LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
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LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT COMMITTEE MEMBERS

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LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT

METHODOLOGY

Each assessment in MAPP answers different questions about the health of a community. The Local Public Health System Assessment (LPHSA) measures how well different partners work together to deliver essential services. This assessment answers the following questions:

- What system weaknesses must be improved?
- What system strengths can be used?
- What short-term or long-term system performance opportunities are there?

OCHD hosted five three-hour work sessions in November and December 2014 to complete the National Public Health Performance Standards (NPHPS) instrument, covering two essential services each session/meeting. Participants were invited from the ECHO Steering Committee and all the ECHO assessment teams. Additional participants were recruited for each work session to ensure there was an appropriate cross section of public health system partners for each service. The inclusion of more than 30 agencies within the public health system provided a unique opportunity to identify the full scope of service delivery, including strengths and weaknesses in Oakland County.

A neutral facilitator was used to guide participants through the NPHPS instrument. In order to expedite completion of the instrument and aid discussion at the work sessions, participants completed surveys (see Appendix A) prior to these meetings. The surveys helped identify the community partner’s awareness of public health services delivered in the county. The results (see Appendix B) were provided at the beginning of each work session for full group discussion prior to decision-making. Participants used large colored voting cards to determine the level of service delivery, and results of the voting categories were counted and recorded. A wrap-up meeting was held in January 2015 to share voting results with participants and finalize any recommendations.
NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS

The National Public Health Performance Standards (NPHPS) is a partnership effort to improve the practice of public health and the performance of public health systems. The NPHPS assessment instruments guide local jurisdictions in evaluating their current performance against a set of optimal standards. Through these assessments, participants can consider the activities of all public health system partners, thus addressing the activities of all public, private and voluntary entities that contribute to public health within the community.

The NPHPS assessments are intended to help users answer questions such as “What are the components, activities, competencies, and capacities of our public health system?” and “How well are the ten Essential Public Health Services being provided in our system?” The dialogue that occurs in the process of answering the questions in the assessment instrument can help to identify strengths and weaknesses, determine opportunities for immediate improvements, and establish priorities for long-term investments for improving the public health system.

The information obtained from assessments may then be used to improve and better coordinate public health activities. In addition, the results gathered provide an understanding of how state and local public health systems and governing entities are performing. This information helps local, state and national partners make better and more effective policy and resource decisions to improve the nation’s public health as a whole.

10 ESSENTIAL PUBLIC HEALTH SERVICES

The 10 Essential Public Health Services describe the public health activities that all communities should undertake and serve as the framework for the NPHPS instruments. Thirty Model Standards serve as quality indicators under the ten essential public health services.

Public health systems should:

1. Monitor health status to identify and solve 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 and action 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 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.
10 ESSENTIAL PUBLIC HEALTH SERVICES
After completing NPHPS, Oakland County received an average score of 77 out of 100, which means that the public health system is performing optimally according to NPHPS criteria. (For a full list of performance measure scores, see Appendix C.)
NPHPS also identifies areas of strength and those where there could be improvement. The Essential Public Health Services that are being delivered at the optimal level (a score of 75 or above) in Oakland County are:

- Essential Service 6: Enforce laws and regulations that protect health and ensure safety – 100
- Essential Service 2: Diagnose and investigate health problems and health hazards in the community – 97.2
- Essential Service 3: Inform, educate, and empower people about health issues – 88.9
- Essential Service 5: Develop policies and plans that support individual and community health efforts – 85.4

The four Essential Public Health Services that are being delivered optimally suggest that Oakland County excels at enforcing laws that protect the public’s health, performing disease surveillance and investigating disease outbreaks, educating and communicating about health improvement, and developing policies or plans that support health. Committee members discussed the importance of monitoring these services in the future to ensure they are maintained at the current optimum levels.
RESULTS: ESSENTIAL SERVICES AND PERFORMANCE MEASURES WITH ROOM FOR IMPROVEMENT

