive risk communication strategies for oral health issues
- Apply historical perspective of the development, structure and interaction of public health and health care systems to current oral health policy issues
- Use health economics and business concepts and language to describe the value of oral health programs

Domain 4. Manage People: State oral health programs oversee and support the optimal performance and growth of team members.

- Manage effective teams
- Prioritize work responsibilities to accomplish multiple tasks
- Use time management skills
- Maintain a diverse workforce
- Assess team member skills and match skills to tasks
- Identify and resolve conflicts
- Conduct performance appraisals using constructive feedback
- Support professional and personal development

- Value and support personal and professional balance
- Facilitate productive meetings
- Motivate individuals and teams to achieve goals

Domain 5. Manage Programs and Resources: State oral health programs ensure the administrative, financial and staff support necessary to sustain activities and to build opportunities.

- Manage oral health programs within budget constraints
- Prioritize potential funding opportunities
- Prepare proposals to create a diversified funding base
- Justify a line item budget and an activity based budget
- Negotiate budgets and contract requirements with both funders and contractors
- Navigate bureaucratic systems to fulfill management functions
- Implement public health laws, regulations and policies related to oral health programs
- Provide technical assistance where needed or requested
- Manage information systems for collection, retrieval and use of data

Domain 6. Use Public Health Science: State oral health programs gather, analyze, interpret and disseminate data and research findings to assure that oral disease prevention and control approaches are evidence-based.

- Articulate the underlying causes and management of oral diseases, including behavioral, medical, genetic, environmental and social factors
- Use scientific evidence to inform program and policy decisions
- Assess determinants of oral health and how they create oral health disparities
- Use approaches to problems that take into account population differences
- Apply ethical principles to the collection, maintenance, use and dissemination of data and information
- Identify data and information sources
- Use accepted methods to collect oral health and program related data and information
- Use accepted methods for analyzing data and information
- Analyze oral epidemiologic and surveillance data to identify disease burden and trends, as well as potentially effective intervention strategies
- Identify promising models or best practice for possible adaptation or replication
- Identify factors that influence delivery and use of public health and oral health programs and services

Domain 7. Lead Strategically: State oral health programs create strategic vision, serve as a catalyst for change and demonstrate program accomplishments.

- Demonstrate critical thinking
- Respond with flexibility to changing needs
- Leverage resources, both monetary and human
- Create key values and a shared vision
- Foster incorporation of new ideas

- Apply problem-solving processes and methods to challenging situations
- Facilitate integration between oral health programs and other state and local health related programs
- Create a culture of ethical standards within organizations and communities
- Oversee the development and implementation of a state oral health plan
- Translate policy into organizational plans, structures and programs
- Identify policy agendas for state oral health programs
- Assess state oral health program capacity within the context of the *Essential Public Health Services to Promote Oral Health* and core functions.
- Assist primary care providers, organizations and health plans to develop, implement or evaluate models of family-centered care or services across the lifespan

Levels of State Oral Health Program Competencies

Domain 1. Build Support: State oral health programs establish strong working relationships with stakeholders to build support for oral health through promotion, disease prevention and control.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Establish and maintain linkages with key stakeholders	Identify key stakeholders	Communicate with stakeholders on a regular basis	Conduct collaborative activities with stakeholders	Evaluate linkages with stakeholders
Communicate in writing and electronically with professional and lay audiences	Use clear, concise, grammatically correct written language	Format written documents in easy to read style	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, grammatically correct language in oral presentations	Increase interest and relevance of communication through examples, stories, etc.	Adapt oral communication for different population groups or situations.	Solicit and use feedback on oral communication to make improvements.
Compile compelling stories about oral health issues and programs	Collect or document examples of a variety of OH issues and programs	Develop examples into stories	Use language and format to create compelling stories	Acquire feedback to see if stories raised emotions or prompted action.
Use the media, advanced technologies and community networks to strategically communicate information	Identify various media channels, technologies and community networks	Develop strategies to fit the selected channels, technologies and networks	Use the selected strategies to communicate information	Evaluate and revise communication strategies

