

State and Local Level Public Health Functions within the 10 EPHS

10/23/06 THIS IS A DRAFT PHWG WORKING DOCUMENT

NACCHO Functional Local Health Department	NPHPSP Local LPHS and LPHS Governance and Performance Standards	NPHPSP State Public Health System Model Standards (Portions identified as potential Substate functions)
EPHS#1: Monitor Health Status to Identify Health Problems		
NAACHO	NPHPSP LOCAL	NPHPSP STATE
<p>a. Obtain and maintain data that provide information on the community's health (e.g., provider immunization rates; hospital discharge data; environmental health hazard, risk, and exposure data; community-specific data; number of uninsured; and indicators of health disparities such as high levels of poverty, lack of affordable housing, limited or no access to transportation, etc.).</p> <p>b. Develop relationships with local providers and others in the community who have information on reportable diseases and other conditions of public health interest and facilitate information exchange.</p> <p>c. Conduct or contribute expertise to periodic community health assessments.</p> <p>d. Integrate data with health assessment and data collection efforts conducted by others in the public health system.</p> <p>e. Analyze data to identify trends, health problems, environmental health hazards, and social and economic conditions that adversely affect the public's health.</p>	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure community health status monitoring.</p> <p>a. Assure appropriate resources (financial, personnel, and technical), guidance, and oversight for community health status monitoring.</p> <p>b. Assure promotion of broad-based participation, coordination among all entities active in collecting, analyzing, disseminating community health status data.</p> <p>c. Assure development, implementation, and review of policies designed to facilitate monitoring of community health status, progress towards meeting locally established health priorities, and a process of continuous evaluation and improvement of public health monitoring efforts.</p>	<p>1.1 Collaborates with data reporting entities (eg local health depts, hospitals, physicians, labs) to assure timely collection, analysis, dissemination of data.</p> <p>1.2 Develops, manages a uniform set of health status indicators from a variety of sources (eg., hospitals, managed care organizations, health depts, universities); responds to state, local health-related data needs.</p> <p>1.3 Provides expertise in development, maintenance of data systems to monitor health status at state, local levels to LPHSs + other state partners.</p> <p>1.4 Collaborates with users, incl. LPHSs + other state partners, to improve development, distribution of state health profile.</p> <p>1.5 Offers training in interpretation, use of health-related data to LPHSs + other state partners.</p>

	<p>LPHS PERFORMANCE:</p> <ol style="list-style-type: none"> 1) <u>Population-based Community Health Profile</u> <ol style="list-style-type: none"> a. Conducts regular community health assessments to monitor progress towards health-related objectives. b. Compiles and periodically updates community health profile using community health assessment data. c. Promotes community-wide use of the Community Health Profile and/or assures that this information can be easily accessed by the community. 2) <u>Access to and utilization of current technology to manage, display, analyze and communicate population health data</u> <ol style="list-style-type: none"> a. Uses state of the art technology to collect, manage, integrate, display health profile databases. b. Promotes the use of geocoded data. c. Uses geographic information systems. d. Uses computer generated graphics to identify trends and/or compare data by relevant categories (e.g., race, gender, age group). 3) <u>Maintenance of Population Health Registries</u> <ol style="list-style-type: none"> a. Maintains, regularly contributes to population health registries using established criteria to report identified health events. b. Uses information from one or more population health registries. 	<ol style="list-style-type: none"> 1.6 Provides expertise in development, maintenance of data systems to monitor health status at state, local levels to LPHSs + other state partners. 1.7 Collaborates with users, incl. LPHSs + other state partners, to improve development, distribution of state health profile. 1.8 Reviews its efforts to monitor health status to determine the sufficiency and relevance of the gathered health data, to determine the ability to meet user needs for health data, and to gather feedback from LPHS leaders regarding data set content and format. 1.9 Collaborates with users, including local public health systems and other state partners, to improve the development and distribution of the state health profile.
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EPHS#2: Diagnose & Investigate Health Problems and Health Hazards		
NAACHO	NPHPSP LOCAL	NPHPSP STATE
<p>a. Investigate health problems and environmental health hazards.</p> <p>b. Prevent, minimize, and contain adverse health events and conditions resulting from communicable diseases; food-, water-and vector-borne outbreaks; chronic diseases; environmental hazards; injuries; and health disparities.</p> <p>c. Coordinate with other governmental agencies that investigate and respond to health problems, health disparities, or environmental health hazards.</p> <p>d. Lead public health emergency planning, exercises, and response activities in the community in accordance with the National Incident Management System, and coordinate with other local, state, and federal agencies.</p> <p>e. Fully participate in planning, exercises, and response activities for other emergencies in the community that have public health implications, within the context of state and regional plans and in a manner consistent with the community's best public health interest.</p> <p>f. Maintain access to laboratory and biostatistical expertise and capacity to help monitor community health status and diagnose and</p> <p>g. investigate public health problems and hazards.</p> <p>h. Maintain policies and technology required for urgent communications and electronic data exchange.</p>	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Surveillance and Response.</p> <p>a. Acts to assist the community in securing the needed resources to carry out these activities.</p> <p>b. Assures development, implementation, review of policies to ensure diagnosis and investigation of health threats in the community.</p> <p>c. Assures collaboration among all relevant groups for the diagnosis and investigation of health threats to the community.</p> <p>d. Conducts periodic reviews of these activities; reports its conclusions & recommendations to the community.</p> <p>e. Conducts the development, implementation, and review of appropriate policies and procedures for public health emergencies.</p> <p>LPHS PERFORMANCE:</p> <p>1) <u>Identification and Surveillance of Health Threats</u></p> <p>a. Collects timely reportable disease information from community health professionals who submit information on possible disease outbreaks.</p>	<p>2.1 Develops plans to investigate, respond to PH threats; to define roles/responsibilities of key collaborators in the investigation/response system</p> <p><i>Note: In some cases SPHS may operate more than one surveillance system. In the Model Standard/measures for Indicator 2.1, "system" should be read broadly, to incl. the complete collection of surveillance systems operated by SPHS</i></p> <p>2.2 Provides assistance in epidemiologic analysis to LPHS + other state partners.</p> <p>2.3 Periodically reviews its PH investigation + response plans.</p> <p>2.4 Uses info gained from the reviews to help improve responsiveness of the surveillance system.</p> <p>2.5 Allocates existing resources for diagnosing, investigating health problems, hazards to areas of highest need; plans for the development of new resources.</p> <p>2.6 Collaborates w/ partners to leverage system-wide resources; focus statewide assets on diagnosis, investigation of health problems.</p> <p>2.7 Uses multi-disciplinary teams to investigate adverse PH events.</p>

