



National Public Health Performance Standards Program

State Public Health System Performance Assessment

Version 2.0

Model Standards



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR DISEASE CONTROL AND PREVENTION



THE NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS PROGRAM

State Public Health System 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 State Public Health System 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 focus of the NPHPSP is 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.

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.

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 State Public Health System Performance Assessment

The audience for this instrument is the state public health system. This may include organizations and entities such as the state public health agency, other state governmental agencies, statewide associations of local public health agencies, hospitals and health professionals, schools and universities, state chapters of voluntary or non-profit organizations, transportation providers, environmental organizations and many others. Any organization or entity that contributes to the health or well-being of a state is considered part of the public health system. Ideally, a group that is broadly representative of these public health system partners will participate in the assessment process. By sharing their diverse perspectives, all participants will gain a better understanding of each organization's contributions, the interconnectedness of activities, and how the public health system can be strengthened.

There are 40 model standards within the State Instrument – four for each of the ten Essential Services. The same four model standard topics are assessed within each Essential Service:

- **Planning and Implementation** – focuses on collaborative planning and implementation of key activities to accomplish the Essential Services.
- **State-Local Relationships** – examines the assistance, capacity building, and resources that the state public health system provides to local public health systems in efforts to implement the Essential Services.
- **Performance Management and Quality Improvement** – focuses on the state public health system's efforts to review the effectiveness of its performance and the use of these reviews to continuously improve performance.
- **Public Health Capacity and Resources** – examines how effectively the state public health system invests in and utilizes its human, information, organizational and financial resources to carry out the Essential Services.

Through the assessment process, participants from throughout the state public health system will have an opportunity to discuss and determine how they are performing in comparison to each of the 40 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 – can be used to develop improvement strategies for the state public health system.

About this Document

This document includes only the standards for state public health systems. 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 system 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 State Public Health System Assessment, users may also contact ASTHO – www.astho.org or 202-371-9090.

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 |

State Public Health System Model Standards

Essential Service #1

Monitor Health Status to Identify Health Problems

This service includes:

- Assessment of statewide health status and its determinants, including the identification of health threats and the determination of health service needs.
- Analysis of the health of specific groups that are at higher risk for health threats than the general population.
- Identification of community assets and resources, which support the state public health system (SPHS) in promoting health and improving quality of life.
- Interpretation and communication of health information to diverse audiences in different sectors.
- Collaboration in integrating and managing public health related information systems.

SPHS Model Standard 1.1: Planning and Implementation

The state public health system (SPHS) measures, analyzes and reports on the health status of the state's population. The state's health status is monitored through data describing critical indicators of health, illness, and health resources. Monitoring health is a collaborative effort involving many state public health partners and local public health systems. The effective communication of health data and information is a primary goal of all systems partners that participate in this effort to generate new knowledge about health in the state.

To accomplish this, the SPHS:

- Develops and maintains population-based programs that collect health-related data to measure the state's health status.
- Produces useful data and information products for a variety of data users.
- Organizes health-related data into a state health profile that routinely reports on the prevailing health of the people of the state.
- Operates a data reporting system for receiving and transmitting information regarding reportable diseases and other potential public health threats.
- Protects personal health information by instituting security and confidentiality policies that define protocols for health information access and data integrity.

SPHS Model Standard 1.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to monitor health status and identify health problems.

To accomplish this, the SPHS:

- Offers technical assistance in the interpretation, use, and dissemination of local health data.
- Provides a standard set of health-related data to local public health systems and assists them in accessing, interpreting, and applying these data in policy and planning activities.
- Assists in the development of information systems needed to monitor health status at the local level.

SPHS Model Standard 1.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in monitoring health status. Members of the SPHS actively use the information from these reviews to continuously improve the quality of monitoring efforts.

To accomplish this, the SPHS:

- Reviews the effectiveness of its efforts to monitor health status to determine the relevance of existing health data and its effectiveness in meeting user needs.
- Manages the overall performance of its health status monitoring activities for the purpose of quality improvement.