* SOHP = State Oral Health Program *OH = oral health

Listen to others in an unbiased manner, respecting and promoting differing points of view	Describe characteristics of active and nonjudgmental listening	Use active listening skills and encourage different viewpoints	Foster active listening skills and consideration of different viewpoints in others	Acquire feedback on listening and communication skills and initiate improvements
Advocate for oral health programs and resources	Discuss differences between education, advocacy and lobbying	Develop key advocacy messages	Use key messages with policymakers, stakeholders and others	Evaluate effectiveness of advocacy messages and make improvements
Use collaboration strategies to build and sustain partnerships	Identify important collaboration strategies and potential partners	Initiate communication with potential partners and propose collaborations	Strategize with partners to implement joint activities	Evaluate collaborative strategies and their effect on building and sustaining partnerships
Lead or participate in groups to address emerging issues	Identify emerging issues as part of a group	Strategize how to prioritize and manage emerging issues	Serve on workgroup or task force to implement strategies to address emerging issues	Evaluate strategies used to address emerging issues
Present the business case for oral disease prevention	Locate information on the costs/benefits of methods for preventing oral diseases	Analyze and summarize information on the costs and benefits of oral disease prevention	Develop and use materials that present the business case for oral disease prevention	Determine effectiveness of the materials that present the business case for oral disease prevention
Facilitate use of coalitions as change agents for oral health	Assemble or join coalitions around a common oral health goal	Create a coalition action plan for priority objectives	Implement action plan to facilitate change	Determine effectiveness of coalition in initiating changes in oral health
Develop social capital and political savvy to navigate organizational systems quickly	Learn key principles of developing social capital and political savvy	Identify key contacts at organizations who understand the bureaucratic structures and processes	Develop relationships with the key contacts to learn about the organizations	Use key contacts and their knowledge to successfully and quickly achieve desired outcomes

Facilitate group interactions and decision-making	Identify methods and resources for leading group discussions	Select and practice basic methods for facilitating group interaction and decision-making	Use increasingly advanced methods for group process	Solicit feedback on facilitation skills and make improvements
Participate in national groups to facilitate support for and implementation of state oral health programs	Search for information on national groups that might benefit state oral health programs	Select one or more of the national groups and join a committee or workgroup	Provide information and advocate for state oral health programs as a member of the group	Document increased support for state oral health programs as a result of your involvement

Domain 2: Plan and Evaluate Programs: State oral health programs develop and implement evidence-based interventions and conduct evaluations to ensure ongoing feedback and program effectiveness.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Assess oral health needs of the population.	Identify methods to assess oral health needs	Utilize selected methodologies to collect data to assess oral health needs	Analyze data and describe specific findings	Validate findings and prioritize needs
Conduct internal and external needs and assets assessment (SWOT assessment)	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
Involve community members to develop program goals and objectives that reflect the community's needs and assets.	Identify representative community members to inform the development of program goals and objectives	Engage key community members in collaborative planning	Use results of collaborative planning to develop program goals	Solicit and use feedback to determine how well programs reflect the community's needs and assets