	<ul style="list-style-type: none"> b. Uses state-of-the-art information technology and communication systems to support surveillance and investigation activities. c. Has access to Masters and/or Doctoral level statistical and epidemiological expertise to assess, investigate, and analyze health threats and health hazards. d. Has a procedure to alert communities to possible health threats and disease outbreaks. <p>2) <u>Plan for Public Health Emergencies</u></p> <ul style="list-style-type: none"> a. Defines and describes public health disasters and emergencies that might trigger implementation of the LPHS emergency response plan. b. Develops a plan that defines organizational responsibilities, establishes communication and information networks, and clearly outlines alert and evacuation protocols. c. Tests the plan each year through the staging of one or more mock events. d. Revises its emergency response plan at least every two years. <p>3) <u>Investigate and Respond to Public Health Emergencies</u></p> <ul style="list-style-type: none"> a. Designates an Emergency Response Coordinator. b. Develops written epidemiological case investigation protocols for immediate investigation of communicable disease outbreaks, environmental health 	
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	<p>hazards, potential chemical and biological</p> <p>agent threats, radiological threats, and large scale disasters.</p> <ul style="list-style-type: none"> c. Maintains written protocols to implement a program of source and contact tracing for communicable diseases or toxic exposures. d. Maintains a roster of personnel with the technical expertise to respond to potential biological, chemical, or radiological public health emergencies. e. Evaluates past incidents for effectiveness and opportunities for improvement. <p>4. <u>Laboratory Support for Investigation of Health Threats</u></p> <ul style="list-style-type: none"> a. Collects timely reportable disease information from community health professionals who submit information on possible disease outbreaks. b. Uses state-of-the-art information technology and communication systems to support surveillance and investigation activities. c. Has access to Masters and/or Doctoral level statistical and epidemiological expertise to assess, investigate, and analyze health threats and health hazards. d. Has a procedure to alert communities to possible health threats and disease outbreaks. 	
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EPHS#3: Inform, Educate, and Empower People about Health Issues.

NAACHO	NPHPSP LOCAL	NPHPSP STATE
<ul style="list-style-type: none"> a. Develop relationships with the media to convey information of public health significance, correct misinformation about public health issues, and serve as an essential resource. b. Exchange information and data with individuals, community groups, other agencies, and the general public about physical, behavioral, environmental, social, economic, and other issues affecting the public's health. c. Provide targeted, culturally appropriate information to help individuals understand what decisions they can make to be healthy. d. Provide health promotion programs to address identified health problems. 	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Information, Education, and Empowerment Activities.</p> <ul style="list-style-type: none"> a. Identifies & facilitates access to national, state, and local resources that could be used in support of these activities. b. Assures development, implementation, review of written policies encouraging these activities. c. Determines whether populations within the community are receiving culturally and linguistically appropriate PH information & education so they can make positive choices about their individual health status d. Evaluates these activities in light of community needs, including assuring all population subgroups have an opportunity to provide input on community health issues <p>LPHS PERFORMANCE:</p> <p>1) <u>Health Education</u></p> <ul style="list-style-type: none"> a. Provides the general public and policy leaders with information on health risk, health status, and health needs in the community as well as information on policies and programs that can improve community health. b. Uses appropriate media (print, radio, television, and Internet) to communicate health information to the community-at-large. c. Provides health information to enable individuals and groups, including vulnerable populations and those at 	<ul style="list-style-type: none"> 3.1 Designs, implements evidence-based or theory-based health communication and health education/promotion programs to help meet the state's health improvement objectives and in response to urgent and emergent public health issues 3.2 Designs, implements health communication and health education/promotion programs with the participation of LPHS and other state partners, the target population, and experts in health communication, health education/promotion, medicine, and other relevant fields. 3.3 Creates and uses culturally and linguistically appropriate informational, educational, and promotional activities and materials designed to reach targeted populations in specific settings. 3.4 Delivers health communication campaigns through appropriate channels including print, radio, television, and Internet to convey public health information and influence attitudes supportive of health education/promotion efforts. 3.5 Enables state partners, LPHSs, communities, individuals to develop skills, strategies to improve community & personal health.