SPHS Model Standard 1.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, technology, organizational and financial resources to monitor health status and to identify health problems in the state.

To accomplish this, the SPHS:

- Commits adequate financial resources to monitoring health status.
- Aligns organizational relationships to focus statewide assets on monitoring health status.
- Uses a workforce skilled in collecting, analyzing, disseminating, and communicating health status data and maintaining data management systems.

Essential Service #2

Diagnose and Investigate Health Problems and Health Hazards

This service includes:

- Epidemiologic investigation of disease outbreaks and patterns of infectious and chronic diseases, injuries, and other adverse health conditions.
- Population-based screening, case finding, investigation, and the scientific analysis of health problems.
- Rapid screening, high volume testing, and active infectious disease epidemiologic investigations.

SPHS Model Standard 2.1: Planning and Implementation

The state public health system (SPHS) works collaboratively to identify and respond to public health threats, including infectious disease outbreaks, chronic disease prevalence, the incidence of serious injuries, environmental contaminations, the occurrence of natural disasters, the risk of exposure to chemical and biological hazards, and other threats.

To accomplish this, the SPHS:

- Operates a broad scope of surveillance and epidemiology to identify and analyze health problems and threats to the health of the state's population.
- Establishes and maintains the capability to initiate enhanced surveillance in the event of an emergency.
- Organizes its public and private laboratories into an effectively functioning laboratory system.
- Uses public and private laboratories, within and possibly outside of the state, that have the capacity to analyze clinical and environmental specimens in the event of suspected exposures and disease outbreaks.
- Investigates and responds to public health problems and hazards.

Note: The SPHS may operate more than one surveillance system. In the Model Standard and measures for Model Standard 2.1, the word "system" should therefore be read broadly, to include the complete collection of surveillance systems operated by the SPHS.

SPHS Model Standard 2.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to identify, analyze, and respond to public health problems and threats.

To accomplish this, the SPHS provides:

- Assistance in epidemiologic analysis to local public health systems.
- Assistance to local public health systems in using public health laboratory services.
- Information about possible public health threats and appropriate responses to these threats by local public health systems.
- Trained personnel to local communities on-site to assist in the investigation of disease outbreaks and other emergent health threats, as needed.

SPHS Model Standard 2.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in diagnosing and investigating health problems. Members of the SPHS actively use the information from these reviews to continuously improve the quality and responsiveness of their efforts.

To accomplish this, the SPHS:

- Reviews the effectiveness of its state surveillance and investigation procedures, using published guidelines, including CDC's [Updated Guidelines for Evaluating Public Health Surveillance Systems](#) and CDC's [measures and benchmarks for emergency preparedness](#).
- Manages the overall performance of its diagnosis and investigation activities for the purpose of quality improvement.

SPHS Model Standard 2.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational, and financial resources to diagnose and investigate health problems and hazards that affect the state's population.

To accomplish this, the SPHS:

- Commits adequate financial resources for diagnosing and investigating health problems and hazards.
- Aligns organizational relationships to focus [statewide assets](#) on diagnosis and investigation of health problems.
- Uses a workforce skilled in epidemiology and laboratory science to identify and analyze public health problems and hazards and to conduct investigations of adverse public health events.

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 promotion program partnerships with schools, faith communities, work sites, personal care providers, and others to implement and reinforce health promotion programs and messages.

SPHS Model Standard 3.1: Planning and Implementation

The state public health system (SPHS) actively creates, communicates, and delivers health information and health interventions using customer-centered and science-based strategies to protect and promote the health of diverse populations. The state's population understands and uses timely health information and interventions to protect and promote their health and the health of their families and communities.

The SPHS supports its health improvement objectives and responds to public health issues with health communication and health education and promotion interventions that are based on the best available scientific evidence of effectiveness in helping people make healthy choices throughout their lives. Health communications are culturally and linguistically appropriate and are delivered through multiple media channels to enhance their effectiveness and reach into high risk populations.

