



Governance

NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS

LOCAL PUBLIC HEALTH GOVERNANCE
PERFORMANCE ASSESSMENT INSTRUMENT

OMB Control No.
0920-0580
Expires: 02-28-06

**National Public Health Performance Standards Program
Local Public Health Governance Performance Assessment
Version 1.0**

Public reporting burden of this collection of information is estimated to average 6 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number.

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to CDC/ATSDR Reports Clearance Officer, 1600 Clifton Road NE, MS D-24, Atlanta, Georgia 30333; ATTN: PRA (0920-0580).

TABLE OF CONTENTS

Foreword	i
Essential Service 1 Monitor Health Status to Identify Community Health Problems	1
Essential Service 2 Diagnose and Investigate Health Problems and Health Hazards in the Community	4
Essential Service 3 Inform, Educate, and Empower People about Health Issues	7
Essential Service 4 Mobilize Community Partnerships to Identify and Solve Health Problems	9
Essential Service 5 Develop Policies and Plans that Support Individual and Community Health Efforts	11
Essential Service 6 Enforce Laws and Regulations that Protect Health and Ensure Safety	14
Essential Service 7 Link People to Needed Personal Health Services and Assure the Provision of Health Care when Otherwise Unavailable	17
Essential Service 8 Assure a Competent Public and Personal Health Care Workforce	19
Essential Service 9 Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-based Health Services	22
Essential Service 10 Research for New Insights and Innovative Solutions to Health Problems	25

The purpose of the National Public Health Performance Standards Program (NPHPSP) is to develop measurable performance standards that public health systems and local boards of health or other governing bodies can use to ensure the delivery of the Essential Public Health Services. The NPHPSP includes three assessment instruments:

The Local Public Health System Performance Assessment Instrument (Local Instrument) focuses on the local public health system (LPHS), which consists of all entities that contribute to the delivery of public health services within a community;

The State Public Health System Performance Assessment Instrument (State Instrument) focuses on the state public health system, which includes state public health agencies and other partners that contribute to public health services at the state level; and

The Local Public Health Governance Performance Assessment Instrument (Governance Instrument) focuses on the governing body ultimately accountable for public health at the local level. The primary goal of the Governance Instrument is to promote continuous quality improvement of local boards of health or other governing body in supporting the delivery of public health services to their jurisdiction.

In the end, this program will achieve success to the degree it serves local public health agencies. In particular, the Governance Instrument has been developed as a tool with immediate and continuing utility for local boards of health as they work to implement the Core Functions of Public Health (Assessment, Policy Development, and Assurance) within the context of the Essential Public Health Services.

Essential Public Health Services

1. **Monitor** health status to identify community health problems.
2. **Diagnose and investigate** health problems and health hazards in the community.
3. **Inform, educate, and empower** people about health issues.
4. **Mobilize** community partnerships to identify and solve health problems.
5. **Develop policies and plans** that support individual and community health efforts.
6. **Enforce** laws and regulations that protect health and ensure safety.
7. **Link** people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. **Assure** a competent public and personal health care workforce.
9. **Evaluate** effectiveness, accessibility and quality of personal and population-based health services.
10. **Research** for new insights and innovative solutions to health problems.

About the Instrument and the Essential Public Health Services

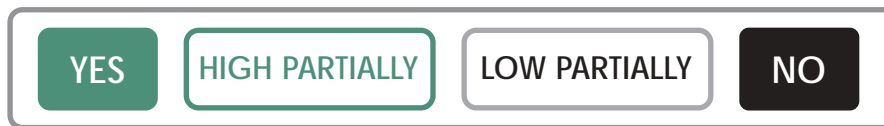
The Local Public Health Governance Performance Assessment Instrument is a self-assessment tool based on the Essential Public Health Services. The instrument provides a brief definition of each Essential Service, and a short statement that is designed to capture the essence of a local governing body's primary role in the provision of that service. Developed by the Public Health Functions Steering Committee in 1994, the Essential Services list provides both a working definition of public health and a guide to the development of public health policy. As with any list or definition of this nature, reasonable people may disagree with some of the details, but a large group of experienced people from all aspects of public health felt this list best captured the essence of public health in the United States. Pilot testing of the three NPHPSP instruments, as

well as the findings of other national programs, has indicated that the Essential Services serve as a guide for developing useful insights and hard data that are comparable to that of other study sites.

Governance Model Standards:

Optimal goals to strive for, not minimum standards for adequate provision for the enhancement and protection of the public's health!

For each Essential Public Health Service, the Governance Instrument is divided into several indicators. The indicators identify major components of each Essential Service. Associated with each indicator are governance model standards describing aspects of optimum performance for local governing entities. Overall, these model standards represent expert opinion concerning actions and capacities that are necessary for high performing local public health governance. Use of existing document sources and connections to related efforts were also made, when possible. Each of the model standards is followed by a number of questions and sub-questions (also referred to as measures and sub-measures), designed to be answered in one of the following four categories:



YES	Greater than 75 percent of the activity described within the question is met.
HIGH PARTIALLY	Greater than 50 percent, but no more than 75 percent of the activity described within the question is met.
LOW PARTIALLY	Greater than 25 percent, but no more than 50 percent of the activity described within the question is met.
NO	No more than 25 percent of the activity or resource described within the question is met.

These questions serve as measures of the governing body's activities.

Local Public Health Systems:

Include all entities that perform public health functions within the community.

A local public health system (LPHS) may be defined as the collection of public, private, and voluntary entities, as well as individuals and informal associations that contribute to the delivery of Essential Public Health Services within a jurisdiction. The legally established local governmental public health agency within that jurisdiction will usually be a municipal, county, regional, or tribal health department overseen by a board of health or other governing body.

Governing Bodies:

Governing bodies may include local boards of health, elected governing bodies and/or boards of key organizations and their chief executive officers who have responsibility for protecting and promoting the public's health.