	<p>increased risk, to make informed decisions about healthy living and lifestyle choices and sponsors educational programs to develop knowledge, skills, and behavior needed to improve individual and community health.</p> <p>d. Evaluates the appropriateness, quality, and effectiveness of public health education activities at least every two years.</p> <p>2) <u>Health Promotion Activities to Facilitate Healthy Living in Healthy Communities</u></p> <p>a. Conducts health promotion activities for the community-at-large or for populations at increased risk for negative health outcomes.</p> <p>b. Develops collaborative networks for health promotion activities that facilitate healthy living in healthy communities.</p> <p>c. Assesses the appropriateness, quality, and effectiveness of health promotion activities at least every two years.</p>	<p>3.6 Assists LPHSs + other state partners in identification, selection, development, or evaluation of health communication, education, promotion resources for general & targeted populations in local communities.</p> <p>3.7 Assists LPHSs + other state partners in effective strategies for use in specific settings w/targeted populations to prevent disease, protect/promote health.</p> <p>3.8 Provides consultation, training to LPHSs + other state partners in applying effective interventions in specific settings w/targeted populations of the community</p> <p>3.9 Reviews effectiveness, appropriateness of its health communication, health education, health promotion interventions.</p> <p>3.10 Designs, implements its reviews w/active participation of populations served by intervention efforts.</p> <p>3.11 Applies review finding to improve health communication, education, promotion interventions.</p> <p>3.12 Allocates existing resources for informing, educating, and empowering people about health issues to areas of highest need, plans for the development of new resources.</p> <p>3.13 Collaborates with partners to leverage system-wide resources and focus statewide assets on health communication, health</p>
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		<p>education, promotion services.</p> <p>3.14 Provides resources necessary to plan, develop, implement, evaluate health communication, education, promotion interventions</p> <p>3.15 Uses workforce expertise, equipment, facilities needed for effective health communication services</p> <p>3.16 Uses resources in workforce expertise, equipment, facilities needed for effective health education & promotion services.</p>
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EPHS#4: Mobilize Partnerships to Identify and Solve Health Problems		
NAACHO	NPHPS LOCAL	NPHPS STATE
<p>a. Engage the local public health system in an ongoing, strategic, community-driven, comprehensive planning process to identify, prioritize, and solve public health problems; establish public health goals; and evaluate success in meeting the goals.</p> <p>b. Promote the community's understanding of, and advocacy for, policies and activities that will improve the public's health.</p> <p>c. Support, implement, and evaluate strategies that address public health goals in partnership with public and private organizations.</p> <p>d. Develop partnerships to generate interest in and support for improved community health status, including new and emerging public health issues.</p> <p>e. Inform the community, governing bodies, and elected officials about governmental public health services that are being provided, improvements being made in those services, and priority health issues not yet being adequately addressed.</p>	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Constituency Building and Partnership Activity.</p> <p>a. Assures constituency building, partnership activities, and resource development partners to identify and solve health problems.</p> <p>b. Assures development, implementation, review of policies articulating commitment to these activities</p> <p>c. Conducts annual evaluations of these activities and provides relevant feedback to its constituents and the community at large.</p> <p>d. Implements strategies to enhance participation among current and potential constituents.</p> <p>LPHS PERFORMANCE:</p> <p>1) <u>Constituency Development</u></p> <p>a. Has a process to identify key constituents for population-based health in general (e.g., improved health and quality of life at the community level) or for specific health concerns (e.g., a particular health theme, disease, risk factor, life stage need).</p> <p>b. Encourages the participation of its constituents in community health activities, such as in identifying community issues and themes and in engaging in volunteer public health activities.</p>	<p>4.1 Engages communities; builds PH constituencies on a variety of health issues by identifying, convening, communicating with organizations who contribute to or benefit from delivery of EPHS</p> <p>4.2 Organizes partnerships for PH to foster the sharing of resources, responsibilities, collaborative decision-making, & accountability for delivering EPHS services at the state and local levels.</p> <p>4.3 Regularly communicates with constituencies and partners, including state and local policy leaders, on priority health issues and engages in efforts to strengthen public health resources at the state and community levels.</p> <p>4.4 Provides consultation in community development/organization, coalition building and maintenance, advocacy development/media relations, team management, negotiation, conflict resolution to LPHS and other state partners.</p> <p>4.5 Provides training in community development and organization, coalition building/maintenance, advocacy development & media relations, team management, negotiation, conflict resolution to LPHS & other state partners.</p> <p>4.6 Reviews its constituency-building</p>

