NPHPSP

National Public Health Performance Standards Program

Local Public Health Governance Performance Assessment

Version 2.0

Model Standards

U.S. Department of Health and Human Services
Centers for Disease Control and Prevention

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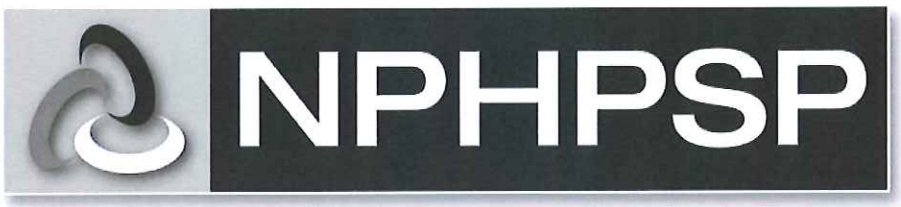
THE NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS PROGRAM

Local Public Health Governance Performance Assessment - Model Standards

Version 2.0



National Public Health Performance Standards Program

Program Partner Organizations

American Public Health Association
www.apha.org

Association of State and Territorial Health Officials
www.astho.org

Centers for Disease Control and Prevention
www.cdc.gov

National Association of County and City Health Officials
www.naccho.org

National Association of Local Boards of Health
www.nalboh.org

National Network of Public Health Institutes
www.nnphi.org

Public Health Foundation
www.phf.org

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National Public Health Performance Standards Program
An Introduction to the Local Public Health Governance Performance Assessment Instrument

The National Public Health Performance Standards Program (NPHPSP) assessments are intended to help users answer questions such as "What are the activities and capacities of our public health system?" and "How well are we providing the Essential Public Health Services in our jurisdiction?" The dialogue that occurs in answering these questions can help to identify strengths and weaknesses and determine opportunities for improvement.

The NPHPSP is a partnership effort to improve the practice of public health and the performance of public health systems. The NPHPSP assessment instruments guide state and local jurisdictions in evaluating their current performance against a set of optimal standards.

Three assessment instruments have been designed to assist state and local partners in assessing and improving their public health systems or boards of health. These instruments are the:

- State Public Health System Performance Assessment Instrument,
- Local Public Health System Performance Assessment Instrument, and
- Local Public Health Governance Performance Assessment Instrument.

The NPHPSP is a collaborative effort of seven national partners:

- Centers for Disease Control and Prevention, Office of Chief of Public Health Practice (CDC/ OCPHP)
- American Public Health Association (APHA)
- Association of State and Territorial Health Officials (ASTHO)
- National Association of County and City Health Officials (NACCHO)
- National Association of Local Boards of Health (NALBOH)
- National Network of Public Health Institutes (NNPHI)
- Public Health Foundation (PHF)

The three instruments were first released in 2002 after a comprehensive development and testing process. Since the NPHPSP began, 21 states and almost 1,000 localities (over 750 local jurisdictions and almost 200 boards of health) have used the instruments and submitted data. One or more of the NPHPSP instruments have been applied in 30 states. In late 2005, the NPHPSP partnership initiated a collaborative effort to update the instruments, in order to ensure the standards remain current and to seek opportunities for improving the tools. Similar to the development process of the original instruments, the effort was guided by three work groups of practitioners from the field. Input from field test sites as well as subject matter experts on a variety of public health topics further informed the revisions. The "Version 2" instrument presented in this document is the result of this initiative.

About the Performance Assessment Instruments

Each of the three NPHPSP instruments is based on the framework of the ten Essential Public Health Services. The Essential Services represent the spectrum of public health activities that should be provided in any jurisdiction. Therefore, the instrument itself is divided into ten sections – one for each of the Essential Services.

Because many entities contribute to delivering the Essential Services, the NPHPSP addresses the important concept of the "public health system." A public health system includes all public, private, and voluntary entities that contribute to the delivery of the Essential Public Health Services within a given jurisdiction.

The purpose for undertaking a performance assessment is to strengthen and improve the public health system. The standards were set at the optimal level; for this reason, participating jurisdictions will likely see many differences between their own performance and the "gold standard" presented in the instruments. System partners should seek to address these weaknesses and also recognize and maintain areas in which they are strong.

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.

The topics addressed within each of the three instruments are complementary and mutually-supporting, although each instrument may be used independently of the other. To view how the instruments relate, a side-by-side comparison of the model standard titles within each instrument follows this introduction. However, because the state public health system, local public health systems, and boards of health play important and synergistic roles in public health within a state, a coordinated application of all three instruments within the same timeframe is considered ideal. Findings from a coordinated use of multiple assessments may more effectively guide statewide efforts to improve public health practice and performance.

