

**NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS PROGRAM**

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**LOCAL PUBLIC HEALTH GOVERNANCE  
PERFORMANCE ASSESSMENT INSTRUMENT**

**Version 2.0**

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## 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 is 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.

Please answer the following questions related to Essential Service #1 from the perspective of the Board of Health (BOH) or other governing body:

- 1.1 Does the BOH periodically assess the availability of resources necessary for [community health status](#) monitoring?

#### 1.1 Discussion Toolbox

In considering 1.1, does the BOH assess the availability of resources, including:

- Financial resources?
- Personnel resources and expertise?
- Technological resources (e.g., [geographic information systems](#))?

- 1.1.1 Does the BOH advocate for changes in resource allocation, as appropriate, to support community health status monitoring?
- 1.2 Does the BOH promote broad-based participation among individuals and organizations active in collecting, analyzing, and disseminating community health status data?
- 1.3 Does the BOH support activities necessary for effective and broad-based health status monitoring?
- 1.3.1 Does the BOH support the establishment and/or adherence to standards or guidelines for the local health department's role in data collection, sharing, and reporting?
- 1.3.2 Does the BOH encourage the use of a broad-based set of data in developing a [community health profile](#)?

1.3.2 Discussion Toolbox

In considering 1.3.2, are the following data used:

- Community [demographics characteristics](#)?
- Community [socioeconomic characteristics](#)?
- [Health resource availability data](#)?
- [Quality of life data](#) for the community?
- [Behavioral risk factors](#) for the community?
- Community [environmental health indicators](#)?
- [Social and mental health data](#)?
- [Maternal and child health data](#)?
- [Death, illness, and/or injury data](#)?
- [Communicable disease data](#)?
- [Sentinel events data](#) for the community?

- 1.3.3 Does the BOH support the local health department's role in maintaining and/or contributing to population health registries?
- 1.4 Does the BOH review health status monitoring activities?
- Does the BOH:
- 1.4.1 Periodically review reports (i.e., every 1-3 years) on the community's health (community health profile)?
- 1.4.2 Review and update, as appropriate, policies describing the frequency or quality of community health status data collections?
- 1.4.3 Develop a written plan for the continuous improvement of community health 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.

Please answer the following questions related to Essential Service #2 from the perspective of the Board of Health (BOH) or other governing body:

2.1 Does the BOH assess the availability of resources for diagnosis and investigation of health threats in the community?

**2.1 Discussion Toolbox**

In considering 2.1, does the BOH assess the availability of resources including:

- Appropriately licensed and/or accredited public health and other laboratories?
- Appropriate epidemiologic expertise?
- Financial resources?
- Personnel resources?
- Technological resources?

2.1.1 Does the BOH advocate for changes in resource allocation, as appropriate, for the diagnosis and investigation of health threats?

2.2 Does the BOH establish and oversee the implementation of policies that support the diagnosis and investigation of health threats?

2.2.1 Are there policies for addressing efforts to diagnose and investigate health threats?

**2.2.1 Discussion Toolbox**

In considering 2.2.1, do policies include:

- Guidelines for the collection of reportable disease information from community health professionals?
- Establishment of a comprehensive surveillance system?
- Integration of surveillance systems with national and state systems?
- Access to laboratory services?

2.2.2 Are there policies for addressing public health emergencies?

**2.2.2 Discussion Toolbox**

In considering 2.2.2, do policies address:

- Individuals, agencies, and organizations that are authorized to respond to public health emergencies?
- Maintenance of an up-to-date public health emergency response plan?
- Maintenance of an up-to-date listing of those individuals, agencies or organizations with current contact information?
- Review of 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?

2.3 Does the BOH promote collaboration among individuals, agencies, and organizations regarding issues of diagnosis and investigation of health threats?

2.4 Does the BOH periodically review (i.e., every 1-3 years) the adequacy of laboratory services, infectious disease epidemiologic programs, and public health surveillance and response capacity?

2.4.1 Does the BOH issue written reports on the current status and needed improvements in these services, programs, and capacities?

**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.

Please answer the following questions related to Essential Service #3 from the perspective of the Board of Health (BOH) or other governing body:

- 3.1 Does the BOH assess the availability of national, state, or local resources required for community health education and promotion programs?

**3.1 Discussion Toolbox**

In considering 3.1, does the BOH assess the availability of:

- Financial resources?
- Personnel resources?
- Technological resources?

3.1.1 Does the BOH advocate for changes in resource allocation, as appropriate, for community health education and promotion programs?

3.2 Does the BOH establish and oversee the implementation of policies in support of health education and promotion programs?