To accomplish this, the SPHS:

- Designs and implements health education and health promotion interventions to help meet the state's health improvement objectives, reduce risks, and promote better health.
- Designs and implements health communications to reach wide and diverse audiences with information that enables people to make healthy choices.
- Maintains an effective emergency communications capacity to ensure rapid communications response in the event of a crisis.

SPHS Model Standard 3.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to inform, educate and empower people about health issues.

To accomplish this, the SPHS:

- Provides technical assistance to develop skills and strategies for effective local health communication, health education, and health promotion interventions.
- Supports and assists local public health systems in developing effective emergency communication capabilities.

SPHS Model Standard 3.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in informing, educating, and empowering people about health issues. Members of the SPHS actively use the information from these reviews to continuously improve the quality of their efforts in these areas.

To accomplish this, the SPHS:

- Reviews the effectiveness and appropriateness of its health communication, health education and promotion interventions.
- Manages the overall performance of its activities to inform, educate and empower people about health issues for the purpose of quality improvement.

SPHS Model Standard 3.4: Public Health Capacity and Resources

The SPHS effectively invests, manages, and utilizes its human, information, organizational, and financial resources to inform, educate, and empower people about health issues.

To accomplish this, the SPHS:

- Commits adequate financial resources to informing, educating, and empowering people about health issues.
- Aligns organizational relationships to focus statewide assets on health communication and health education and promotion services.
- Uses a culturally competent workforce skilled in developing and implementing health communication and health education and promotion interventions.

Essential Service #4

Mobilize Partnerships to Identify and Solve Health Problems

This service includes:

- The organization and leadership to convene, facilitate, and collaborate with statewide partners (including those not typically considered to be health-related) to identify public health priorities and create effective solutions to solve state and local health problems.
- The building of a statewide partnership to collaborate in the performance of public health functions and essential services in an effort to utilize the full range of available human and material resources to improve the state's health status.
- Assistance to partners and communities to organize and undertake actions to improve the health of the state's communities.

SPHS Model Standard 4.1: Planning and Implementation

The state public health system (SPHS) conducts a variety of statewide community-building practices to identify and to solve health problems. These practices include community engagement, constituency development, and partnership mobilization, which is the most formal and potentially far-reaching of these practices.

To accomplish this, the SPHS:

- Engages and builds statewide support for a variety of public health issues by identifying, convening, and communicating with organizations that contribute to or benefit from the delivery of the Essential Public Health Services.
- Organizes partnerships for public health to foster the sharing of resources, responsibilities, collaborative decision-making, and accountability for delivering Essential Public Health Services at the state and local levels.

SPHS Model Standard 4.2: State-Local Relationships

The SPHS engages in a robust partnership with local public health systems to provide technical assistance, capacity building and resources for local community partnership development.

To accomplish this, the SPHS:

- Assists local public health systems to build competencies in community development, advocacy, collaborative leadership and partnership management.
- Provides incentives for local partnership development.

SPHS Model Standard 4.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in mobilizing partnerships. Members of the SPHS actively use the information from these reviews to continuously improve the quality of their partnership efforts.

To accomplish this, the SPHS:

- Reviews the effectiveness of its partnership efforts, including the commitment of SPHS partner organizations.
- Manages the overall performance of its partnership activities for the purpose of quality improvement.

SPHS Model Standard 4.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational and financial resources to assure that its partnership mobilization efforts meet the needs of the state's population.

To accomplish this, the SPHS:

- Commits adequate financial resources to sustain partnerships and support their actions.
- Aligns organizational relationships to focus statewide assets on partnerships.
- Uses a workforce skilled in assisting partners to organize and act on behalf of the health of the public.

Essential Service #5

Develop Policies and Plans that Support Individual and Statewide Health Efforts

This service includes:

- Systematic health planning that relies on appropriate data, develops and tracks measurable health objectives, and establishes strategies and actions to guide community health improvement at the state and local levels.
- Development of legislation, codes, rules, regulations, ordinances, and other policies to enable performance of the Essential Public Health Services, supporting individual, community, and state health efforts.
- The process of dialogue, advocacy and debate among groups affected by the proposed health plans and policies prior to adoption of such plans or policies.