The Local Public Health Governance Performance Assessment

The audience for this instrument is the local governing body. Governing bodies have been defined as the individual, board, council, commission, or other body with legal authority over the primary governmental public health agency, usually defined as the health department. The nature of this authority varies from state to state, and even among jurisdictions within a state, and may or may not include regulatory authority. In most cases, however, the governing body assures that an infrastructure exists within the public health system to protect and promote health in the community. A governing board does this by assuring that the governmental public health agency and its local public health system partners have the necessary legal authority, resources, and policies to provide the Essential Services. The Local Public Health Governance Instrument assists board of health members in understanding these important roles and determining how they can strengthen their ability to oversee public health within the community. It serves as an educational, orientation, and improvement tool for boards of health.

This instrument is organized using only one model standard for each of the ten Essential Services, for a total of ten model standards. The model standard relates to all aspects of the governance and oversight activities for each of the Essential Services. Throughout each of the ten model standards, there is consistent attention to resources and policies needed to support each Essential Service, as well as the review and evaluation activities that must occur to ensure continuous quality improvement.

Through the assessment process, participants – primarily board of health members and senior local health department staff – will have an opportunity to discuss and determine how they are performing in comparison to each of the ten model standards. Once the assessment is completed, sites submit their data to the NPHPSP and receive a report summarizing their results within 24 hours. All of this information – the responses to the assessment questions, the NPHPSP report, and the comments shared during the dialogue – should be used to improve and strengthen the governing body's ability to provide oversight for local public health services.

About this Document

This document includes only the standards for local public health governing bodies. A full assessment instrument, with questions that address the concepts in each standard, also is available. The questions in the assessment instrument are used to determine how well a public health governing body is meeting each standard.

Sites may want to consider sharing this abbreviated document rather than the full instrument with participants. It can be used as an educational resource about key activities in public health practice. Additionally, some sites have found that focusing discussion on the standards rather than on the lengthier set of questions can allow for a more lively and engaged discussion around public health activities. The facilitator and recorder can use the discussion points to identify consensus responses for the questions under each standard.

A variety of technical assistance and training resources are available to assist jurisdictions in undertaking the assessment and post-assessment performance improvement activities. We encourage users to visit our website or contact the NPHPSP partners to access these resources.

National Public Health Performance Standards Program Technical Assistance and Support

For general NPHPSP support and technical assistance resources, go to www.cdc.gov/od/ocphp/nphpsp/ or contact 1-800-747-7649 or phpsp@cdc.gov.

For support with the NPHPSP Local Public Health Governance Assessment, users may also contact NALBOH – www.nalboh.org or 419-353-7714.

Crosswalk of Model Standards Within the Three NPHPSP Instruments

Essential Services	State Public Health System Assessment	Local Public Health System Assessment	Local Public Health Governance Assessment
1. Monitor health status to identify community health problems.	**1.1** Planning and Implementation **1.2** State-Local Relationships **1.3** Performance Management and Quality Improvement **1.4** Public Health Capacity and Resources	**1.1** Population-Based Community Health Profile **1.2** Current Technology to Manage and Communicate Population Health Data **1.3** Maintenance of Population Health Registries	**1.** Oversight for Community Health Status Monitoring
2. Diagnose and investigate health problems and health hazards in the community.	**2.1** Planning and Implementation **2.2** State-Local Relationships **2.3** Performance Management and Quality Improvement **2.4** Public Health Capacity and Resources	**2.1** Identification and Surveillance of Health Threats **2.2** Investigation and Response to Public Health Threats and Emergencies **2.3** Laboratory Support for Investigation of Health Threats	**2.** Oversight for Public Health Surveillance and Response
3. Inform, educate, and empower people about health issues.	**3.1** Planning and Implementation **3.2** State-Local Relationships **3.3** Performance Management and Quality Improvement **3.4** Public Health Capacity and Resources	**3.1** Health Education and Promotion **3.2** Health Communication **3.3** Risk Communication	**3.** Oversight of Public Health Information, Education and Empowerment Activities
4. Mobilize community partnerships to identify and solve health problems.	**4.1** Planning and Implementation **4.2** State-Local Relationships **4.3** Performance Management and Quality Improvement **4.4** Public Health Capacity and Resources	**4.1** Constituency Development **4.2** Community Partnerships	**4.** Oversight for Constituency Development and Partnership Building
5. Develop policies and plans that support individual and community health efforts.	**5.1** Planning and Implementation **5.2** State-Local Relationships **5.3** Performance Management and Quality Improvement **5.4** Public Health Capacity and Resources	**5.1** Governmental Presence at the Local Level **5.2** Public Health Policy Development **5.3** Community Health Improvement Process and Strategic Planning **5.4** Plan for Public Health Emergencies	**5.** Oversight of Public Health Planning and Policy Development