A governing body has legal authority over the primary governmental public health agency within the LPHS, usually defined as the health department. The nature of this authority will vary from state to state, and even among jurisdictions within a state, and may or may not include the capacity to promulgate regulations. There are, conversely, governing bodies that clearly have regulatory authority, but may not oversee a local health department. In most cases, however, the governing body within a LPHS assures that an infrastructure exists to protect and promote health in the community. A governing board does this by assuring that within its jurisdiction governmental public health agencies and their partners have the necessary legal authority, resources, and policies to provide essential public health services. The governing body protects public health by monitoring performance and facilitating collaboration in the achievement of essential public health services. Governing bodies that oversee any department of health or other personnel should strive to have senior managers participate in the completion of the local governance instrument.

Core Functions

Any public health agency is responsible for fulfilling the three Core Functions: Assessment, Policy Development, and Assurance. In terms of the Essential Services, numbers 1-4 encompass Assessment, number 5 Policy Development, and numbers 6-10 Assuring that policy is implemented. A governing body must work with the LPHS to assure that there is appropriate and adequate legal and/or legislative authority for public health activities. In addition, the governing body must assure the availability of sufficient resources, develop guiding policies, facilitate collaboration among community partners, and oversee evaluation of the NPHPSP process.

Assessment:

Regular public health program and system evaluations are an important governance function. Evaluations provide governing bodies with feedback on the effectiveness and efficiency of Essential Public Health Services being carried out within the LPHS. Where public health goals are not being accomplished, evaluation can provide information about where improvements are needed. The governing body must assure that personnel have necessary skills, tools, and resources to evaluate public health programs, services, and issues.

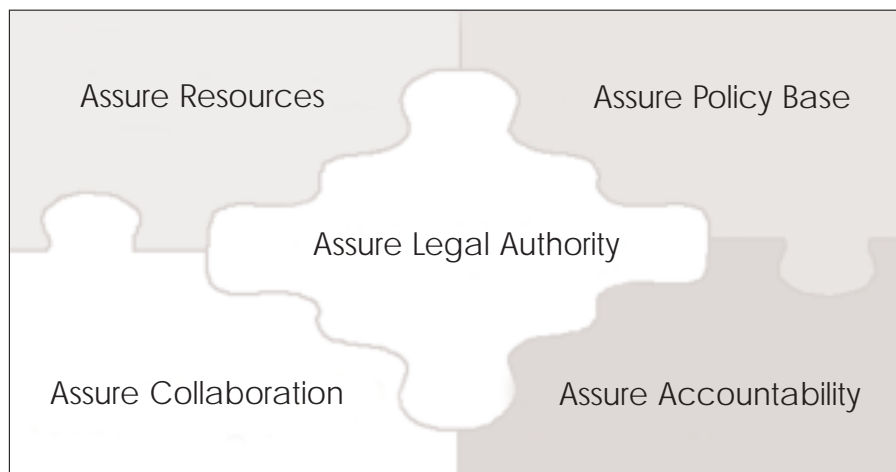
Policy development:

The governing body accomplishes its responsibilities by establishing public health policies and assuring their implementation. Public health policies may be either a regulatory or a non-regularity action. Public health policy development refers to a governing body articulating, in writing, expectations for accomplishing public health goals, measurable objectives, and the expected results that are to be achieved.

Assurance:

Assurance refers to those functions carried out by the governmental presence at the local level that guarantee public health policies and programs are in place and working. As illustrated in Figure 1, when a governing body “assures” the public’s health, it uses its legal authority to develop policies, acquire and distribute resources, foster collaboration, and maintain accountability for public health at the local level. The governing body may guarantee public health services by providing them directly, or by making sure that essential public health services are available at the local level through other means. The governing body must assure that some authority is responsible for overseeing and providing public health services at the local level.

Each of the governance assurance functions is described in greater detail below.



1. Assure legal authority:

The governing body identifies relevant, enabling legislation and assures that the key individuals, who are responsible for oversight, are knowledgeable of what the law allows. In some instances, additional authority may be required to meet public health objectives. Local governing bodies and other key stakeholders must be able to advocate for additional authority if necessary. To meet this standard, having identified its legal authority, the governing body must understand and assure compliance with the law among all LPHS participants. The governing body should identify other boards and governmental entities with overlapping or conflicting authority, and should such overlaps exist, seek to clarify responsibilities and relationships. When individuals and organizations with legal responsibility fail to comply with or carry out their obligations, the governing body must assure that appropriate legal structures are in place and take corrective measures, at all times following due process.

Challenges to local authority may occur and when they do, the governing body must be prepared to act as an advocate for its ability to oversee local public health activities and assure that local authority is not eroded or preempted. The local governing body should, where appropriate, identify areas for enhancement of its authority to regulate or control public health practice.

2. Assure resources:

The governing body has the authority and responsibility to identify community assets that might be mobilized to support its public health mission. Resources include a combination of staff,

time, funding, expertise, physical plants, and technology, as well as community groups, individuals, organizations, and agencies involved in the LPHS. Assuring resources refers to appropriate oversight of budgets and expenditures, and includes appropriate allocation and use of resources to achieve public health objectives.

In order to accomplish this, local governing bodies may advocate to higher authorities for additional financial and human resources to improve the health of the community or be called on to justify the need for increases in budgets for ongoing and new programs. This responsibility does not refer to the governing body's exercising approval of individual financial transactions or the exercise of routine financial controls performed by management.

3. Assure policy making:

The governing body accomplishes its responsibilities by establishing public health policies and assuring their implementation. Public health policies may involve either regulatory or non-regulatory actions. Public health policy development refers to a governing body articulating, in writing, expectations for accomplishing public health goals, measurable objectives, and the expected results that are to be achieved.

To accomplish this, the governing body facilitates public health policy development through a community consensus process such as MAPP (Mobilizing for Action through Planning and Partnerships), based upon a community health assessment, focusing on what results are to be accomplished, for whom, at what cost, at what quality, and with whose participation and support.