	<ul style="list-style-type: none"> c. Establishes and maintains a comprehensive directory of community organizations. d. Uses broad-based communication strategies to strengthen linkages among LPHS organizations and to provide current information about public health services & issues. <p>2) <u>Community Partnerships</u></p> <ul style="list-style-type: none"> a. Establishes community partnerships to assure a comprehensive approach to improving health in the community. b. Assures the establishment of a broad-based community health improvement committee. c. Assesses the effectiveness of community partnerships in improving community health. 	<p>and partnership facilitation processes, & institutes improvements based on assessment findings to continually enhance partnerships & constituent relationships.</p> <ul style="list-style-type: none"> 4.7 Regularly reviews participation & commitment provided by its policy leaders, other state partners, & its constituent populations in the partnership efforts 4.8 Allocates existing resources for mobilizing partnerships to areas of highest need and plans for the development of new resources. 4.9 Collaborates with partners to leverage system-wide resources and focus statewide assets on constituency development and partnership mobilization. 4.10 Continuously evolves new constituents and new partners and supports partnership growth 4.11 Commits resources to support actions developed by partnerships. 4.12 Utilizes workforce expertise in collaborative group processes necessary to assist partners to organize and act on behalf of the health of the public, including knowledge of factors influencing community and partner participation and principles of community engagement
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EPHS#5: Develop Policies and Plans that Support Individual and Community Health Efforts NAACHO	NPHPS LOCAL	NPHPS STATE
<ul style="list-style-type: none"> a. Serve as a primary resource to governing bodies and policy-makers to establish and maintain public health policies, practices, and capacity based on current science and best practices. b. Advocate for policies that lessen health disparities and improve physical, behavioral, environmental, social, and economic conditions in the community that affect the public's health. c. Engage in LHD strategic planning to develop a vision, mission, and guiding principles that reflect the community's public health needs, and to prioritize services and programs. 	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight of Public Health Policy Making and Planning.</p> <ul style="list-style-type: none"> a. Maintains & annually assures availability of a handbook for its members, has a statutory charter, mission statement, or other strategic planning statement. b. Assures availability of adequate resources (financial, personnel, and technical) and organizational support necessary to implement Essential Public Health Services. c. Assures development, implementation, & review of policies that support the community health improvement process & works to strategically align community resources for health improvement. d. Convenes all relevant individuals, agencies, or organizations to implement carry out a community health improvement process that includes setting of PH objectives and leads to strategic alignment of resources to improve community health e. Routinely evaluates, sets goals for, monitors improvement in community health status. f. Assures that each member of the governing body understands, exercises, and advocates for appropriate legal authority to accomplish these assurance functions. 	<ul style="list-style-type: none"> 5.1 Provides technical assistance to LPHS + other state partners conducting community health improvement processes by assisting w/ the use of health planning models, the application of health data to determine priorities and objectives, selection/use of intervention strategies, & the mobilization of the community in designing/ implementing the improvement process. 5.2 Supports development of community health improvement plans and the integration of health issues and improvement strategies into other local community development and planning initiatives. 5.3 Supports development of local operational plans and procedures for addressing statewide systems improvement plans including public health infrastructure improvements and systems changes to improve public health readiness for responding to routine and emergency situations. 5.4 Provides technical assistance and support for conducting local health policy development by assisting with use of health data, obtaining public input, analyzing policy options, developing

	<p>LPHS PERFORMANCE:</p> <ol style="list-style-type: none"> 1) <u>Governmental Presence at the Local Level Assures</u> <ol style="list-style-type: none"> a. Delivery of the Essential Public Health Services to the community. b. The participation of all relevant stakeholders in the development and implementation of the community health improvement plan. c. An appropriate relationship with its local governing entity (e.g., local board of health, county commission, state health agency). d. Coordination with the state public health system. 2) <u>Public Health Policy Development</u> <ol style="list-style-type: none"> a. Contributes to the development and/or modification of public health policy by facilitating community involvement in the process and by engaging in activities that inform the process. b. Reviews existing policies at least every two years and alerts policymakers and the public of potential unintended outcomes and consequences. c. Advocates for prevention and protection policies, particularly for policies that affect populations who bear a disproportionate burden of mortality or morbidity. 3) <u>Community Health Improvement Process</u> <ol style="list-style-type: none"> a. Establishes a community health improvement process, which includes broadbased participation and uses information from the community health assessment as well as perceptions of community residents. b. Develops strategies to achieve community health improvement objectives and identifies accountable entities to achieve each strategy. 	<p>recommendations based on proven interventions, informing policymakers of policy issues, and drafting rule and regulations needed to protect and promote the health of the public.</p>
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	<p>4) <u>Strategic Planning and Alignment with the Community Health Improvement Process:</u></p> <p><i>each organization within the LPHS:</i></p> <ul style="list-style-type: none">a. Conducts organizational strategic planning activities.b. Reviews its organizational strategic plan to determine how it can best be aligned with the community health improvement process. <p><i>the local governmental public health entity:</i></p> <ul style="list-style-type: none">a. Conducts organizational strategic planning activities and uses strategic planning to align its goals, objectives, strategies, and resources with the community health improvement process.	
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EPHS#6: Enforce Laws and Regulations that Protect Health and Ensure Safety		
NAACHO	NPHPSP LOCAL	NPHPSP STATE
<ul style="list-style-type: none"> a. Review existing laws and regulations and work with governing bodies and policymakers to update them as needed. b. Understand existing laws, ordinances, and regulations that protect the public's health. c. Educate individuals and organizations on the meaning, purpose, and benefit of public health laws, regulations, and ordinances and how to comply. d. Monitor, and analyze over time, the compliance of regulated organizations, entities, and individuals. e. Conduct enforcement activities. f. Coordinate notification of violations among other governmental agencies that enforce laws and regulations that protect the public's health. 	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Legal and Regulatory Affairs.</p> <ul style="list-style-type: none"> a. Assures appropriate legal authority exists for the adoption, dissemination, evaluation, improvement, and enforcement of laws, rules, and regulations designed to protect the health of the community. b. Assures that its bylaws, rules, and procedures comply with local, state, and federal statutes and regulations. c. Assures its access to legal counsel; identifies and advocates for national, state, local resources that could be used for PH inspection and enforcement activities. c. Advocates for the enactment and retention of beneficial laws, rules, and regulations. d. Assures an annual evaluation of laws, rules, and regulations that includes participation of persons & groups that benefit from particular legal requirements as well as those who are regulated and may oppose particular legal requirements. <p>LPHS PERFORMANCE:</p> <ul style="list-style-type: none"> 1) <u>Review and Evaluate Laws, Regulations and Ordinances</u> <ul style="list-style-type: none"> a. Identifies public health issues that can only be addressed through laws, regulations, or ordinances. b. Has access to a current compilation of federal, state, and local laws, regulations, and ordinances that protect the public's health. 	<ul style="list-style-type: none"> 6.1 Solicits input on compliance & enforcement issues of existing & proposed state laws and regulations from stakeholders including legislators, legal advisors, & constituents or members of the general public, especially individuals & organizations regulated or directly affected by the laws or regulations under review. 6.2 Provides education & incentives to individuals, organizations, & governmental agencies obligated to obey & enforce laws /regulations to encourage their compliance. 6.3 Collaborates with those in the regulated environment as well as partners who conduct compliance and enforcement activities to support compliance and to assure that laws and regulations accomplish their health and safety purposes. 6.4 Provides technical assistance & support to LPHS and other state partners in the enforcement of PH laws and regulations, including protocols, consultation, and training that incorporate current public health knowledge and enforcement practices. 6.5 Ensures that enforcement training courses are available that provide the most current public health