SPHS Model Standard 5.1: Planning and Implementation

The state public health system (SPHS) conducts comprehensive and strategic health improvement planning and policy development that integrates health status information, public input and communication, analysis of policy options, and recommendations for action based on the best evidence. Planning and policy development are conducted for public health programs, for organizations and for the public health system, each with the purpose of improving public health performance and effectiveness.

To accomplish this, the SPHS:

- Develops statewide health improvement processes that include convening partners, facilitating collaborations, and gaining statewide participation in planning and implementation of needed improvements in the public health system.
- Produces a state health improvement plan(s) that outlines strategic directions for statewide improvements in health promotion, disease prevention and response to emerging public health problems.
- Establishes and maintains public health emergency response capacity, plans and protocols for all-hazards, addressing 24/7 readiness, multi-agency coordination, emergency operations, and the special needs of vulnerable populations in an emergency.
- Engages in health policy development activities and takes necessary actions (including communication with advocacy groups and advocating to policy makers) to raise awareness of policies that affect the public's health.

SPHS Model Standard 5.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for their efforts to develop local policies and plans that support individual and statewide health efforts.

To accomplish this, the SPHS:

- Provides technical assistance and training to local public health systems developing community health improvement plans.
- Supports development of community health improvement plans and provides assistance in adapting and integrating statewide improvement strategies to the local level.
- Provides assistance to local public health systems in the development of local All-Hazards Preparedness Plans.
- Provides technical assistance and support for conducting local health policy development.

SPHS Model Standard 5.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in policy and planning. Members of the SPHS actively use the information from these reviews to continuously improve the quality of policy and planning activities in supporting individual and statewide health efforts.

To accomplish this, the SPHS:

- Regularly monitors the state's progress towards accomplishing its health improvement objectives.
- Reviews new and existing policies to determine their public health impact.
- Conducts exercises and drills to test preparedness response capacity outlined in the state's all-hazard preparedness plan.
- Manages the overall performance of its policy and planning activities for the purpose of quality improvement.

SPHS Model Standard 5.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational and financial resources to assure that its health planning and policy practices meet the needs of the state's population.

To accomplish this, the SPHS:

- Commits adequate financial resources to develop and implement health policies and plans.
- Aligns organizational relationships to focus statewide assets on health planning and policy development.
- Uses the skills of the SPHS workforce in long-range, operational and strategic planning techniques.
- Uses the skills of the SPHS workforce in health policy development, including skills in policy analysis and in obtaining public participation in the policy-making process.

Essential Service #6

Enforce Laws and Regulations that Protect Health and Ensure Safety

This service includes:

- The review, evaluation, and revision of laws (laws refers to all laws, regulations, statutes, ordinances, and codes) designed to protect health and ensure safety to assure that they reflect current scientific knowledge and best practices for achieving compliance.
- Education of persons and entities in the regulated environment and persons and entities that enforce laws designed to protect health and ensure safety.
- Enforcement activities of public health concern, including, but not limited to, enforcement of clean air and potable water standards; regulation of health care facilities; safety inspections of workplaces; review of new drug, biological, and medical device applications; enforcement activities occurring during emergency situations; and enforcement of laws governing the sale of alcohol and tobacco to minors, seat belt and child safety seat usage, and childhood immunizations.

SPHS Model Standard 6.1: Planning and Implementation

The state public health system (SPHS) assures that laws and enforcement activities are based on current public health science and best practices for achieving compliance. The SPHS emphasizes collaboration between those who enforce laws and those in the regulated environment and provides education to all those affected by public health laws to encourage compliance.