4. Assure accountability (continuous evaluation and improvement):

Regular public health program and LPHS evaluations are an important governance function. Evaluations provide governing bodies with feedback on the effectiveness and efficiency of essential public health services being carried out within the jurisdiction. Where public health goals are not being accomplished, evaluation can provide information about where improvements are needed.

To accomplish this, the governing body must assure that personnel have necessary skills, tools, and resources to evaluate public health programs, services, and issues.

5. Assure collaboration:

The governing body is responsible for convening public forums to communicate policies or resolve conflicts about public health issues. The governing body has the legal responsibility to hold public hearings on public health issues and conduct meetings in such a manner that they guarantee public access to deliberations.

To accomplish this, the governing body encourages collaboration by convening a broad-based group of partners within the LPHS, including groups that are affected but traditionally excluded from making decisions about issues that concern them. Where necessary, the governing body assures that regulations, enforcement, legal procedures, and joint jurisdiction issues are properly coordinated with others who are responsible for delivering health services within the LPHS.

Advisory Boards of Health

In some jurisdictions, the board of health may serve in an advisory capacity to the governing body, such as a county commission or a city council; or an individual, such as a county executive, county judge, or a mayor. In a number of states, advisory boards serve regional health districts or are organized under state law or state health department regulation. In these cases, the advisory board of health should 1) ensure that the governing entity is given the opportunity to complete the governance instrument, 2) offer to participate with the governing body in completing the instrument, or 3) if necessary, complete the instrument itself, clearly indicating it is doing so in the place of a governing entity that has been unable to do it for whatever reason.

Data Submission and Reports

Once a local board of health has completed the assessment, data can be submitted electronically to a limited access CDC Internet site (www.phppo.cdc.gov/nphpsp). To gain access to this site, local boards of health will need to obtain a user identification number and other access information. Directions for obtaining this information will be posted on the NPHPSP Internet site. It is recommended that users obtain this information prior to conducting the assessment.

Data provided to CDC will be used in accordance with the data use policy that appears on the NPHPSP Internet site; all users should agree to this policy before submitting data to CDC. When assessment data are submitted to the CDC Internet site, an automated process will be initiated to conduct the data analysis and build a report. Once the report has been built, the specified contact person will receive directions on how to access the report electronically. The report will contain information on: 1) overall achievement for each Essential Public Health Service, 2) indicators of each EPHS, and 3) key points of each model standard. This report will be sent to the user. Summary information will be provided to appropriate state public health department officials. It is important to remember that data from these assessments are intended for the purpose of quality improvement and are not for the purpose of allocating resources or directly comparing health departments and their public health systems. For more information on the data use policy, analysis, and reports, visit the NPHPSP Internet site.

Acknowledgment

The Local Public Health Governance Performance Assessment Instrument has been collaboratively developed by the National Association of Local Boards of Health (NALBOH) and the Centers for Disease Control and Prevention (CDC). Other national partners involved in the standards development process are the American Public Health Association (APHA), the Association of State and Territorial Health Officials (ASTHO), the National Association of County and City Health Officials (NACCHO), and the Public Health Foundation (PHF). Academic partners representing the Association of Schools of Public Health (ASPH) also made considerable contributions. The Forward to the Governance Instrument was written by Vaughn Mamlin Upshaw, EdD, DrPH, University of North Carolina (Chapel Hill), School of Public Health.

For More Information

Additional detail on the assessment instrument and the development of National Public Health Performance Standards can be obtained at <http://www.phppo.cdc.gov/nphpsp> or by calling 1-800-747-7649.

This service includes:

- Accurate, periodic assessment of the community's health status, including:
 - Identification of health risks (determinants of health) and determination of health service needs;
 - Attention to the vital statistics and health status indicators of groups that are at higher risk than the total population; and
 - Identification of community assets that support the LPHS in promoting health and improving quality of life.
- Utilization of appropriate methods and technology, such as geographic information systems (GIS), to interpret and communicate data to diverse audiences.
- Collaboration among all LPHS components, including private providers and health benefit plans, to establish and use population health registries, such as disease or immunization registries.

Indicator G1**Oversight to Assure Community Health Status Monitoring****Governance Model Standard:**

Improving the quality of community health status monitoring depends in part on the degree of active support, guidance, and participation by the board of health or other governing body in the monitoring process.

To accomplish this, the board of health or other governing body assures:

- Appropriate resources (financial, personnel, and technical), guidance, and oversight for community health status monitoring;
- Promotion of broad-based participation and coordination among all entities active in collecting, analyzing, and disseminating community health status data;
- Development, implementation, and review of policies designed to facilitate the monitoring of community health status and progress towards meeting locally established health priorities; and
- A process of continuous evaluation and improvement of public health monitoring efforts.

Please answer the following questions related to Essential Service #1:

G1.1: Does the board of health or other governing body periodically identify the individuals, agencies, or organizations active in community health status monitoring?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.2: Does the board of health or other governing body periodically determine resources necessary for community health status monitoring?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

If so, does the board of health or other governing body assure availability of adequate resources, including:

G1.2.1: Financial resources?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.2.2: Personnel resources and expertise?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.2.3: Technological resources?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.3: Does the board of health or other governing body routinely provide oversight of health status monitoring activities?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.4: Does the board of health or other governing body promote broad-based participation among those active in collecting, analyzing, and disseminating community health status data?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

If so, does the board of health or other governing body:

G1.4.1: Assure coordination among those individuals, agencies, or organizations that are engaged in these activities?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.5: Does the board of health or other governing body assure the development, implementation, and/or review* of policies that identify data needed for effective health status monitoring?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

If so, does the board of health or other governing body:

G1.5.1: Facilitate access to those data?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.5.2: Facilitate the maintenance of population-based health registries?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.6: Does the board of health or other governing body periodically assure the development, implementation, and/or review* of policies that designate appropriate uses for health data?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

If so, does the board of health or other governing body assure that:

G1.6.1: Policies are established to guide data sharing among entities that supply public health services to the community?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

G1.6.2: Policies are established to guide data sharing between community and external entities?