	<ul style="list-style-type: none"> c. Reviews public health laws and regulations at least once every 5 years. d. Has access to legal counsel for assistance in the review of laws, regulations and ordinances. <p>2) <u>Involvement in the Improvement of Laws, Regulations, and Ordinances</u></p> <ul style="list-style-type: none"> a. Identifies local public health issues that are not adequately addressed through existing laws, regulations, and ordinances. b. Participates in the modification of existing laws, regulations, and and/or the formulation of new laws, regulations, and ordinances designed to assure and improve the public’s health. c. Provides technical assistance for drafting proposed legislation, regulations, and ordinances. <p>3) <u>Enforce Laws, Regulations and Ordinances</u></p> <ul style="list-style-type: none"> a. Identifies organizations within the LPHS that have authority to enforce public health laws, regulations, or ordinances. b. Assures that all enforcement activities are conducted in a timely manner in accordance with laws, regulations, and ordinances. c. Informs and educates individuals and organizations of the meaning and purpose of public health laws, regulations, and ordinances with which they are required to comply. d. Evaluates the compliance of regulated organizations and entities. 	<p>information related to the regulated environment, build counseling skills to explain the best approaches for regulatory compliance, and reflect the best enforcement practices.</p> <p>6.6 Provides local governing bodies assistance in developing laws, regulations, and ordinances that incorporate current public health knowledge and enforcement practices.</p> <p>6.7 Examines the technical assistance provided to LPHS for enforcement of PH laws/regulations, including developing ordinances, establishing protocols to guide local enforcement activities, delivering consultation services, and training people with needed skills to comply with laws and regulations.</p> <p>6.8 Collaborates with partners to leverage system-wide resources & focus statewide assets on enforcement activities</p> <p>6.9 Utilizes expertise to educate those affected by public health laws and regulations about their importance as well as the methods of adhering to the laws and regulations designed to protect the public’s health.</p>
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EPHS#7: Link People to Needed Personal Health Services and Assure Provision of Health Care when Otherwise Unavailable