To accomplish this, the SPHS:

- Reviews existing and proposed laws to assure these reflect current scientific knowledge and best practices for achieving compliance and solicits input on reviewed laws from stakeholders including legislators, legal advisors, and the general public, especially persons and entities in the relevant regulated environment.
- Reviews and updates laws to assure appropriate emergency powers are in place.
- Fosters cooperation among persons and entities in the regulated environment and persons and entities that enforce laws to support compliance and to assure that laws and regulations accomplish their health and safety purposes.
- Ensures that administrative processes, such as those for permits and licenses are customer-centered for convenience, cost, and quality of service, and are administered according to written guidelines.

SPHS Model Standard 6.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to enforce laws that protect health and safety.

To accomplish this, the SPHS:

- Offers technical assistance to local public health systems based on current scientific knowledge and best practices for achieving compliance in both routine and complex enforcement operations.
- Partners with local governing bodies to provide assistance in developing local laws that incorporate current scientific knowledge and best practices for achieving compliance.

SPHS Model Standard 6.3 Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in enforcing laws that protect health and safety. Members of the SPHS actively use the information from these reviews to continuously improve the quality of enforcement efforts.

To accomplish this, the SPHS:

- Reviews the effectiveness of its laws and enforcement activities, using resources such as the [Model State Public Health Act](#) and [Model State Emergency Powers Act](#).
- Manages the overall performance of its enforcement activities for the purpose of quality improvement.

SPHS Model Standard 6.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, technology, organizational and financial resources to enforce laws that protect health and safety in the state.

To accomplish this, the SPHS:

- Commits adequate financial resources for the enforcement of laws that protect health and ensure safety.
- Aligns organizational relationships to focus statewide assets on enforcement activities.
- Uses workforce expertise to effectively carry out the review, development, and enforcement of public health laws.

Essential Service #7

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

This service includes:

- Assessment of access to and availability of quality personal health services for the state's population.
- Assurances that access is available in a coordinated system of quality care which includes outreach services to link populations to preventive and curative care, medical services, case management, enabling social and mental health services, culturally and linguistically appropriate services, and health care quality review programs.
- Partnership with public, private, and voluntary sectors to provide populations with a coordinated system of health care.
- Development of a continuous improvement process to assure the equitable distribution of resources for those in greatest need.

SPHS Model Standard 7.1: Planning and Implementation

The state public health system (SPHS) assesses the availability of personal health services for the state's population and works collaboratively with state and local partners to assure that the entire state population has access to high quality personal health care.

To accomplish this, the SPHS:

- Assesses the availability and utilization of personal health services for all persons living in the state, including underserved populations.
- Works collaboratively with local public health systems and with health care providers to deliver personal health services and to take policy and programmatic action to assure access, utilization, and quality of health care for persons living in the state.
- Uses a SPHS organization to provide statewide leadership and coordinate system efforts to monitor, evaluate, and improve the availability, utilization, and effectiveness of personal health care delivery within the state.
- Mobilizes to reduce health disparities in the state (using guides such as *Healthy People 2010*) and to meet the needs of vulnerable populations in the event of an emergency.

SPHS Model Standard 7.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to identify underserved populations and develop innovative approaches for meeting their health care needs.

To accomplish this, the SPHS:

- Provides technical assistance in systems approaches for identifying and meeting personal health care needs of underserved populations.
- Provides technical assistance in quality improvement of personal health care delivery and management to providers in local public health systems.

SPHS Model Standard 7.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in the provision of personal health care to the state's population. Members of the SPHS actively use the information from these reviews to continuously improve the quality of its efforts to link people to needed personal health services.

To accomplish this, the SPHS:

- Reviews health care quality, access, and appropriateness (using such resources as *Health Plan and Employer Data and Information Set (HEDIS)*, reports published by DHHS' Agency for Healthcare Research and Quality, and the *Guide to Clinical Preventive Services*).
- Manages the overall performance of its activities to link people to needed health services for the purpose of quality improvement.

SPHS Model Standard 7.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational and financial resources to assure the provision of personal health care to meet the needs of the state's population.

To accomplish this, the SPHS:

- Commits adequate financial resources for the provision of needed personal health care.
- Aligns organizational relationships to focus statewide assets on linking people to needed personal health care and assuring the provision of health care.
- Uses a workforce skilled in the evaluation, analysis, delivery, and management of personal health services.