Crosswalk of Model Standards Within the Three NPHPSP Instruments

Essential Services	State Public Health System Assessment	Local Public Health System Assessment	Local Public Health Governance Assessment
6. Enforce laws and regulations that protect health and ensure safety.	**6.1** Planning and Implementation **6.2** State-Local Relationships **6.3** Performance Management and Quality Improvement **6.4** Public Health Capacity and Resources	**6.1** Review and Evaluation of Laws, Regulations, and Ordinances **6.2** Involvement in the Improvement of Laws, Regulations, and Ordinances **6.3** Enforcement of Laws, Regulations, and Ordinances	**6.** Oversight of Enforcement of Public Health Laws and Regulations
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.	**7.1** Planning and Implementation **7.2** State-Local Relationships **7.3** Performance Management and Quality Improvement **7.4** Public Health Capacity and Resources	**7.1** Identification of Personal Health Service Needs of Populations **7.2** Assuring the Linkage of People to Personal Health Services	**7.** Oversight for Public Health Outreach and Linkage to Personal Health Services
8. Assure a competent public health and personal health care workforce.	**8.1** Planning and Implementation **8.2** State-Local Relationships **8.3** Performance Management and Quality Improvement **8.4** Public Health Capacity and Resources	**8.1** Workforce Assessment, Planning, and Development **8.2** Public Health Workforce Standards **8.3** Life-Long Learning Through Continuing Education, Training, and Mentoring **8.4** Public Health Leadership Development	**8.** Oversight of Public Health Workforce Issues
9. Evaluate the effectiveness, accessibility, and quality of personal and population-based health services.	**9.1** Planning and Implementation **9.2** State-Local Relationships **9.3** Performance Management and Quality Improvement **9.4** Public Health Capacity and Resources	**9.1** Evaluation of Population-Based Health Services **9.2** Evaluation of Personal Health Services **9.3** Evaluation of the Local Public Health System	**9.** Oversight and Evaluation for Personal and Population-based Health Services
10. Research for new insights and innovative solutions to health problems.	**10.1** Planning and Implementation **10.2** State-Local Relationships **10.3** Performance Management and Quality Improvement **10.4** Public Health Capacity and Resources	**10.1** Fostering Innovation **10.2** Linkage with Institutions of Higher Learning and/or Research **10.3** Capacity to Initiate or Participate in Research	**10.** Oversight of Public Health Innovation and Research

Local Public Health Governance Model Standards

Essential Service #1

Monitor Health Status to Identify Community Health Problems

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 local public health system (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.

Governance Model Standard 1: Oversight for Community Health Status Monitoring

Community health status monitoring includes the identification of and access to community health data, analysis of data, development of a community health profile, and maintenance of population health registries. The governing body provides oversight and support to assure that a collaborative and effective community health status monitoring process in place. Many entities, including but not limited to the local health department, may contribute to the collection and monitoring of health status data.

To accomplish this, the governing body:

- Assesses and facilitates access to appropriate resources for community health status monitoring.
- Promotes broad-based participation and coordination among all entities active in collecting, analyzing, and disseminating community health status data.
- Provides oversight and support for community health status monitoring efforts.
- Conducts a process for review and improvement of health status monitoring efforts.

Essential Service #2

Diagnose and Investigate Health Problems and Health Hazards in the Community

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.

Governance Model Standard 2: Oversight for Public Health Surveillance and Response

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

To accomplish this, the governing body:

- Assesses and facilitates access to appropriate resources for public health surveillance and response.
- Establishes and oversees the implementation of policies to ensure the diagnosis and investigation of health threats in the community, including public health emergency response.
- Promotes collaboration among all relevant groups for the diagnosis and investigation of health threats to the community.
- Periodically reviews these activities and reports its conclusions and recommendations to the community.

Essential Service #3

Inform, Educate, and Empower People about Health Issues

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.

Governance Model Standard 3: Oversight of Public Health Information, Education, and Empowerment Activities

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

To accomplish this, the governing body:

- Assesses and facilitates access to national, state, and local resources that could be used in support of these activities.
- Establishes and oversees the implementation of policies to support activities to inform, educate, and empower people about public health issues.
- Reviews these activities in light of community needs, including assuring that all population subgroups have an opportunity to provide input on community health issues.

Essential Service #4

Mobilize Community Partnerships to Identify and Solve Health Problems

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.