The Essential Public Health Services that still have room for improvement are (lowest to highest score):

- Essential Service 8: Assure competent public and personal health care workforce – 59.3
- Essential Service 9: Evaluate effectiveness, accessibility, and quality of personal and population-based health services – 64.6
- Essential Service 1: Monitor health status to identify community health problems – 66.7
- Essential Service 4: Mobilize community partnerships and action to identify and solve health problems – 66.7
- Essential Service 7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable – 68.8
- Essential Service 10: Research for new insights and innovative solutions to health problems – 72.2
Opportunities for improvement in all areas include increased coordination across system partners. There is a great need among all system partners to improve workforce needs assessment and training. A workforce development needs assessment and professional development training could be coordinated and shared by multiple agencies in Oakland County. Participants also stressed the importance of culturally competent training and education about the social determinants of health. Evaluation of services could also be improved across system partners and participants suggested that a small set of program evaluation questions could be used across agencies and programs.

While completing the first round of the ECHO process, there are opportunities to improve activities around monitoring health status and mobilizing partnerships. Sharing data and improving the interoperability of partner data systems was a recurrent theme during the local public health system assessment. The ECHO Data Dashboard was identified as a way to improve data sharing and reporting. Participants also discussed the need to improve ways to engage community members as well as faith-based organizations in health improvement activities.

There are also areas to improve in regards to linking people to personal health services and assuring the provision of personal health services. Areas identified for improvement were care coordination among partner agencies, better understanding the root reasons for barrier to accessing care, building on the peer support movement, improving communication with people in need about services, and the lack of public transportation to get to care. Improvement opportunities around research and fostering innovation include accessing barriers to research, such as confidentiality concerns and lack of dedicated staff to conduct research, improving mechanisms to share research, collaborating with healthcare organizations to do research and using evaluation results to drive research and innovation.
You are receiving this survey because you are an important part of the local public health system. Oakland County Health Division is conducting an assessment of the local public health system and the services provided. Please share your thoughts about the following standards – if you are not certain, feel free to leave sections blank. This information will help inform our in-person discussion. Thank you for your time and insight!

**Essential Public Health Service 1: Monitor Health of the Community**

**Model Standard 1.1:** Population-Based Community Health Assessment – Completes a detailed community health assessment (CHA) to allow an overall look at the community’s health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Conduct community health assessment
- [ ] Conduct community health needs assessment for non-profit hospital
- [ ] Conduct community other needs assessment
- [ ] Create community health profile
- [ ] Compare data to state or other communities
- [ ] Compare data to Healthy People 2020 or other benchmarks

Tell us more about activities within our community:

Tell us more about activities within our community:

Agencies that perform this function:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 1.2: Current Technology to Manage and Communicate Population Health Data – Provides public with a clear picture of the current health of the community. Some examples of data management and communication activities that you may be aware of in your community (select all that apply):

- Use technology or software to store, analyze, or display health data
- Share health data with the community electronically
- Integrate health data from different sources
- Use Geographic Information Systems (GIS) to look at health data

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Model Standard 1.3: Maintaining Population Health Registries – Collects data on health-related events for use in population health registries, which allow more understanding of major health concerns. Some examples of health-related data collection activities that you may be aware of in your community (select all that apply):

- [ ] Maintain health registries
- [ ] Collect/report sexually transmitted infections
- [ ] Submit required data on health indicators, such as immunization rates or birth defects
- [ ] Use population health data from registries to create or change programs
- [ ] Collect/report communicable diseases
- [ ] Use population health data from registries to develop policy

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Essential Public Health Service 2: Diagnose & Investigate Health Problems & Health Hazards

Model Standard 2.1: Identifying and Monitoring Health Threats – Conducts surveillance to watch for outbreaks of disease, disasters, emergencies, and other emerging threats to public health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Has software for data analysis to identify health threats
- [ ] Has access to GIS for data analysis to identify health threats
- [ ] Has data analysis expertise on staff to monitor health threats
- [ ] Participate in surveillance system for health threats
- [ ] Connect surveillance system with national or state systems
- [ ] Submit reportable disease information
- [ ] Follow HIPAA guidelines for health information

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?