Does the BOH oversee the implementation of:

3.2.1 Policies or guidelines for health education and promotion programs?

**3.2.1 Discussion Toolbox**

In considering 3.2.1, do policies/guidelines assure that programs:

- Are appropriate for their intended audience (e.g., culture, age, language, gender, race/ethnicity, socioeconomic status, sexual orientation)?
- Are designed to reach their intended audience in different settings (e.g., personal health care delivery locations, work sites, schools, neighborhoods, recreational facilities, places of worship, correctional facilities)?

3.2.2 Policies or guidelines for risk communication during public health emergencies?

3.3 Does the BOH periodically review (i.e., every 1-3 years) public health education and promotion activities?

**3.3 Discussion Toolbox**

In considering 3.3, does the BOH recommend that:

- Various types of mechanisms are used for gathering input (email, websites, forums, annual meetings, etc.) on health issues from the community?
- All population subgroups have an opportunity to provide input and feedback?

**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.

Please answer the following questions related to Essential Service #4 from the perspective of the Board of Health (BOH) or other governing body:

4.1 Does the BOH assess resources for constituency development and partnership building activities?

**4.1 Discussion Toolbox**

In considering 4.1, does the BOH assess the availability of:

- National resources?
- State resources?
- Local resources?

- 4.1.1 Does the BOH advocate for changes in resource allocation, as appropriate, to support constituency development and partnership building?
- 4.1.2 Does the BOH foster coordination of resources for these activities?

4.2 Does the BOH establish and oversee the implementation of policies in support of public health constituency development or partnership building?

**4.2 Discussion Toolbox**

In considering 4.2, do policies support:

- Establishment of local or regional health improvement coalitions?
- Maintenance of a publicly accessible and current directory of organizations that comprise the local public health system (LPHS)?
- Processes for identifying key constituents for population-based health?

4.3 Does the BOH recognize and encourage community participation among constituents?

**4.3 Discussion Toolbox**

In considering 4.3, does the BOH:

- Acknowledge constituents' work?
- Participate in constituents' meetings?
- Invite constituents to participate in Board meetings?
- Recognize LPHS partners for their commitment and role in addressing public health goals and objectives?
- Identify and promote the participation of emerging leaders?

4.4 Does the BOH periodically review (i.e., every 1-3 years) public health constituency development and partnership building activities?

Does the BOH:

- 4.4.1 Provide feedback directly to LPHS partners on community mobilization around health issues?
- 4.4.2 Recognize LPHS partners for their commitment and role in addressing public health goals and objectives?
- 4.4.3 Review the effectiveness of partnership participation in solving health problems?

## **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.

Please answer the following questions related to Essential Service #5 from the perspective of the Board of Health (BOH) or other governing body:

- 5.1 Does the BOH have appropriate documentation (e.g., statutory charter) describing its legal authority?

#### **5.1 Discussion Toolbox**

In considering 5.1, does documentation include:

- A description of the legal responsibilities of the BOH?
- A description of the policy-making and oversight responsibilities of the BOH?
- A description of the rules and procedures of the BOH?
- A description of the duties and responsibilities of any boards or committees appointed by the BOH?

5.1.1 Does the BOH periodically review and update, as appropriate, this documentation?

5.2 Does the BOH have a mission statement or other similar strategic planning statement (or other guidance appropriate for overseeing local health department operations)?

#### 5.2 Discussion Toolbox

In considering 5.2, do the materials include:

- Vision statement?
- Mission statement?
- Goals and objectives?
- Strategic plan?

5.2.1 Does the BOH annually review these materials?

5.3 Does the BOH assess the availability of adequate resources and organizational support necessary to develop public health plans and policies?

#### 5.3 Discussion Toolbox

In considering 5.3, does the BOH assess the availability of:

- Financial resources?
- Personnel resources?
- Technological resources?

5.3.1 Does the BOH advocate for changes in resource allocation, as appropriate, to conduct planning and policy development?

5.4 Does the BOH support a community health improvement process?

#### 5.4 Discussion Toolbox

In considering 5.4, does the BOH:

- Establish written policies supporting the community health improvement process?
- Set goals and objectives in coordination with the local health department for protecting and improving individual and [community health status](#)?
- Encourage the local health department and its partners to use a community health improvement process such as [MAPP](#)?
- Assure that all relevant individuals, agencies, and organizations have the opportunity to participate in the community health improvement process?
- Assure that the process leads to a strategic alignment of resources to improve community health?

5.4.1 Does the BOH periodically review and update, as appropriate, the community health improvement process?

5.5 Does the BOH support the establishment of an [all-hazards emergency response](#) plan?

**5.5 Discussion Toolbox**

In considering 5.5, does the BOH oversee activities to:

- Describe the roles, functions and responsibilities of LPHS and other entities in the event of a public health emergency?
- Establish a task force to develop and maintain an emergency response plan?
- Test the plan at least every two years?