Match intervention strategies to accomplish selected goals and objectives.	Identify evidence-based intervention strategies for each objective	Develop activities/action steps based on selected interventions	Implement the selected action steps	Determine how well the selected intervention strategies met the specific goals and objectives
Apply principles of cultural competency to program design and evaluation.	Identify principles of cultural competency that apply to program design and evaluation by employing key informants and current research	Use identified principles of cultural competency to plan for evaluation	Use field tests or focus groups with intended audience to determine degree of cultural competence of program and evaluation strategies	Incorporate recommended modifications to program design and evaluation
Tailor information to reflect the community's needs.	Ask community to define needs and identify key messages to be used	Develop drafts of information that reflect the community's needs	Adapt information dissemination to reflect the community's needs	Solicit and use feedback from key informants in community to make information improvements
Formulate program, research, and policy evaluation questions.	Identify relevant program, research and policy evaluation issues	Draft evaluation questions relevant to selected programs, research and policies	Develop strategies to answer evaluation questions	Determine how well the strategies answered the questions
Implement an evaluation plan that includes process and outcome measures.	Describe the difference between process and outcome objectives	Develop an evaluation plan with measurable and time-framed process and outcome targets.	Formulate findings and recommendations supported by program evaluation	Design program improvements and modifications based on findings and recommendations
Use logic models to inform decisions.	Describe the components of a logic model and their use in program planning and evaluation	Employ the logic model to inform decisions, e.g., setting program goals, objectives, targets and outcomes	Generate findings and recommendations supported by logic model	Evaluate the utility and benefit of using logic models to inform decisions

Use evaluation findings to guide decision making, generate recommendations and improve programs.	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
Monitor oral health needs using oral health surveillance methodology and indicators.	Identify oral health surveillance methodologies and indicators for monitoring oral health	Utilize identified methodologies to collect, store and analyze data to monitor oral health	Compile a report based on the findings from each indicator and the methodologies used	Validate that methods and findings meet the expectations for monitoring oral health and implement any revisions
Respond to health hazards that affect oral health and the oral health workforce.	Identify health hazards that affect oral health and the oral health workforce	Communicate with key stakeholders regarding health hazards that affect oral health and the oral health workforce	Conduct collaborative activities with key stakeholders regarding health hazards that affect oral health and the oral health workforce	Evaluate changes in health hazards and response mechanisms that affect oral health and the oral health workforce
Create emergency preparedness and response plans.	Identify oral health components of emergency preparedness and response plans	Communicate with key stakeholders and partners involved in emergency preparedness and response plans	Conduct collaborative activities with key stakeholders and partners involved in emergency preparedness and response plans	Participate in the periodic evaluation of emergency preparedness and response plans

Domain 3. Influence Policies and Systems Change: State oral health programs promote and implement strategies to inform, enhance or change the health-related policies of organizations or governmental entities capable of affecting the health of populations.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Use key informants and opinion leaders to assess public perceptions of oral health issues	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
Communicate with change agents that 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
Broaden the range of stakeholders who are engaged in policy development	Identify stakeholders who could be involved in policy development	Communicate with potential stakeholders to gain their policy ideas and commitment around specific issues	Collaborate with stakeholders to impact policy development	Assess the success and commitment of these stakeholders to affect policy development and change
Combine data and stories to create compelling arguments to influence policies.	Collect examples of data and stories that could be developed into compelling arguments to influence policies	Create communication tools using the collected data and stories	Use communication tools to influence desired policy changes	Acquire feedback to determine the effectiveness of the communication tools to influence policies
Develop comprehensive risk communication strategies for oral health issues	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
Apply historical perspective of the development, structure	Identify relevant current oral health policy issues and determine the	Determine the role that historical perspective had in the development,	Use the historical information to develop strategies for new policy	Assess the value of applying an historical perspective to current

and interaction of public health and health care systems to current oral health policy issues	historical perspectives of those policy issues	structure and interaction of PH and health care systems to current oral health policy issues	development activities or to enhance existing policies	oral health policy issues
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 impacts 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

Domain 4. Manage People: State oral health programs oversee and support the optimal performance and growth of team members.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Manage effective teams	Identify appropriate outcomes for each team	Review expected outcomes with teams and solicit team input	Implement team activities and document outcomes	Analyze team outcomes as compared to expectations to evaluate effectiveness
Prioritize work responsibilities to accomplish multiple tasks	Identify all tasks	Prioritize necessary tasks based on mission and goals of the program	Make assignments based on skills, priorities and timelines	Review progress on all tasks to determine if work assignments were appropriate and feasible
Use time management skills	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