Governance Model Standard 4: Oversight for Constituency Development and Partnership Building

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

To accomplish this, the governing body:

- Assesses and facilitates access to resources for constituency development and partnership building activities.
- Establishes and oversees the implementation of policies to support constituency development and partnership building.
- Encourages constituency development and partnership building.
- Reviews these activities and provides relevant feedback to its constituents and the community at large.

Essential Service #5

Develop Policies and Plans that Support Individual and Community Health Efforts

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 local public health system (LPHS) and state-level planning for health improvement in all jurisdictions.
- Alignment of LPHS resources and strategies with community health improvement plans.

Governance Model Standard 5: Oversight of Public Health Planning and Policy Development

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

To accomplish this, the governing body:

- Maintains and annually assures the availability of appropriate documentation such as a statutory charter describing its legal authority.
- Maintains and annually reviews documentation of its mission statement or other strategic planning statement.
- Assesses and advocates for adequate resources and organizational support for the local health department's contributions to the provision of Essential Public Health Services.
- Supports planning processes for community health improvement and works to strategically align community resources for these activities.
- Supports planning processes for all-hazards emergency response and works to strategically align community resources for related activities.

Essential Service #6

Enforce Laws and Regulations that Protect Health and Ensure Safety

This service includes:

- Assurance of due process and recognition of individuals' civil rights in all procedures, enforcement of laws and regulations, and 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, enforcement activities during emergency situations, and vector control.

Governance Model Standard 6: Oversight of Enforcement of Public Health Laws and Regulations

The 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 governing body:

- Knows 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.
- Assesses and advocates for national, state, and local resources, including access to legal counsel, that could be used for public health inspection and enforcement activities.
- Advocates for the enactment and retention of beneficial laws, rules, and regulations.
- Periodically reviews laws, rules, and regulations that include 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.

Essential Service #7

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).

Governance Model Standard 7: Oversight for Public Health Outreach and Linkage to Personal Health Services

The 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 those who experience barriers to care.

To accomplish this, the governing body:

- Identifies individuals, agencies, or organizations involved in, or responsible for, the coordination of services.
- Assesses and advocates, as appropriate, for national, state, and local resources – public and private – necessary to facilitate access to needed services for the entire community.
- Establishes and oversees the implementation of policies supporting outreach to vulnerable populations and strategies for linking them to personal health services.
- Conducts periodic reviews of outreach and linkage activities with special attention to services for vulnerable populations.

Essential Service #8

Assure a Competent Public and Personal Health Care Workforce

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.

Governance Model Standard 8: Oversight of Public Health Workforce Issues

The governing body is responsible for assuring competence of the local health department workforce, the availability of workforce training programs for both the workforce personnel and members of the governing body, and the availability of leadership development programs for those charged with administrative and executive roles.

To accomplish this, the governing body:

- Assures licensing and credentialing of local health department personnel, including both paid and volunteer workers.
- Establishes and oversees the implementation of policies designed to assure improvements in workforce, management, and leadership quality.
- Assesses and facilitates access to national, state and local resources available for workforce instruction, leadership development and continuing education.
- Provides for the training and continuing education of the board or governing body.
- Reviews the current workforce, including attention to workforce training and education programs, and workforce assessment.

Essential Service #9

Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-based Health Services

This service includes:

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

Governance Model Standard 9: Oversight and Evaluation for Personal and Population-based Health Services

The 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 governing body:

- Assesses and facilitates access to the necessary resources to conduct periodic evaluations, including evaluations of the board of health or other governing body itself.
- Assures evaluations of personal and population-based services provided in its jurisdiction.
- Establishes and oversees the implementation of policies supporting evaluations of population-based and personal health services.
- Encourages all public health constituents and partners within the local public health system (LPHS) to provide input into evaluation processes.
- Reviews and utilizes evaluation results to improve system performance.

Essential Service #10

Research for New Insights and Innovative Solutions to Health Problems

This service includes:

- Local public health research activities:
  - initiating research,
  - participating in research by others,
  - reporting results, and
  - implementing policy based on these results.

Governance Model Standard 10: Oversight of Public Health Innovation and Research

The governing body is responsible for nurturing an environment within the community that will support and encourage innovation ranging from practical field-based efforts that foster change in public health practice to academic efforts that encourage the development of new topics to guide public health research. The 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 governing body:

- Establishes and oversees the implementation of policies reflecting its commitment to public health research and innovation activities.
- Encourages collaboration between academic (or other health-research) institutions and local public health entities to carry out community-based research activities.
- Assesses and facilitates access to resources for research and identification of best practices.
- Encourages the incorporation of research results and best practices into policies and programs to support the highest current standard of public health practice.

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