Essential Service #8

Assure a Competent Public and Personal Health Care Workforce

This service includes:

- Education, training, development, and assessment of health professionals--including partners, volunteers and other lay community health workers--to meet statewide needs for public and personal health services.
- Efficient processes for credentialing technical and professional health personnel.
- Adoption of continuous quality improvement and life-long learning programs.
- Partnerships with professional workforce development programs to assure relevant learning experiences for all participants.
- Continuing education in management, cultural competence, and leadership development programs.

SPHS Model Standard 8.1: Planning and Implementation

The state public health system (SPHS) identifies the public health workforce needs of the state and implements recruitment and retention policies to fill those needs. The public health workforce is the array of personnel providing population-based and personal (clinical) health services in public and private settings across the state, all working to improve the public's health through community prevention and clinical prevention services. The SPHS provides training and continuing education to assure that the workforce will effectively deliver the Essential Public Health Services.

To accomplish this, the SPHS:

- Assesses the numbers, qualifications, and location of the population-based and personal health care workforce required to meet statewide health needs.
- Based on workforce assessments, develops a statewide workforce plan(s) that establishes strategies and actions needed to recruit, maintain and sustain a competent and diverse workforce.
- Provides human resource development programs focused on enhancing the skills and competencies of the workforce.
- Assures that the population-based and health care workforce in the state attain the highest level of knowledge and functioning in the practice of their professions.
- Supports continuous professional development through programs focused on life-long learning.

SPHS Model Standard 8.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to assure a competent population-based and personal health care workforce.

To accomplish this, the SPHS:

- Assists local public health systems in assessing the needs of the population-based and personal health care workforces.
- Provides assistance to local public health systems in recruitment, retention, and performance improvement strategies to improve the availability and competency of the local workforce.
- Assures the availability of educational course work to enhance the skills of the workforce of local public health systems.

SPHS Model Standard 8.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in assuring a competent population-based and personal health care workforce. Members of the SPHS actively use the information from these reviews to continuously improve the quality of workforce development efforts.

To accomplish this, the SPHS:

- Reviews both the implementation of its workforce development plans to determine their effectiveness in developing a workforce that meets current and future demand for health services in the state and the use of quality improvement resources to improve the skills of individual workers.
- Through an academic-practice partnership(s), reviews the preparation of personnel entering the workforce.
- Manages the overall performance of its workforce development activities for the purpose of quality improvement

SPHS Model Standard 8.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational and financial resources to assure a competent population-based and personal health care workforce.

To accomplish this, the SPHS:

- Commits adequate financial resources to support workforce development.
- Aligns organizational relationships to focus statewide assets on workforce development.
- Uses the skills of the SPHS workforce in the management of human resources and workforce development programs supporting the delivery of high quality personal and population-based services throughout the state.

Essential Service #9

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

This service includes:

- Evaluation and critical review of health programs, based on analyses of health status and service utilization data, are conducted to determine program effectiveness and to provide information necessary for allocating resources and reshaping programs for improved efficiency, effectiveness, and quality.
- Assessment of and quality improvement in the State Public Health System's performance and capacity.

SPHS Model Standard 9.1: Planning and Implementation

The state public health system (SPHS) conducts evaluations to improve the effectiveness of population-based services and personal health services within the state. Evaluation is considered a core activity of the public health system and essential to understand how to improve the quality of services to the state's population. Routine evaluations identify strengths and weaknesses in programs, services and the public health system overall and are actively used in quality and performance improvement.

To accomplish this, the SPHS:

- Evaluates the availability, utilization, appropriateness, and effectiveness of population-based health services (e.g., injury prevention, promotion of physical activity, immunization) within the state using national guidelines, such as CDC's *Guide to Community Preventive Services*.
- Evaluates the effectiveness of personal health services within the state using national guidelines, such as the *Guide to Clinical Preventive Services*.
- Evaluates the performance of the state public health system in delivering Essential Public Health Services to the state's population.