Maintain a diverse workforce	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
Assess team member skills and match skills to tasks	Identify all team member skills and all tasks 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
Identify and resolve conflicts	Create environment that allows for conflicts to be recognized quickly	Review conflicts with team members involved to determine the facts or opinions	Demonstrate openness in considering all factors in dispute and seek compromise where possible	Evaluate conflict resolution process and the ability of the team to achieve organizational objectives despite conflicts
Conduct performance appraisals using constructive feedback	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
Support professional and personal development	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 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

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
Motivate individuals and teams to achieve goals	Establish clear goals for individuals and teams	Communicate to individuals and teams the value of attaining the established goals	Work with teams and individuals to develop positive reinforcement opportunities if goals are achieved or exceeded	Assess achievement of goals and consistently reward appropriately

Domain: 5 Manage Programs and Resources: State oral health programs ensure the administrative, financial and staff support necessary to sustain activities and to build opportunities.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Manage oral health programs within budget constraints	Review budget and different funding sources at the beginning of each year or each funding period	Review expenditures on a monthly basis to determine need for adjustments and reasons for delays	Make adjustments 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
Prioritize potential funding opportunities	Identify potential funding opportunities	Research funding opportunities to determine congruence for eligibility, focus 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 to create a diversified funding base	Identify elements of successful proposals	Review RFPs and guidances from a variety of funders	Write draft proposals and solicit feedback for improvements	Ask for feedback from reviewers on successful and unsuccessful submissions
Justify a line-item budget and an activity-based budget	Outline items to include in a line-item budget and an activity-based budget	Document rationales for why each line item or activity is needed	Estimate costs for each line item or activity and how the costs were derived	Compare actual costs of each line item or activity to estimated costs
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
Navigate bureaucratic systems to fulfill management functions	Identify contacts/entry points for each level of bureaucracy	Determine enablers and barriers to navigating a particular system	Document successful and unsuccessful navigational strategies	Analyze successful and unsuccessful navigational strategies to inform future approaches
Implement public health laws, regulations and policies related to oral health programs	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, regulation and policies to improve oral health of the population
Provide technical assistance where needed or requested	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
Manage information systems for collection, retrieval and use of data	Determine information system needs, including people to run the systems	Determine if current systems and staff are adequate or if additional capacity is needed	Determine how well each aspect of the information systems is meeting program needs	Create plans for reviewing and upgrading information systems as needs arise

Domain 6. Use Public Health Science: State oral health programs gather, analyze, interpret and disseminate data and research findings to assure that oral disease prevention and control approaches are evidence-based.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Articulate the underlying causes and management of oral diseases, including behavioral, medical, genetic, environmental and social factors	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
Use scientific evidence to inform program and policy decisions	List the various levels of evidence for determining effectiveness of interventions	Review articles and guidelines to compare evidence of effectiveness for selected approaches	Select the best interventions and policies based on scientific evidence and other factors	Evaluate the effectiveness of the selected interventions and policies
Assess determinants of oral health and how they create oral health disparities	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)
Use approaches to problems that take into account population differences	Identify population differences across variables	Gain feedback from targeted populations on potential approaches to problems	Select and implement approaches based on scientific evidence and community feedback on relevance	Evaluate effectiveness of approaches for different population groups