YES
 HIGH PARTIALLY
 LOW PARTIALLY
 NO

* "and/or" is used in a measure so that if the board of health or other governing body feels it does only one or two of the three actions being measured it may still proceed to answer the sub-measures, taking in to account the appropriate 1/3rd or 2/3rds reduction as it scores its responses. For example, if the board estimates high partial (51-75%) on 2 out of the three policy actions being assured (development, implementation, review) it would have to adjust its score to a low partial (26 –51%) to properly account for all three activities being measured.

<p>G1.6.3: Policies are established to guide data access?</p> <p>G1.6.4: Policies are established to guide data management?</p> <p>G1.6.5: Standards are established to guide data collection?</p> <p>G1.6.6: Standards are established to guide data reporting?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G1.7: Does the board of health or other governing body annually review reports on the community's health (<u>community health profile</u>)?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G1.8: Does the board of health or other governing body use data from community health assessment(s) to monitor progress towards health-related objectives?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G1.9: Is the board of health or other governing body responsible for continuous improvement of the methods by which the community health status is monitored?</p> <p><i>If so:</i></p> <p>G1.9.1: Has the board of health or other governing body adopted a written plan for the continuous evaluation and improvement of community health monitoring efforts?</p> <p>G1.9.2: Does the board of health or other governing body annually assure improvements are made in the levels of capacity, expertise, and resources to collect and analyze community health status data?</p> <p>G1.9.3: Does the board of health or other governing body routinely assure a review and update of policies describing the frequency or quality of community health status data collections?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G1.10: Does the board of health or other governing body adopt objectives for the continuous evaluation and improvement of community health monitoring efforts?</p> <p><i>If so, does the board of health or other governing body:</i></p> <p>G1.10.1: Use data from community health assessment(s) to monitor progress toward health-related objectives?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>

This service includes:

- Epidemiologic investigations of disease outbreaks, patterns of infections, chronic diseases, injuries, environmental hazards, and other health threats.
- Active infectious disease epidemiology programs.
- Access to a public health laboratory capable of conducting rapid screening and high volume testing.

Indicator G2**Oversight to Assure Public Health Surveillance and Response****Governance Model Standard:**

The board of health or other governing body is responsible for assuring that the community is adequately served by a public health laboratory, an active infectious disease epidemiology program, and technical capacity sufficient to conduct appropriate epidemiologic investigations.

To accomplish this, the board of health or other governing body:

- Acts to assist the community in securing the needed resources to carry out these activities;
- Assures the development, implementation, and review of policies to ensure the diagnosis and investigation of health threats in the community;
- Assures collaboration among all relevant groups for the diagnosis and investigation of health threats to the community;
- Conducts periodic reviews of these activities and reports its conclusions and recommendations to the community; and
- Assures the development, implementation, and review of appropriate policies and procedures for public health emergencies.

Please answer the following questions related to Essential Service #2:

G2.1: Does the board of health or other governing body assure access to appropriate resources required for diagnosis and investigation of health threats in the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body periodically assure access to:

G2.1.1: Appropriately licensed and/or accredited public health and other laboratories?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.1.2: Appropriate epidemiologic expertise?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.1.3: Financial, personnel, and technological resources?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.2: Does the board of health or other governing body, when necessary, lobby or advocate for a change in resource allocation for the diagnosis and investigation of health threats?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.3: Does the board of health or other governing body periodically assure the development, implementation, and/or review of policies and procedures for the diagnosis and investigation of health threats in order to identify gaps?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body assure:

G2.3.1: Development, implementation, and/or review of policies and procedures to address identified gaps?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.4: Does the board of health or other governing body periodically review the authority and regulatory mechanisms that support the diagnosis and investigation of health threats?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.5: Does the board of health or other governing body routinely assure collaboration among individuals, agencies, or organizations regarding issues of diagnosis and investigation of health threats?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.6: Does the board of health or other governing body conduct periodic reviews of laboratory services, infectious disease epidemiologic programs, and public health surveillance and response capacity?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G2.6.1: Issue written reports on the current status and needed improvements in these services, programs, and capacities?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.7: Does the board of health or other governing body assure the development, implementation, and/or review of policies and procedures for public health emergencies?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G2.7.1: Assure there are individuals, agencies, and organizations that are authorized to respond to public health emergencies?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.7.2: Assure maintenance of an up-to-date public health emergency response plan?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.7.3: Maintain an up-to-date listing of those individuals, agencies, or organizations with current contact information?

YES HIGH PARTIALLY LOW PARTIALLY NO

G2.7.4: Review the source of legal authority (e.g., regulatory code section or contract provision) authorizing each individual, agency, or organization to engage in emergency response activities?

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Health information, health education, and health promotion activities designed to reduce health risk and promote better health.
- Health communication plans and activities such as media advocacy and social marketing.
- Accessible health information and educational resources.
- Health education and health promotion program partnerships with schools, faith communities, work sites, personal care providers, and others to implement and reinforce health promotion programs and messages.

Indicator G3**Oversight of Public Health Information, Education, and Empowerment Activities****Governance Model Standard:**

The informing, educating, and empowering of people about health issues depend on the board of health or other governing body assuring the implementation of appropriate community-based health promotion and individual health education activities.

To effectively inform, educate, and empower people about health issues the board of health or other governing body:

- Identifies and facilitates access to national, state, and local resources that could be used in support of these activities;
- Assures the development, implementation, and review of written policies encouraging these activities;
- Determines whether populations within the community are receiving culturally and linguistically appropriate public health information and education so that they can make positive choices about their individual health status; and
- Evaluates these activities in light of community needs, including assuring that all population subgroups have an opportunity to provide input on community health issues.

Please answer the following questions related to Essential Service #3:

G3.1: Does the board of health or other governing body assure access to national, state, or local resources (including personnel, financial, and technical) required for community health information, education, or empowerment?