Model Standard 2.2: Investigating and Responding to Public Health Threats – Stays ready to handle possible threats to public health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Has a written emergency response plan
- [ ] Has protocols in place to follow during an emergency or threat
- [ ] Participate in emergency response drills and exercises
- [ ] Evaluate and analyze results from emergency response exercises
- [ ] Use data to improve emergency plans and response
- [ ] Collaborate with community partners around emergency response
- [ ] Has processes in place for containment of communicable disease
- [ ] Mobilize volunteers during an emergency
- [ ] Has Emergency Coordinator on staff
- [ ] Has staff with technical expertise to respond to emergencies

Tell us more about activities within our community:


 Agencies that perform this function:


 Are you aware of any missed opportunities or areas that need improvement?


Model Standard 2.3: Laboratory Support for Investigating Health Threats – Has the ability to produce timely and accurate laboratory results for public health concerns. Some examples of activities that you may be aware of in your community (select all that apply):

- Has access to a laboratory for diagnostic and surveillance needs
- Use lab to analyze clinical and environmental specimens
- Laboratory is properly licensed and credentialed
- Has protocols in place for handling laboratory specimens
- Lab services are available 24/7

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Essential Public Health Service 3: Inform, Educate, and Empower People about Health Issues

Model Standard 3.1: Health Education and Promotion – Designs and puts in place health promotion and education activities to create environments that support health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Design health promotion campaigns
- [ ] Collaborate with outside partners for health promotion activities
- [ ] Theory to develop programs
- [ ] Implement multidisciplinary health programs
- [ ] Education and promotion activities
- [ ] Serve as health education resource
- [ ] Convene community coalitions
- [ ] Facilitate/create needs assessments
- [ ] Advocate for public health policy
- [ ] Write grants and/or leverage resources for public health programs

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
**Model Standard 3.2:** Health Communication – Uses health communication strategies to contribute to healthy living and healthy communities. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Develop health communication plan
- [ ] Designate Public Information Officer (PIO)
- [ ] Create targeted health messages for different audiences, including high-risk audiences
- [ ] Train spokesperson(s) to provide health information
- [ ] Develop relationships with media to share health information and promote health
- [ ] Create press releases
- [ ] Track media coverage
- [ ] Has procedure in place to respond to public inquiries about health information
- [ ] Use social media for health promotion

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 3.3: Risk Communication – Uses health risk communication strategies to allow people to make optimal decisions about their health and well-being in emergency visits. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Has technology in place to quickly disseminate risk information
- [ ] Develop emergency communications plan
- [ ] Develop plan that complies with the National Incident Management System (NIMS)
- [ ] Maintain directory of emergency contacts
- [ ] Disseminate risk information to communities and the public

Tell us more about activities within our community:

______________________________

Agencies that perform this function:

______________________________

Are you aware of any missed opportunities or areas that need improvement?

______________________________
Essential Public Health Service 4: Mobilize Community Partnerships to Identify and Solve Health Problems

Model Standard 4.1: Constituency Development – Actively identify and involve community partners with opportunities to contribute to the health of communities. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Have list-serves or other methods for communicating with communities
- [ ] Maintain a directory of public health partners
- [ ] Facilitates community collaborations
- [ ] Provide ways to communicate about public health issues
- [ ] Involve constituents in health improvement activities

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
APPENDIX A: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT WORKGROUP SURVEY – PART 1 (CONTINUED)

Model Standard 4.2: Community Partnerships – Encourages individuals and groups to work together so that community health may be improved. Some examples of activities that you may be aware of in your community (select all that apply):

☐ Partner with other organizations on health-related activities

☐ Host community coalition or committee

☐ Participate in health-related coalition or committee

☐ Regularly exchange information with partners or groups

☐ Host community health improvement committee

☐ Evaluate the work of a coalition or committee

☐ Monitor progress toward community health improvement goals

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Essential Public Health Service 5: Develop Policies and Plans that Support Individual and Community Health Efforts