NAACHO	NPHPSP LOCAL	NPHPSP STATE
<p>a. Engage the community to identify gaps in culturally competent, appropriate, and equitable personal health services, including preventive and health promotion services, and develop strategies to close the gaps.</p> <p>b. Support and implement strategies to increase access to care and establish systems of personal health services, including preventive and health promotion services, in partnership with the community.</p> <p>c. Link individuals to available, accessible personal healthcare providers (i.e., a medical home).</p>	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Outreach and Enabling Services.</p> <p>a. Identifies individuals, agencies, or organizations involved or responsible for coordination of services.</p> <p>b. Assures or advocates for necessary authority to allow these people & organizations to provide necessary services.</p> <p>c. Assures culturally and linguistically appropriate materials and staff to provide adequate linkage to services for special population groups.</p> <p>d. Identifies and advocates for national, state, and local resources – both public & private – necessary to facilitate access to needed services for the entire community, with special attention to socially disadvantaged people & high-risk population groups</p> <p>e. Assures development, implementation, and review of policies supporting employment of these resources in the development, coordination, and evaluation of outreach and enabling services.</p> <p>f. Conducts periodic evaluations including input and feedback regarding potential or actual outreach and enabling services from a wide spectrum of community participants, including representatives of socially disadvantaged and high-risk populations.</p> <p>LPHS PERFORMANCE:</p> <p>1) <u>Identification of Populations with Barriers to Personal Health Services</u> [<i>Description below: no action steps identified</i>]</p> <p>The LPHS assures equitable access to personal health services for all community residents. The LPHS identifies populations who may encounter barriers to personal health services. Vulnerable populations may encounter</p>	<p>7.1 Works collaboratively with LPHS & other state partners to identify underserved populations and improve access to personal health care.</p> <p>7.2 Works with health care providers in medicine, public health, nursing, dentistry, & social work, to assure access, utilization & quality of health care for persons living in the state</p> <p>7.3 Helps LPHS and other state partners to identify and meet the needs of persons encountering barriers to health care.</p> <p>7.4 Helps LPHS and other state partners to develop innovative partnerships to promote access to health care for underserved populations.</p> <p>7.5 Helps LPHS and other state partners to design health care delivery programs for underserved populations.</p> <p>7.6 Works with LPHS and other state partners to coordinate and integrate complementary programs to optimize resources and access to needed services.</p> <p>7.7 Provides technical assistance to LPHS and other state partners in quality improvement of personal health care delivery and management for safety-net providers.</p> <p>7.8 Collaborates with partners to leverage system-wide resources and focus statewide assets on linking people to needed personal health</p>

	<p>barriers to personal health services due to age, a lack of education, poverty, culture, race, language barriers, religion, national origin, physical disability, mental disability, or lack of health insurance.</p> <p>2) <u>Identifying Personal Health Service Needs of Populations</u></p> <ol style="list-style-type: none"> a. Defines personal health service needs for the general population. This includes defining specific preventive, curative, and rehabilitative health service needs for the catchment areas within its jurisdiction. b. Assesses the extent to which personal health services are provided. c. Identifies the personal health service needs of populations who may encounter barriers to the receipt of personal health services. <p>3) <u>Assuring the Linkage of People to Personal Health Services</u></p> <ol style="list-style-type: none"> a. Assures the linkage of individuals to personal health services, including populations who may encounter barriers to care. b. Provides community outreach and linkage services in a manner that recognizes the diverse needs of unserved and underserved populations. c. Enrolls eligible beneficiaries in state Medicaid or Medical Assistance Programs. d. Coordinates the delivery of personal health and social services with service providers to optimize access. e. Conducts an analysis of age-specific participation in preventive services. 	<p>care and assuring the provision of health care.</p>
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EPHS#8: Assure a Competent Public and Personal Health Care Workforce		
NAACHO	NPHPSP LOCAL	NPHPSP STATE
<ul style="list-style-type: none"> a. Recruit, train, develop, and retain a diverse staff. b. Evaluate LHD staff members' public health competencies, and address deficiencies through continuing education, training, and leadership development activities. c. Provide practice- and competency-based educational experiences for the future public health workforce, and provide expertise in developing and teaching public health curricula, through partnerships with academia. d. Promote the use of effective public health practices among other practitioners and agencies engaged in public health interventions. e. Provide the public health workforce with adequate resources to do their jobs. 	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Workforce Issues</p> <ul style="list-style-type: none"> a. Assures <u>licensing</u> and <u>credentialing</u> of PH personnel, including both paid & volunteer workers. b. Assures development, implementation, review of <u>policies</u> designed to assure improvements in workforce, management, and leadership quality. c. assures identification of national, state and local <u>resources</u> available for workforce instruction, leadership development and continuing education. d. Assures the development, implementation, and review of policies for the orientation of new members of each board or governing body. e. Assures periodic evaluation of current workforce competence – including compliance with licensure and credentialing requirements – and workforce training and education programs. <p>LPHS PERFORMANCE: <i>organizations within the LPHS:</i></p> <ul style="list-style-type: none"> 1) <u>Workforce Assessment</u> <ul style="list-style-type: none"> a. Establish a collaborative process to periodically determine the competencies, composition, and size of the public and personal health workforce that provides the Essential Public Health Services. b. Identify and address gaps in the public and personal health workforce, using information from the assessment. c. Distribute information from the workforce assessment to community organizations, including governing bodies and public and private agencies, for use in their strategic and operational plans. 	<ul style="list-style-type: none"> 8.1 Develops workforce development plans, based on the assessment that establish benchmarks & actions needed to recruit, maintain and sustain a competent workforce. 8.2 Provides resource development programs that include training in leadership and management, cultural beliefs & practices influencing health, application of information technologies, & competencies in health occupations. 8.3 Supports life-long learning through initiatives such as career ladder advancement opportunities, coaching and mentoring programs, & financial support for technical & professional development. 8.4 Encourages their workforce to apply leadership qualities to community health improvement activities. 8.5 Assists LPHS and other state partners in assessing personal and public health workforces. 8.6 Provides assistance to LPHS and other state partners on recruitment, retention, & performance improvement strategies to fill workforce gaps & decrease performance deficiencies. 8.7 Reviews its workforce assessment activities to determine if personal