If so, does the board of health or other governing body lobby or advocate for:

G3.1.1: New resources that are needed?

G3.1.2: Retention of existing resources?

G3.2: Does the board of health or other governing body routinely assure the development, implementation, and/or review of written policies in support of public health information, education, and empowerment programs?

If so, are these policies designed to ensure:

G3.2.1: Financial resources sufficient to support public health information, education, and empowerment programs?

G3.2.2: Personnel resources sufficient to support public health information, education, and empowerment programs?

G3.3: Does the board of health or other governing body assure that culturally and linguistically appropriate public health information and education are being provided to individuals?

G3.4: Does the board of health or other governing body assure a periodic evaluation of public health information, education, and empowerment activities?

If so, does the board of health or other governing body:

G3.4.1: Assure that various types of mechanisms are used for gathering input (email, websites, forums, annual meetings, etc.) on health issues from the community?

G3.4.2: Assure that all population subgroups have an opportunity to provide input and feedback?

G3.4.3: Assure an evaluation has been used to promote the information, education, and empowerment activities?

G3.4.4: Assure an evaluation has been used to ensure the effectiveness of the information, education, and empowerment activities?

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Identifying potential stakeholders who contribute to or benefit from public health and increasing their awareness of the value of public health.
- Building coalitions to draw upon the full range of potential human and material resources to improve community health.
- Convening and facilitating partnerships among groups and associations (including those not typically considered to be health-related) in undertaking defined health improvement projects, including preventive, screening, rehabilitation, and support programs.

Indicator G4**Oversight to Assure Constituency Building and Partnership Activity****Governance Model Standard:**

The board of health or other governing body is responsible for creating a supportive environment that assures traditional and nontraditional partnerships are nurtured in order to draw on the full range of potential human and material resources in the cause of community health.

For effective constituency building and partnership development the board of health or other governing body:

- Assures constituency building, partnership activities, and resource development partners to identify and solve health problems;
- Assures the development, implementation, and review of policies articulating commitment to these activities;
- Conducts annual evaluations of these activities and provides relevant feedback to its constituents and the community at large; and
- Implements strategies to enhance participation among current and potential constituents.

Please answer the following questions related to Essential Service #4:

G4.1: Does the board of health or other governing body periodically identify the individuals, agencies, or organizations providing public health leadership in constituency building and partnership activities within the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.2: Does the board of health or other governing body assure access to national, state, or local resources that could be used for constituency building or partnership activities?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.3: Does the board of health or other governing body assure the coordination of resources in the community to enhance partnerships and collaboration to achieve public health objectives?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.4: Does the board of health or other governing body periodically assure the development, implementation, and/or review of written policies in support of public health constituency building or partnership activities?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.5: Does the board of health or other governing body annually assure that an evaluation of public health constituency and partnership activities is performed?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G4.5.1: Annually assure that feedback is provided directly to LPHS partners on community mobilization around health issues?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.5.2: Assure recognition of LPHS partners for their commitment and role in addressing public health goals and objectives?

YES HIGH PARTIALLY LOW PARTIALLY NO

G4.6: Does the board of health or other governing body periodically implement strategies to enhance participation among current and potential constituents? (This could include activities designed to acknowledge and reward participants.)

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Effective local public health governance.
- Development of policy, codes, regulations, and legislation to protect the health of the public and to guide the practice of public health.
- Systematic LPHS and state-level planning for health improvement in all jurisdictions.
- Alignment of LPHS resources and strategies with community health improvement plans.

Indicator G5**Oversight of Public Health Policy Making and Planning****Governance Model Standard:**

Effective oversight in public health requires that individual members of the board of health or other governing body within a local jurisdiction understand, exercise, and advocate for the authority to improve public health and support the community health improvement process within the framework of a statutory charter, mission statement, or other similar strategic planning statement.

To accomplish this, the board of health or other governing body:

- Maintains and annually assures the availability of a handbook for its members, has a statutory charter, mission statement, or other strategic planning statement;
- Assures the availability of adequate resources (financial, personnel, and technical) and organizational support necessary to implement the Essential Services of Public Health;
- Assures the development, implementation, and review of policies that support the community health improvement process and works to strategically align community resources for health improvement;
- Convenes all relevant individuals, agencies, or organizations to implement and carry out a community health improvement process that includes the setting of public health objectives and leads to the strategic alignment of resources to improve community health;
- Routinely evaluates, sets goals for, and monitors improvement in community health status; and
- Assures that each member of the governing body understands, exercises, and advocates for appropriate legal authority to accomplish these assurance functions.

Please answer the following questions related to Essential Services #5:

G5.1: Does the board of health or other governing body maintain and annually assure the availability of a handbook in paper or electronic format for members of the board of health or other governing body?

If so, does the handbook include:

- G5.1.1: A description of the legal responsibilities of the board of health or governing body?
- G5.1.2: A description of the policy-making and oversight responsibilities of the board of health or other governing body?
- G5.1.3: A description of the rules and procedures of the board of health or other governing body?
- G5.1.4: A description of the duties and responsibilities of any advisory boards or commissions appointed by the board of health or other governing body?

G5.2: Does the board of health or other governing body have a statutory charter, mission statement, or other similar strategic planning statement?

If so, does the board of health or other governing body:

G5.2.1: Annually review its statutory charter, mission statement, or other similar strategic planning statement?

G5.3: Does the board of health or other governing body assure the availability of adequate resources (financial, personnel, and technical) and organizational support necessary to implement the Essential Services of Public Health?

G5.4: Does the board of health or other governing body support a community health improvement process?

If so, has the board of health or other governing body:

- G5.4.1: Established written policies?
- G5.4.2: Set goals and objectives for protecting and improving individual and community health status?

If so, does the board of health or other governing body:

G5.4.2.1: Assure development of these goals in coordination with the local health department's established community health improvement process?