Apply ethical principles to the collection, storage, use and dissemination of data and information	Identify principles of ethics related to collection, storage and dissemination of data and information	Discuss methods that assure adherence to ethical principles	Select and pilot methods to determine any problems that might cause breaches in ethics	Check methods on a regular basis to prevent/adjust for ethical breaches
Identify data and information sources for variables of interest	List data items of interest to the program	Search electronic and print resources for data and other information sources	Review a variety of data and information sources to determine validity and relevance	Review data and information sources regularly for updates
Use accepted methods to collect oral health and program related data and information	Identify methods to collect oral health and program data and information	Review each method for reliability, generalizability, relevance to the program and resources needed	Select best methods to collect needed information using available resources	Evaluate if methods used were able to collect all information needed and that information is reliable and useful
Use accepted methods for analyzing data and information	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
Analyze oral epidemiologic and surveillance data to identify disease burden and trends, as well as potentially effective intervention strategies	Select items and methods for analysis to determine oral disease burden and trends	Decide on purpose, target audience and format for disseminating the oral disease burden and trend information	Use analysis and synthesis of data to create a document that addresses all three topics and includes data sources	Acquire feedback on perceptions and use of information in the oral disease burden/trends document
Identify promising models and best practices 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

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
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Domain 7: Lead Strategically: State oral health programs create strategic vision, serve as a catalyst for change and demonstrate program accomplishments.

Competency	Level 1 (Basic)	Level 2	Level 3	Level 4 (Advanced)
Demonstrate critical thinking.	Describe attributes and qualities of critical thinking	Utilize and demonstrate attributes of critical thinking	Formulate or review strategic mission, vision and approaches	Validate strategic mission, vision and approaches
Respond with flexibility to changing needs.	Identify attributes of flexibility in responding to changing needs	Demonstrate attributes of flexibility	Document examples of the attributes when responding to changing needs	Assess which attributes of flexibility worked best in response to changing needs
Leverage resources, both monetary and human.	Describe methods and approaches to leverage a variety of resources	Identify groups that may be able to provide or advocate for needed resources	Approach groups and explore “win-win” relationships to leverage resources	Evaluate the effectiveness of approaches and collaborations to leverage resources
Create key values and a shared vision.	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

Foster incorporation of new ideas.	Describe environments and behaviors that foster and embrace new ideas	Create an environment that fosters and embraces new ideas	Demonstrate how new ideas have been considered and adopted to improve/enhance the program	Assess the value of new ideas in program improvement and enhancement
Apply problem-solving processes and methods to challenging situations.	Describe problem-solving methods for addressing challenging situations	Role play problem-solving methods for challenging situations	Document the effectiveness of various problem-solving methods	Assess relative value of various methods in solving problems
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
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
Oversee the development and implementation of a state oral health plan.	Identify essential stakeholders and methods to develop a state oral health plan	Utilize selected approaches with stakeholders to develop consensus for a state oral health plan	Track outputs and outcomes from plan implementation	Determine whether plan addressed the state's needs and assets and revise as needed
Translate policy into organizational plans, structures and programs.	Describe how policies are adopted into organizational plans, structures and programs	Identify OH policies and approaches to institutionalize these policies into plans, structures and programs	Document approaches used to institutionalize OH policies	Evaluate the effectiveness of approaches used to translate OH policies into organizational plans, structures and programs

Identify policy agendas for the state oral health program.	Describe key oral health policy topics for the state oral health program	Develop approaches to establish policy agendas for the program	Implement policy agendas for the program	Evaluate effectiveness and responsiveness of OH policy agenda addressing the community's needs
Assess state oral health program capacity within the context of the <i>Essential Public Health Services to Promote Oral Health</i> .	Describe <i>Essential Public Health Services to Promote Oral Health</i> in relation to assessment, assurance and policy development	Identify respective state roles (under each essential service) and examples of how to fulfill those roles	Use assessment findings to create strategic plan for increasing capacity to perform the state oral health program roles	Periodically evaluate state oral health program capacity in performing roles in the <i>Essential Public Health Services to Promote Oral Health</i>
Assist primary care providers, organizations and health plans to develop, implement and evaluate models of family-centered care or services across the lifespan.	Describe the attributes of family-centered care and services across the lifespan and existing models	Identify key providers, organizations and health plans that desire assistance with models of family-centered care or services across the lifespan	Document the assistance provided using selected models	Evaluate the effectiveness of assistance to determine the value of various models