Note: Also see Essential Service # 7 for Personal Health Care Evaluation.

SPHS Model Standard 9.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to evaluate the performance and effectiveness of population-based programs, personal health services, and local public health systems.

To accomplish this, the SPHS:

- Provides technical assistance to local public health systems in the evaluation of population-based programs, personal health services, and overall local public health systems performance, using performance benchmarks, such as the [Baldrige National Quality Program](#) and the [National Public Health Performance Standards](#).
- Shares results of state-level performance evaluations with local public health systems for use in local health improvement and strategic planning processes.

SPHS Model Standard 9.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in evaluating the effectiveness, accessibility, and quality of population-based programs, personal health services, and public health systems. Members of the SPHS actively use the information from these reviews to continuously improve the quality of evaluation efforts.

To accomplish this, the SPHS:

- Reviews its evaluation activities to assure their appropriateness in scope and methodology, using nationally recognized resources, such as CDC's *Principles of Program Evaluation*.
- Manages the overall performance of its evaluation activities for the purpose of quality improvement.

SPHS Model Standard 9.4: Public Health Capacity and Resources

The SPHS effectively invests in and utilizes its human, information, organizational and financial resources to evaluate the effectiveness, accessibility and quality of population-based and personal health services. Evaluations are appropriately resourced so they can be routinely conducted.

To accomplish this, the SPHS:

- Commits adequate financial resources for evaluation activities.
- Aligns organizational relationships to focus statewide assets on evaluating population-based and personal health services.
- Uses a workforce skilled in monitoring and analyzing the performance and capacity of the state public health system and its programs and services.

Essential Service #10

Research for New Insights and Innovative Solutions to Health Problems

This service includes:

- A full continuum of research ranging from field-based efforts to foster improvements in public health practice to formal scientific research.
- Linkage with research institutions and other institutions of higher learning.
- Internal capacity to mount timely epidemiologic and economic analyses and conduct needed health services research.

SPHS Model Standard 10.1: Planning and Implementation

The state public health system (SPHS) contributes to public health science by identifying and participating in research activities that address new insights in the implementation of the Essential Public Health Services. SPHS organizations foster innovation by continuously using best scientific knowledge and new knowledge about effective practice in their work to improve the health of the state's population.

To accomplish this, the SPHS:

- Establishes a statewide public health academic-practice collaboration to foster innovations in public health and personal health care practice by disseminating and applying research findings and new knowledge to improve the practice of public health.
- Develops a public health research agenda focused on public health performance, public health problems and public health systems issues, bridging the interests of the research community and the needs of the practice community.
- Conducts and participates in public health research to maximize learning about more effective methods of improving health.

SPHS Model Standard 10.2: State-Local Relationships

The SPHS works with local public health systems to provide assistance, capacity building, and resources for local efforts to carry out research for new insights and innovative solutions to health problems.

To accomplish this, the SPHS:

- Assists local public health systems in their research activities, including promoting community-based participatory research.
- Assists local public health systems in the interpretation and application of research findings to improve public health practice at the local level.

SPHS Model Standard 10.3: Performance Management and Quality Improvement

The SPHS reviews the effectiveness of its performance in conducting and using research for new insights and innovative solutions to health problems. Members of the SPHS actively use the information from these reviews to continuously improve the quality of research efforts.

To accomplish this, the SPHS:

- Regularly monitors its research activities for relevance to current issues in practice and for appropriateness in scope and methodology.
- Manages the overall performance of its research activities for the purpose of quality improvement.

SPHS Model Standard 10.4: Public Health Capacity and Resources

The SPHS effectively invests, manages, and utilizes its human, information, organizational and financial resources for the conduct of research to meet the needs of the state's population.

To accomplish this, the SPHS:

- Commits adequate financial resources for research to foster innovations and increase the effectiveness of public health practice.
- Aligns organizational relationships to focus statewide assets on research and applying new evidence to practice.
- Uses a workforce skilled in conducting and applying research relevant to the practice of the Essential Public Health Services.