Model Standard 5.1: Governmental Presence at the Local Level – Works with the community to ensure that a strong local health department exists and is helping to provide essential services. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Work with local public health department to provide services
- [ ] State statutes and regulations exist to protect public health
- [ ] Prepare for National Public Health Department Accreditation
- [ ] Work with state health department
- [ ] Advocate for financial and other resources to protect and promote public health
- [ ] Have access to legal counsel regarding public health issues
- [ ] Ensure necessary personnel to deliver public health services

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 5.2: Public Health Policy Development – Develops policies that will prevent, protect, or promote the public’s health. Some examples of activities that you may be aware of in your community (select all that apply):

- Alert policymakers to health impacts of legislation
- Contribute to development of public health policies
- Conduct Health Impact Assessment (HIA)
- Participate in activities that influence or inform the policy process
- Review public health policies
- Identify ways to reduce health inequities
- Work with cross-sector partners to develop policies that promote health
- Prepare informational materials about public health policy
- Obtain input from community members impacted by public policies
- Participate in advisory boards examining public health policy
- Conduct cost benefit analysis or other public policy analysis

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 5.3: Community Health Improvement Process and Strategic Planning – Seeks to improve community health by looking at it from many sides, such as environmental health, healthcare services, business, economics, housing, health equity, and more. Some examples of activities that you may be aware of in your community (select all that apply):

- Follow an established tool to conduct a community health assessment (CHA)
- Revisit CHA on regular basis
- Prioritize community health issues
- Provide accountability for community health improvement activities
- Align strategic plan with Community Health Improvement Plan (CHIP)
- Develop a community health improvement plan
- Link CHIP to state level improvement plan
- Ensure broad partner participation in CHA/CHIP
- Report community health improvement activities

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


APPENDIX A: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT WORKGROUP SURVEY – PART 1 (CONTINUED)

Model Standard 5.4: Planning for Public Health Emergencies – Adopts an emergency preparedness and response plan that describes what each organization in the system should be ready to do in an emergency. Some examples of activities that you may be aware of in your community (select all that apply):

- Has an All-Hazards Emergency Preparedness and Response Plan
- Follow national standards for preparedness planning
- Test emergency plan through simulations or drills
- Has a work group in place to support preparedness planning
- Regularly revise emergency plan
- Align emergency plan with partner organization plans
- Has clear protocols and standard operating procedures for emergency response
- Has procedures for receipt and deployment of assets from the Strategic National Stockpile

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
You are receiving this survey because you are an important part of the local public health system. Oakland County Health Division is conducting an assessment of the local public health system and the services provided. Please share your thoughts about the following standards – if you are not certain, feel free to leave sections blank. This information will help inform our in-person discussion. Thank you for your time and insight!

**Essential Public Health Service 6: Enforce Laws and Regulations that Protect Health and Ensure Safety**

**Model Standard 6.1:** Reviewing and Evaluating Laws, Regulations, and Ordinances – Reviews existing laws, regulations, and ordinances related to public health, including laws that prevent health problems and promote and protect public health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Have access to legal counsel to review laws and regulations
- [ ] Review laws to determine if they need updating
- [ ] Research the health effects of laws
- [ ] Identify health issues that could be addressed through public health laws or regulations
- [ ] Stay up-to-date with laws and regulations at the local, state, and federal level that affect the public’s health

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Model Standard 6.2: Involvement in Improving Laws, Regulations, and Ordinances – Works to change existing law, regulations, or ordinances or create new ones when they have determined that changes or additions would better prevent health problems or protect or promote public health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Participate in changing or creating public health laws
- [ ] Communicate with legislators and/or policymakers regarding laws that affect public health
- [ ] Participate in public hearings regarding legislation
- [ ] Identify health issues not adequately addressed through legislation
- [ ] Provide technical guidance or support to groups drafting legislation