5.5.1 Does the BOH periodically review and update, as appropriate, the all-hazards emergency response plan?

**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.

Please answer the following questions related to Essential Service #6 from the perspective of the Board of Health (BOH) or other governing body:

6.1 Is the BOH knowledgeable about the sources of authority (regulatory code section, contract language, etc.) regarding laws, rules, and regulations designed to protect the public's health?

6.1.1 Does the BOH understand the actions necessary to establish and amend laws, rules, and regulations designed to protect the public's health?

**6.1.1 Discussion Toolbox**

In considering 6.1.1, does the BOH know the sources of authority for:

- The **enactment** of laws, rules, and regulations?
- The **dissemination** of laws, rules, and regulations?
- The **evaluation** of laws, rules, and regulations?
- The **improvement** of laws, rules, and regulations?
- The **enforcement** of laws, rules, and regulations?

6.1.2 Does the BOH assure the existence of laws, rules, and regulations in areas known to affect public health?

**6.1.2 Discussion Toolbox**

In considering 6.1.2, are laws, rules, and regulations assured for:

- [Abatement of nuisances](#)?
- Animal control?
- Childhood immunizations and other vaccines?
- Food safety?
- Housing code?
- Local [sanitary code](#)?
- [Septic systems](#)?
- Protection of drinking water?
- School environment?
- [Solid waste](#) disposal?
- Swimming pools?
- Water quality?
- [Vector control](#)?

6.2 Does the BOH have statutory authority to enact laws, rules, and regulations?

Does the BOH:

6.2.1 Periodically review its statutory authority?

6.2.2 Assure that its bylaws, rules and procedures comply with local, state, and federal statutes and regulations?

**6.2.2 Discussion Toolbox**

- In considering 6.2.2, does the BOH assure:
- [Due process](#) and [civil rights](#) protections for all who come under the [jurisdiction](#)?
  - 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?
  - Compliance with open meeting laws?
  - Proper conduct of public hearings, including posting, conducting, and the reporting of decisions?

6.2.3 Understand the laws, regulations, and procedures applicable in extraordinary or emergency situations?

**6.2.3 Discussion Toolbox**

- In considering 6.2.3, is there a full understanding of laws, regulations, and procedures applicable to:
- Quarantine?
  - Compulsory treatment?
  - Rationing of treatment?
  - Civil commitment?
  - Seizure, appropriation, entry into or condemnation of private property?

6.2.4 Assure the enforcement of the laws, rules, and regulations under its authority?

6.3 Does the BOH assess the availability of resources that could be used for the inspection and enforcement activities designed to protect the health of the community?

**6.3 Discussion Toolbox**

- In considering 6.3, does the BOH assess the availability of:
- National resources?
  - State resources?
  - Local resources?

6.3.1 Does the BOH advocate for changes in resource allocation, as appropriate for to conduct inspection and enforcement activities?

6.3.2 Does the BOH have access to legal counsel?

6.4 Does the BOH routinely advocate for laws and regulations that protect health and ensure safety?

6.4.1 Does the BOH adopt written resolutions to this effect?

6.5 Does the BOH periodically review the laws, rules, and regulations designed to protect the health of the community?

Does the BOH include in its review:

6.5.1 The participation of those that benefit from the laws, rules, and regulations in the evaluation?

6.5.2 The participation of those who are being regulated by the laws, rules, and regulations?

**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](#).

Please answer the following questions related to Essential Service #7 from the perspective of the Board of Health (BOH) or other governing body:

- 7.1 Does the BOH identify those individuals, agencies, and organizations responsible for the coordination of needed outreach and linkage to [personal health services](#)?
- 7.2 Does the BOH assess the availability of resources necessary to facilitate access to needed services for the entire community?

**7.2 Discussion Toolbox**

In considering 7.2, does the BOH assess the availability of:

- National resources?
- State resources?
- Local resources?
- Private resources?
- Public resources?
- Resources to address vulnerable populations?

7.2.1 Does the BOH advocate for changes in resource allocation, as appropriate, for needed personal health services?

7.3 Does the BOH establish and oversee the implementation of policies supporting resources for outreach and linkage to personal health services?

**7.3 Discussion Toolbox**

In considering 7.3, do policies exist concerning:

- Referral systems for needed care?
- Coordinated delivery of services (i.e., services that are coordinated and co-located to optimize access)?
- Culturally and linguistically appropriate staff to assist population groups?
- Culturally and linguistically appropriate materials?
- Transportation services for those with special needs?
- Prescription assistance programs?

7.4 Does the BOH periodically review (i.e., every 1-3 years) community outreach efforts and linkage to personal health services?

Does the review:

7.4.1 Include input and feedback from a wide spectrum of community participants?

7.4.2 Consider the impact of these efforts on populations most in need within the community?

## **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.

Please answer the following questions related to Essential Service #8 from the perspective of the Board of Health (BOH) or other governing body:

- 8.1 Does the BOH assure compliance with licensure and [credentialing](#) requirements for its

public health workforce?