G5.5: Does the board of health or other governing body assure that all relevant individuals, agencies, and organizations have the opportunity to participate in the community health improvement process?

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

- G5.5.1: Assure that these individuals, agencies, and organizations participate in setting public health objectives?
- G5.5.2: Assure that the process leads to a strategic alignment of resources to improve community health?
- G5.6: Does the board of health or other governing body evaluate the community health improvement process?

If so, does the board of health or other governing body:

- G5.6.1: Annually evaluate its community health improvement process policies?
- G5.6.2: Annually evaluate its community health improvement process goals and objectives?
- G5.6.3: Use a LPHS evaluation process such as MAPP?
- G5.6.4: Encourage its health department and the LPHS to use the NPHPSP Local Public Health System Performance Assessment Instrument?
- G5.6.5: Encourage its state public health agency(ies) to use the NPHPSP State Public Health System Performance Assessment Instrument?
- G5.7: Does the board of health or other governing body assure that each of its members understands, exercises, and advocates for appropriate legal authority to accomplish these assurance functions?

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Assurance of due process and recognition of individuals' civil rights in all procedures, enforcement of laws and regulations, and in public health emergency actions taken under the board of health or other governing body's authority.
- Review, evaluation and revision of laws and regulations designed to:
 - protect health and safety;
 - reflect current scientific knowledge; and
 - utilize best practice for achieving compliance.
- Education of persons and entities obligated to obey and agencies obligated to enforce laws and regulations to encourage compliance.
- Enforcement activities in a wide variety of areas of public health concern under authority granted by local, state and federal rule or law including, but not limited to: abatement of nuisances, animal control, childhood immunizations and other vaccinations, food safety, housing code, local sanitary code, on site wastewater disposal (septic systems), protection of drinking water, school environment, solid waste disposal, swimming pool and bathing area safety and water quality, tobacco control, and vector control.
- Assuring prevention of illness and injuries by:
 - following-up on hazards;
 - reducing exposure to disease in occupational and community settings; and
 - increasing vaccination rates.
- Assuring monitoring of the quality of medical services available to the LPHS.

Indicator G6**Oversight of Public Health Legal and Regulatory Affairs****Governance Model Standard:**

The board of health or other governing body is responsible for assuring that public health laws, rules and regulations designed to protect the health of the community are appropriately adopted, disseminated, evaluated, improved, and enforced. All enforcement activities must be timely and complete.

To accomplish this, the board of health or other governing body:

- Assures that 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;
- Assures that its bylaws, rules, and procedures comply with local, state, and federal statutes and regulations;
- Assures its access to legal counsel;
- Identifies and advocates for national, state, and local resources that could be used for public health inspection and enforcement activities;
- Advocates for the enactment and retention of beneficial laws, rules, and regulations; and
- Assures an annual evaluation of laws, rules, and regulations that includes the participation of persons and groups that benefit from particular legal requirements as well as those who are regulated and may oppose particular legal requirements.

Please answer the following questions related to Essential Service #6:

G6.1: Does the board of health or other governing body annually assure its authority to enact laws, rules, and regulations?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G6.1.1: Assure the enforcement of the laws, rules, and regulations under their authority?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.1.2: Assure that it has full understanding of the laws, regulations, and procedures applicable in extraordinary or emergency situations (such as quarantine; compulsory treatment; rationing of treatment; civil commitment; seizure, appropriation, entry into, or condemnation of private property; etc.)?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.2: Does the board of health or other governing body assure the sources of authority (regulatory code section, contract language, etc.) for each person and organization involved in the following:

G6.2.1: The enactment of laws, rules, and regulations designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.2.2: The dissemination of laws, rules, and regulations designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.2.3: The evaluation of laws, rules, and regulations designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.2.4: The improvement of laws, rules, and regulations designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.2.5: The enforcement of laws, rules, and regulations designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.3: Does the board of health or other governing body periodically assure that its bylaws, rules and procedures comply with local, state, and federal statutes and regulations?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body assure:

G6.3.1: Due process and civil rights protections for all who come under its jurisdiction?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.3.2: The keeping of records of decisions and actions, minutes of meetings, correspondence and other materials and the timely provision of copies to members of the public upon legal request?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.3.3: Compliance with open meeting laws?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.3.4: Proper conduct of public hearings, including postings, conducting and the reporting of decisions?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.4: Does the board of health or other governing body assure its access to legal counsel?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.5: Does the board of health or other governing body assure the identification of national, state, or local resources that could be used for the inspection and enforcement activities designed to protect the health of the community?

YES HIGH PARTIALLY LOW PARTIALLY NO

G6.6: Does the board of health or other governing body routinely advocate for laws and regulations that protect health and ensure safety?

If so, does the board of health or other governing body:

G6.6.1: Adopt written resolutions to this effect?

G6.7: Does the board of health or other governing body annually evaluate the laws, rules, and regulations it has enacted in the past year?

If so, does the board of health or other governing body:

G6.7.1: Invite participation in the evaluation of those that benefit from the laws, rules, and regulations in the evaluation?

G6.7.2: Invite participation in the evaluation of those who are being regulated by the laws, rules, and regulations?

G6.8: Does the board of health or other governing body enter into or ratify any contracts for provision of the Essential Services of Public Health?

If so, does the board of health or other governing body:

G6.8.1: Review the contracts?

G6.8.2: Review the outcomes and fulfillment of services?

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

Link People to Needed Personal Health Services and Assure the Provision of Health Care When Otherwise Unavailable

This service includes:

- Assuring the identification of populations with barriers to personal health services.
- Assuring identification of personal health service needs of populations with limited access to a coordinated system of clinical care.
- Assuring the linkage of people to appropriate personal health services through coordination of provider services and development of interventions that address barriers to care (e.g., culturally and linguistically appropriate staff and materials, transportation services).