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Model Standard 6.3: Enforcing Laws, Regulations, and Ordinances - Sees that public health laws, regulations, and ordinances are followed. Some examples of activities that you may be aware of in your community (select all that apply):

- Enforce food sanitary codes
- Enforce clean air standards
- Issue an emergency order to control an epidemic
- Enforce Health Insurance Portability and Accountability Act (HIPAA)
- Order to abate a nuisance
- Enforce tobacco sale regulations
- Disseminate information on public health laws

Examples within our community:

[Blank space for examples]

Agencies that perform this function:

[Blank space for agencies]

Are you aware of any missed opportunities or areas that need improvement?

[Blank space for comments]
Essential Public Health Service 7: Link People to Needed Personal Health Services and Assure the Provision of Healthcare When Otherwise Unavailable

Model Standard 7.1: Identifying Personal Health Service Needs of Populations - Identifies the personal health service needs of the community and identifies the barriers to receiving these services. Some examples of activities that you may be aware of in your community (select all that apply):

- Identify groups of people who have trouble accessing services
- Identify barriers to getting care
- Assess healthcare needs of special populations
- Identify populations that speak languages other than English
- Assess geographic areas that lack healthcare services
- Inquire if people have health insurance coverage

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 7.2: Ensuring People Are Linked to Personal Health Services - Works with partners to meet the diverse needs of all populations. Some examples of activities that you may be aware of in your community (select all that apply):

- Educate people about the Healthy Michigan Plan or the healthcare marketplace
- Enroll people in the Healthy Michigan Plan or the healthcare marketplace
- Provide low or no cost healthcare services
- Connect people to transportation for services
- Provide healthcare services in communities with higher need
- Connect people to low-cost dental services
- Connect vulnerable populations to healthcare
- Provide services in multiple languages
- Provide multiple services in one location
- Coordinate services with partner organizations

Tell us more about activities within our community:

[Blank space]

Agencies that perform this function:

[Blank space]

Are you aware of any missed opportunities or areas that need improvement?

[Blank space]
Essential Public Health Service 8: Assure a Competent Public Health and Personal Healthcare Workforce

**Model Standard 8.1:** Workforce Assessment, Planning, and Development - Assesses the local public health workforce, looking at what knowledge, skills, and abilities the workforce needs and the number and kind of jobs the system should have to adequately protect and promote health. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Conduct a public health or health care workforce assessment
- [ ] Share results from workforce assessment
- [ ] Use assessment results to fill gaps in workforce

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Model Standard 8.2: Public Health Workforce Standards - Maintains standards to see that workforce members are qualified to do their jobs, with the certificates, licenses, and education that are required by local, state, or federal guidance. Some examples of activities that you may be aware of in your community (select all that apply):

- Provide training programs for new staff
- Conduct performance evaluations
- Have established position descriptions
- Utilize public health competencies when developing positions and descriptions
- Ensure staff has proper licenses or certificates

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring - Ensure that both formal and informal opportunities in education and training are available to the workforce. Some examples of activities that you may be aware of in your community (select all that apply):

- Provide tuition reimbursement for staff
- Encourage staff to participate in training opportunities
- Develop collaborations for training opportunities
- Allow staff to attend regional, state, or national conferences

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?


**Model Standard 8.4:** Public Health Leadership Development - Encourages the development of leaders that represent the diversity of the community and respect community values. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Provide informal and formal leadership development opportunities
- [ ] Leaders collaborate to develop a shared vision for the community
- [ ] Provide coaching and mentoring opportunities
- [ ] Identify ways to develop diverse leaders

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Essential Public Health Service 9: Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services

Model Standard 9.1: Evaluating Population-Based Health Services - Evaluates population-based health services for quality and effectiveness, sets goals for work, and identifies best practices. Some examples of activities that you may be aware of in your community (select all that apply):