	<p>2) <u>Public Health Workforce Standards</u></p> <ul style="list-style-type: none"> a. Are aware of and in compliance with guidelines and/or licensure/certification requirements for personnel contributing to the Essential Public Health Services. b. Periodically develop, use, and review job standards and position descriptions that incorporate specific competency and performance expectations. c. Evaluate members of the public health workforce on their demonstration of core public health competencies and those competencies specific to a work function or setting and encourage staff to respond to evaluations and performance goal adjustments by taking advantage of continuing education and training opportunities. <p>3) <u>Life-Long Learning Through Continuing Education, Training, and Mentoring</u></p> <ul style="list-style-type: none"> a. Identify education and training needs and encourage opportunities for public health workforce development. b. Provide opportunities for all personnel to develop core public health competencies. c. Provide incentives (e.g., improvements in pay scale, release time, tuition reimbursement) for the public health workforce to pursue education and training. d. Provide opportunities for public health workforce members, faculty and student interaction to mutually enrich practice-academic settings. 	<p>health care and PH workforces fill current and future demand for health services in the state.</p> <ul style="list-style-type: none"> 8.8 Assesses achievements of the statewide workforce development plan in meeting health manpower needs and quality improvement goals. 8.9 Uses performance appraisal programs that include consumer satisfaction, to stimulate individual and organizational quality improvements of personal health care & public health workers & their institutions 8.10 Allocates its existing workforce resources to areas of highest need and plans for development of new resources. 8.11 Collaborates with partners to leverage system-wide resources & focus statewide assets on workforce development. 8.12 Utilizes a system of life-long learning to develop and extend the competencies of the state's health services workforce, including pre-service and in-service educational opportunities. 8.13 Utilizes programs that develop and support leadership in the public and personal health workforce. 8.14 Utilizes programs that develop and support cultural competencies in the public and personal health workforce. 8.15 Utilizes expertise in the management of human resource
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	<p>4) <u>Public Health Leadership Development</u></p> <ul style="list-style-type: none"> a. Provide formal (e.g., educational programs, leadership institutes) and informal (e.g., coaching, mentoring) opportunities for leadership development for employees at all organizational levels. b. Promote collaborative leadership through the creation of a local public health system with a shared vision and participatory decision-making. c. Assure that organizations and/or individuals have opportunities to provide leadership in areas where their expertise or experience can provide insight, direction, or resources. d. Provide opportunities for development of diverse community leadership to assure sustainability of public health initiatives. 	<p>development programs supporting the delivery of high quality personal and public health services.</p>
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EPHS#9: Assess Effectiveness, Accessibility and Quality of Personal and Population Based Health Services		
NAACHO	NPHPSP LOCAL	NPHPSP STATE
<p>a. Develop evaluation efforts to assess health outcomes to the extent possible.</p> <p>b. Apply evidence-based criteria to evaluation activities where possible.</p> <p>c. Evaluate the effectiveness and quality of all LHD programs and activities and use the information to improve LHD performance and community health outcomes.</p> <p>d. Review the effectiveness of public health interventions provided by other practitioners and agencies for prevention, containment, and/or remediation of problems affecting the public's health, and provide expertise to those interventions that need improvement.</p>	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Service Evaluation.</p> <p>a. Assures development, implementation, review of policies supporting periodic evaluations of population-based & personal health services, incl. processes & outcomes of health improvement activities.</p> <p>b. Assures evaluations in line with community health priorities; considers relevant aspects of service delivery, incl. scope, timeliness, frequency, cost effectiveness, overall quality of Essential Public Health Services provided.</p> <p>c. Assures necessary resources are available to conduct periodic evaluations, incl. evaluations of the board of health or other governing body itself.</p> <p>d. Assures development, implementation, review of written policies endorsing importance of nationally recognized performance standards applicable to local PH systems and facilitating their application.</p> <p>e. Assures all PH constituents & partners within LPHS (incl. governmental, not-for-profit, private entities responsible for provision of EPHS) are encouraged to provide input into evaluation processes.</p> <p>f. Assures results of evaluations are used to improve system performance</p>	<p>9.1 Evaluates, with its LPHS and other state partners, the availability, utilization, appropriateness, and effectiveness, of population-based health services, (e.g. injury prevention, promotion of physical activity, immunization) within the state using national guidelines, such as CDC's <i>Guide to Community Preventive Services</i>.</p> <p>9.2 Evaluates, with its LPHS and other state partners, personal health services within the state using national guidelines, such as the <i>Guide to Clinical Preventive Services</i>.</p> <p>9.3 Establishes, with input from LPHS and private health care systems, standards for the availability, utilization, and effectiveness of population-based & personal health services within the state.</p> <p>9.4 Uses mid-course reviews to assess multi-year health programs to assure that their interventions are appropriately focused to achieve their objectives. <i>Note: Also see Essential Service # 7 for Personal Health Evaluation.</i></p> <p>9.5 Provides technical assistance to LPHS and other state partners in the evaluation of population-based and personal health services including their availability,</p>