Indicator G7

Oversight to Assure Public Health Outreach and Enabling Services

Governance Model Standard:

The board of health or other governing body works to assure a supportive environment for the coordination of outreach and enabling services designed to facilitate access, service linkage, "care management," transportation, and information for the entire community, with special attention to socially disadvantaged people and high-risk population groups.

To accomplish this, the board of health or other governing body:

- Identifies individuals, agencies, or organizations involved or responsible for the coordination of services;
- Assures or advocates for necessary authority to allow these people and organizations to provide necessary services;
- Assures culturally and linguistically appropriate materials and staff to provide adequate linkage to services for special population groups;
- Identifies and advocates for national, state, and local resources – both public and private – necessary to facilitate access to needed services for the entire community, with special attention to socially disadvantaged people and high-risk population groups;
- Assures the development, implementation, and review of policies supporting the employment of these resources in the development, coordination, and evaluation of outreach and enabling services; and
- 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.

Please answer the following questions related to Essential Service #7:

- G7.1: Does the board of health or other governing body identify those individuals, agencies, or organizations responsible for the coordination of needed outreach and enabling services?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.2: Does the board of health or other governing body assure or advocate for necessary authority to allow identified individuals, agencies, or organizations to deliver needed outreach and enabling services?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.3: Does the board of health or other governing body assure culturally and linguistically appropriate materials and staff to provide adequate linkage to services for special population groups?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.4: Does the board of health or other governing body identify and advocate for national, state, and local resources – both public and private – necessary to facilitate access to needed services for the entire community?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

If so, does the board of health or other governing body:

 - G7.4.1: Give special attention to socially disadvantaged populations within the community?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO
 - G7.4.2: Give special attention to high-risk population groups within the community?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.5: Does the board of health or other governing body assure the development, implementation, and review of policies supporting the employment of these resources in the development, coordination, and evaluation of outreach and enabling services?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.6: Does the board of health or other governing body have the authority to obtain information necessary to monitor outreach and enabling services?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

- G7.7: Does the board of health or other governing body periodically conduct an evaluation of community outreach and enabling services?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

If so, does the evaluation:

 - G7.7.1: Include input and feedback from a wide spectrum of community participants?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO
 - G7.7.2: Include a review of the impact on socially disadvantaged populations within the community?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO
 - G7.7.3: Include a review of the impact on high-risk populations within the community?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO
 - G7.7.4: Use community assessment data to assure the provision of personal health services for all community residents?
 - YES
 - HIGH PARTIALLY
 - LOW PARTIALLY
 - NO

This service includes:

- Education, training, and assessment of personnel (including volunteers and other lay community health workers) to meet community needs for public and personal health services.
- Efficient processes for licensure of professionals.
- Adoption of continuous quality improvement and life-long learning programs that include determinants of health.
- Active partnerships with professional training programs to assure community-relevant learning experiences for all students.
- Continuing education in management and leadership development programs for those charged with administrative/executive roles.

Indicator G8**Oversight of Public Health Workforce Issues****Governance Model Standard:**

The board of health or other governing body is responsible for assuring initial competence of the community public health workforce; the availability of workforce training programs for both the workforce personnel and members of the board of health or other governing body; and the availability of leadership development programs for those charged with administrative and executive roles.

To accomplish this, the board of health or other governing body assures:

- Licensing and credentialing of public health personnel, including both paid and volunteer workers;
- Development, implementation, and review of policies designed to assure improvements in workforce, management, and leadership quality;
- Identification of national, state and local resources available for workforce instruction, leadership development and continuing education;
- The development, implementation, and review of policies for the orientation of new members of each board or governing body; and
- Periodic evaluation of current workforce competence – including compliance with licensure and credentialing requirements – and workforce training and education programs.

Please answer the following questions related to Essential Service #8:

G8.1: Does the board of health or other governing body assure the proper credentialing of the public health workforce?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.2: Does the board of health or other governing body assure the maintenance of credentials and licenses held by public health workforce personnel?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.3: Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting public health workforce competency?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body assure public health workforce:

G8.3.1: Cultural and linguistic competence?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.3.2: Understanding of the determinants of health?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.3.3: Understanding of the Essential Public Health Services?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.3.4: Understanding of the core public health competencies?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.4: Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting public health leadership development for public health agency staff?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so,

G8.4.1: Do those policies include regular continuing education on matters related to the oversight responsibilities of public health management staff?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.5: Does the board of health or other governing body periodically assure the development, implementation, and/or review of policies that describe and define the requisite knowledge, skills, and abilities needed by the public health workforce?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.6: Does the board of health or other governing body periodically assure the development, implementation, and/or review of policies that describe and define the requisite knowledge, skills, and abilities needed by the personal (acute and chronic) healthcare workforce?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.7: Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting continuing education for public health workers?

YES HIGH PARTIALLY LOW PARTIALLY NO

G8.8: Does the board of health or other governing body identify national, state, or local resources that could be used for workforce training, leadership development, or continuing education?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G8.8.1: Assure the availability of resources needed to increase the competency of the public health workforce?

YES HIGH PARTIALLY LOW PARTIALLY NO

- G8.8.2:** Assure the availability of resources necessary to permit participation of the workforce in training, leadership development, or continuing education?

YES HIGH PARTIALLY LOW PARTIALLY NO
- G8.9:** Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting the orientation of new members of the board of health or other governing body?

If so:

G8.9.1: Does that orientation include training in governance responsibilities?

YES HIGH PARTIALLY LOW PARTIALLY NO
- G8.10:** Does the board of health or other governing body assure the development, implementation, and/or review of annual performance evaluations of the workforce employed to provide public health services to the community?

YES HIGH PARTIALLY LOW PARTIALLY NO
- G8.11:** Does the board of health or other governing body periodically review reports of public health workforce training, leadership development, and continuing education efforts?

YES HIGH PARTIALLY LOW PARTIALLY NO
- G8.12:** Does the board of health or other governing body evaluate the extent to which public health personnel are properly licensed and credentialed?