- 8.2 Does the BOH establish and oversee the implementation of policies supporting its public health workforce?

Do these policies address:

- 8.2.1 The necessary knowledge, skills, and abilities needed by the public health workforce?
- 8.2.2 Written job standard and/or position descriptions for all local health department staff, including credentialing/licensing requirements?

**8.2.1-8.2.2 Discussion Toolbox**

In considering 8.2.1-8.2.2, do policies exist for:

- Cultural and linguistic competence?
- Understanding of the Essential Public Health Services?
- Understanding of the [core public health competencies](#)?

- 8.2.3 Activities related to annual performance evaluations of the local health department staff?
- 8.2.4 Continuing education for local health department staff?
- 8.2.5 Leadership development for local health department staff?

- 8.3 Does the BOH assess the availability of resources that may be used for workforce training, leadership development, or continuing education?

**8.3 Discussion Toolbox**

In considering 8.3, does the BOH assess the availability of:

- National resources?
- State resources?
- Local resources?
- Financial resources?
- Personnel resources?
- Technological resources?

- 8.3.1 Does the BOH advocate for changes in resource allocation, as appropriate, to support these activities?

- 8.4 Does the BOH provide access to continuing training and education for all board members?

- 8.4.1 Does the BOH routinely support the orientation of new members of the governing body?
- 8.4.2 Does the orientation and/or training on the core functions of public health?
- 8.4.3 Does the orientation and/or training in governance responsibilities?

**8.4.3 Discussion Toolbox**

In considering 8.4.3, are these areas addressed:

- Legal responsibilities and authorities?
- Knowledge of the [jurisdiction](#)?
- Development of policies?

Monitoring and evaluation of policies and programs?

8.4.4 Does each board member receive written orientation or training materials (e.g., a new member handbook or manual)?

8.5 Does the BOH review efforts to strengthen its public health workforce?

Does this include a review of:

8.5.1 Training and continuing education for local health department personnel?

8.5.2 Leadership development activities for local health department personnel?

8.5.3 Gaps related to workforce size and composition?

**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.

Please answer the following questions related to Essential Service #9 from the perspective of the Board of Health (BOH) or other governing body:

- 9.1 Does the BOH assess the availability of resources that could be used to support evaluation?

**9.1 Discussion Toolbox**

In considering 9.1, does the BOH assess:

- Financial resources?
- Personnel resources and expertise?
- Technological resources?
- National resources?

- |  |
|--|
| <input type="checkbox"/> State resources?<br><input type="checkbox"/> Local resources? |
|--|

9.1.1 Does the BOH advocate for changes in resource allocation, as appropriate, to support evaluation activities?

9.2 Does the BOH support an evaluation plan for personal and population-based services?

<p style="text-align: center;"><b>9.2 Discussion Toolbox</b></p>
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<p>In considering 9.2, are plans developed to evaluate the:</p>
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- |   |
|---|
| <input type="checkbox"/> Scope of service delivery?<br><input type="checkbox"/> Timeliness of service delivery?<br><input type="checkbox"/> Frequency of service delivery?<br><input type="checkbox"/> Cost-effectiveness of service delivery?<br><input type="checkbox"/> Overall quality of service delivery? |
|---|

9.3 Does the BOH establish and oversee the implementation of policies supporting evaluation activities?

9.3.1 Does the BOH endorse the use of nationally recognized performance standards applicable to local public health systems (e.g., National Public Health Performance Standards Program Local Public Health System Assessment)?

9.4 Does the BOH identify individuals, agencies, and organizations that should participate in the evaluation activities?

9.4.1 Does the BOH encourage identified individuals, agencies, and organizations to provide input into evaluation activities?

9.5 Does the BOH review the findings of the evaluations?

9.5.1 Does the BOH recommend changes based on evaluation results?

9.5.2 Does the BOH use the findings in the development of their strategic and operational plans?

## **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.

Please answer the following questions related to Essential Service #10 from the perspective of the Board of Health (BOH) or other governing body:

- 10.1 Does the BOH establish and oversee the implementation of policies designed to foster and reward innovation?
- 10.2 Does the BOH encourage collaboration between local health department and academic or other research institutions for community-based research?
- 10.3 Does the BOH assess the availability of resources for research and identification of best practices in its jurisdiction?

#### **10.3 Discussion Toolbox**

In considering 10.3, do resources include:

- Technical libraries?
- Distance learning?
- Online resources?
- Publication subscriptions?
- Membership to national and state organizations?
- Attendance at national and state conferences?

10.3.1 Does the BOH advocate for changes in resource allocation, as appropriate, to support research and the identification of best practices?

10.4 Does the BOH encourage appropriate use of research findings and best practices in the implementation of public health policies and programs?