	<p>LPHS PERFORMANCE:</p> <p>1) <u>Evaluation of Population-Based Health Services</u></p> <ul style="list-style-type: none"> a. Evaluates population-based health services against established criteria for performance, including the extent to which program goals are achieved for these services. b. Assesses community satisfaction with population-based services and programs through a broad-based process, which includes residents who are representative of the community and groups at increased risk of negative health outcomes. c. Identifies gaps in the provision of population-based health services. d. Uses evaluation findings to modify the strategic and operational plans of LPHS organizations to improve services and programs. <p>2) <u>Evaluation of Personal Health Services</u></p> <ul style="list-style-type: none"> a. Evaluate the accessibility, quality, and effectiveness of personal health services. b. Evaluate personal health services against established criteria. c. Assess the satisfaction of clients (including those at increased risk of negative health outcomes). d. Use information technology to assure quality of personal health services and connections among providers. e. Use evaluation findings to modify their strategic and operational plans and to 	<p>utilization, outcomes and effectiveness.</p> <p>9.6 Provides technical assistance to LPHS and other state partners in evaluating the performance of the Essential Public Health Services within LPHS</p> <p>9.7 Offers consultation services & guidance to LPHS & other state partners in conducting assessment of consumer satisfaction with locally provided PH services and programs.</p> <p>9.8 Shares results of performance evaluations with LPHS and other state partners for use in local health improvement and strategic planning processes.</p> <p>9.9 Reviews its evaluation and quality improvement activities on a periodic, predetermined schedule.</p> <p>9.10 Reviews its evaluation and quality improvement activities when weaknesses in their quality assurance system become apparent.</p> <p>9.11 Uses the results of its reviews to improve its evaluation and quality improvement activities.</p> <p>9.12 Allocates existing resources for evaluation to areas of highest need and plans for development of new resources.</p> <p>9.13 Collaborates with partners to leverage system-wide resources and focus statewide assets on evaluating population-based and personal services.</p>
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	<p>improve services and programs.</p> <p>3) <u>Evaluation of the Local Public Health System</u></p> <p>a. Identifies community organizations or entities that contribute to the delivery of the Essential Public Health Services.</p> <p>b. Evaluates the comprehensiveness of LPHS activities against established criteria at least every five years and ensures that all organizations within the LPHS contribute to the evaluation process</p> <p>c. Assesses the effectiveness of communication, coordination, and linkage among LPHS entities.</p> <p>d. Uses information from the evaluation process to refine existing community health programs, to establish new ones, and to redirect resources as needed to accomplish LPHS goals.</p>	<p>9.14 Utilizes analytical tools needed to monitor the performance of population-based and personal health services.</p> <p>9.15 Utilizes the expertise needed to establish standards and monitor the performance and capacity of the State Public Health System as well as the expertise needed to implement effective quality improvement activities.</p>
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EPHS#10: NAACHO	Research for New Insights and Innovative Solutions to Health Problems NPHPS LOCAL	NPHPS STATE
<p>When researchers approach the LHD to engage in research activities that benefit the health of the community:</p> <ul style="list-style-type: none"> a. Identify appropriate populations, geographic areas, and partners; b. Work with them to actively involve the community in all phases of research; c. Provide data and expertise to support research; and, d. Facilitate their efforts to share research findings with the community, governing bodies, and policymakers. e. Share results of research, program evaluations, and best practices with other public health practitioners and academics. f. Apply evidence-based programs and best practices where possible. 	<p>LPHS GOVERNANCE: The Local Board of Health or Other Governing Body provides oversight to assure Public Health Innovation and Research</p> <ul style="list-style-type: none"> a. Assures development, implementation, and/or review of policies reflecting its commitment to PH research and innovation activities. b. Assists the community in the establishment of linkages between academic (or other health-research) institutions and local PH entities to carry out community based research activities. c. Assures research results are incorporated into new policies & programs to reflect the highest current standard of PH practice consistent with community resources. <p>LPHS PERFORMANCE:</p> <p>1) <u>Fostering Innovation</u></p> <ul style="list-style-type: none"> a. Enable staff to identify new solutions to health problems in the community by providing the time and resources for staff to pilot test or conduct experiments to determine the feasibility of implementing new ideas. b. Propose to research organizations one or more public health issues for inclusion in their research agenda. c. Research and monitor best practice information from other agencies and organizations at the local, state, and national level. d. Encourage community participation in research development and implementation (e.g., identifying research priorities, designing studies, preparing related communications for the general public). 	<p>10.1 Partners with institutions of research and higher learning, public health agencies in other states, and local public health systems to develop a written public health research agenda focused on performance of the Essential Public Health Services and on identifying and/or testing innovative solutions for population-based health interventions that consider diverse populations and communities.</p> <p>10.2 Designs, implements, and draws conclusions from research.</p> <p>10.3 Establishes a statewide process that includes LPHS for sharing research findings on Essential Public Health Services and population based health services innovations.</p>

	<p>2) <u>Linkage with Institutions of Higher Learning and/or Research</u></p> <ul style="list-style-type: none"> a. Partners with institutions of higher learning or research to conduct research activities related to the Essential Public Health Services. b. Develops relationships with these institutions that range from patterns of consultation to formal and informal affiliations. c. Encourages proactive interaction between the academic/research and practice communities, including field training experiences and continuing education opportunities. <p>3) <u>Capacity to Initiate or Participate in Timely Epidemiological, Health Policy, and Health Systems Research</u></p> <ul style="list-style-type: none"> a. Has access to researchers with the knowledge and skill to design and conduct health-related studies. b. Ensures the availability of resources (e.g., databases, information technology) to facilitate research. c. Plans for the dissemination of research findings to public health colleagues (e.g., publication in journals, websites). d. Evaluates the development, implementation, and impact of LPHS research efforts. 	
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