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Assurance of ongoing evaluation and critical review of health programs effectiveness, based on analysis of health status and service utilization data.
- Assurance of the provision of information necessary for allocating resources and reshaping programs.

Indicator G9**Oversight of Public Health Service Evaluation****Governance Model Standard:**

The board of health or other governing body is responsible for the overall quality of essential public health services provided to the community, including the scope, timeliness, frequency, and cost-effectiveness of those services, and for assuring that the results of evaluations are used to improve system performance.

To accomplish this, the board of health or other governing body assures:

- Development, implementation, and review of policies supporting periodic evaluations of population-based and personal health services, including processes and outcomes of health improvement activities;
- Evaluations in line with community health priorities, and considers relevant aspects of service delivery, including scope, timeliness, frequency, cost-effectiveness, and overall quality of essential public health services provided;
- That necessary resources are available to conduct periodic evaluations, including evaluations of the board of health or other governing body itself;
- Development, implementation, and review of written policies endorsing the importance of nationally recognized performance standards applicable to local public health systems and facilitating their application;
- That all public health constituents and partners within the LPHS (including governmental, not-for-profit, and private entities responsible for the provision of the essential public health services) are encouraged to provide input into evaluation processes; and
- That the results of evaluations are used to improve system performance.

Please answer the following questions related to Essential Service #9:

<p>G9.1: Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting the evaluation of population-based health service delivery?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.2: Does the board of health or other governing body routinely assure the development, implementation, and/or review of policies supporting the evaluation of personal healthcare service delivery?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.3: Does the board of health or other governing body assure the development, implementation, and/or review of an evaluation plan for personal and population-based services?</p> <p><i>If so, the evaluation plan:</i></p> <p>G9.3.1: Is consistent with community health priorities?</p> <p>G9.3.2: Includes an evaluation of each board of health or other governing body?</p> <p>G9.3.3: Includes an evaluation of the scope of service delivery?</p> <p>G9.3.4: Includes an evaluation of the timeliness of service delivery?</p> <p>G9.3.5: Includes an evaluation of the frequency of service delivery?</p> <p>G9.3.6: Includes an evaluation of the cost-effectiveness of service delivery?</p> <p>G9.3.7: Includes an evaluation of the overall quality of service delivery?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.4: Does the board of health or other governing body assure that the evaluation plan has been implemented?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.5: Does the board of health or other governing body annually identify national, state, or local resources (financial, personnel, and technological) that could be used to support evaluation?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.6: Does the board of health or other governing body assure the development, implementation, and/or review of policies endorsing the importance of nationally recognized performance standards applicable to local public health systems?</p> <p><i>If so, do those policies incorporate:</i></p> <p>G9.6.1: State performance standards applicable to the LPHS?</p> <p>G9.6.2: Nationally recognized performance standards applicable to the LPHS?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>
<p>G9.7: Does the board of health or other governing body identify individuals, agencies, or organizations that will participate in the evaluation process?</p> <p><i>If so, does the board of health or other governing body:</i></p> <p>G9.7.1: Assure that the individuals, agencies, and organizations are encouraged to provide input into the evaluation process?</p>	<p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p> <p><input checked="" type="radio"/> YES <input type="radio"/> HIGH PARTIALLY <input type="radio"/> LOW PARTIALLY <input type="radio"/> NO</p>

G9.8: Does the board of health or other governing body review the findings of the evaluation?

G9.9: Does the board of health or other governing body recommend changes based on the evaluation results?

YES HIGH PARTIALLY LOW PARTIALLY NO

YES HIGH PARTIALLY LOW PARTIALLY NO

This service includes:

- Local public health research activities:
 - Initiating research,
 - Participating in research by others,
 - Reporting results, and
 - Implementing policy based on these results.

Indicator G10**Oversight to Assure Public Health Innovation and Research****Governance Model Standard:**

The board of health or other governing body is responsible for nurturing an environment within the community that will support and encourage innovation ranging from practical field-based efforts to foster change in public health practice to academic efforts to encourage the development of new topics to guide public health research. The board of health or other governing body is responsible for assuring the maintenance of continuous linkages with appropriate research partners and the development of internal capacity to mount timely epidemiologic investigations and economic analyses, and to conduct needed health services research.

To accomplish this, the board of health or other governing body:

- Assures the development, implementation, and/or review of policies reflecting its commitment to public health research and innovation activities;
- Assists the community in the establishment of linkages between academic (or other health-research) institutions and local public health entities to carry out community-based research activities; and
- Assures that research results are incorporated into new policies and programs to reflect the highest current standard of public health practice consistent with community resources.

Please answer the following questions related to Essential Service #10:

G10.1: Does the board of health or other governing body assure the development, implementation, and/or review of policies designed to foster and reward innovation?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G10.1.1: Evaluate those policies to determine their effectiveness in fostering and rewarding innovation?

YES HIGH PARTIALLY LOW PARTIALLY NO

G10.2: Does the board of health or other governing body periodically identify the individuals, agencies, and organizations within the community who are engaged in community-based research for new insights or innovative solutions to health problems?

YES HIGH PARTIALLY LOW PARTIALLY NO

G10.3: Does the board of health or other governing body assure collaboration between academic institutions and other health-research institutions in the community and local public health entities for community-based research?

YES HIGH PARTIALLY LOW PARTIALLY NO

G10.4: Does the board of health or other governing body assure that appropriate public health agency staff have reviewed information sources (e.g., relevant peer reviewed journals) relating to innovative public health practice?

YES HIGH PARTIALLY LOW PARTIALLY NO

If so, does the board of health or other governing body:

G10.4.1: Identify appropriate research findings that could be applied within the community to improve public health practice performance?

YES HIGH PARTIALLY LOW PARTIALLY NO

G10.4.2: Assure that policies are in place supporting the application of those results?

YES HIGH PARTIALLY LOW PARTIALLY NO

G10.4.3: Assure that nationally recognized best practices are used whenever appropriate?

YES HIGH PARTIALLY LOW PARTIALLY NO