- Set goals and objectives for health programming
- Engage in quality improvement activities
- Evaluate public health programs
- Monitor health outcomes
- Assess client and customer satisfaction
- Use evaluation results to improve services
- Identify gaps in services

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 9.2: Evaluating Personal Health Services - Regularly evaluates the accessibility, quality, and effectiveness of personal health services. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Use electronic health records to improve care
- [ ] Measure client satisfaction
- [ ] Participate in quality improvement activities
- [ ] Evaluate satisfaction with systems for payment of services
- [ ] Use evaluation results to improve personal health services

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 9.3: Evaluating the Local Public Health System - Evaluates itself to see how well it is working as a whole, with representatives from all groups gathering to perform a systems evaluation. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Identify organizations that are part of the local public health system
- [ ] Evaluate if public health activities meet the needs of the community
- [ ] Participate in public health system assessment
- [ ] Analyze how well partners are working together in the public health system

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


Essential Public Health Service 10: Research for New Insights and Innovative Solutions to Health Problems

Model Standard 10.1: Fostering Innovation - Try new and creative ways to improve public health practice. Some examples of activities that you may be aware of in your community (select all that apply):

- Keep up to date on information about best practices in public health
- Allow staff time and resources to test new ideas
- Provide feedback to organizations that participate in research
- Encourage community participation in research
- Document and share success stories and lessons learned
- Present at national and state conferences

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
Model Standard 10.2: Linking with Institutions of Higher Learning and/or Research - Establishes relationships with colleges, universities, and other research organizations. Some examples of activities that you may be aware of in your community (select all that apply):

- Have a relationship with higher learning institutions and/or research organizations
- Partner with organizations to conduct research
- Encourage collaboration between academic and practice communities
- Collaborate to develop field training and continuing education

Tell us more about activities within our community:

Agencies that perform this function:

Are you aware of any missed opportunities or areas that need improvement?
**Model Standard 10.3:** Capacity to Initiate or Participate in Research - Takes part in research to improve the performance of the LPHS. Some examples of activities that you may be aware of in your community (select all that apply):

- [ ] Collaborate with researchers to conduct health-related studies
- [ ] Share findings with colleagues and the community
- [ ] Evaluate affect of research on public health practice
- [ ] Support research with necessary infrastructure

Tell us more about activities within our community:


Agencies that perform this function:


Are you aware of any missed opportunities or areas that need improvement?


APPENDIX B: LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
VOTING CATEGORIES

Participants will be asked to vote by using their voting cards. Scoring options are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Scoring Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimal Activity</td>
<td>Greater than 75% of the activity described within the question is met.</td>
</tr>
<tr>
<td>(76% - 100%)</td>
<td></td>
</tr>
<tr>
<td>Significant Activity</td>
<td>Greater than 50% but no more than 75% of the activity described within the question is met.</td>
</tr>
<tr>
<td>(51% - 75%)</td>
<td></td>
</tr>
<tr>
<td>Moderate Activity</td>
<td>Greater than 25% but no more than 50% of the activity described within the question is met.</td>
</tr>
<tr>
<td>(26% - 50%)</td>
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</tr>
<tr>
<td>Minimal Activity</td>
<td>Greater than zero but no more than 25% of the activity described within the question is met.</td>
</tr>
<tr>
<td>(1% - 25%)</td>
<td></td>
</tr>
<tr>
<td>No Activity</td>
<td>0% or absolutely no activity</td>
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<td>(0%)</td>
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</tbody>
</table>
APPENDIX C: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
TOTAL PERFORMANCE MEASURE SCORES

Performance Measure Scores

<table>
<thead>
<tr>
<th>Optimal Activity (76% - 100%)</th>
<th>Significant Activity (51% - 75%)</th>
<th>Moderate Activity (26% - 50%)</th>
<th>Minimal Activity (1% - 25%)</th>
<th>No Activity (0%)</th>
</tr>
</thead>
</table>

At what level does the LPHS....

1.1.1 Conduct regular CHAs?
10

1.1.2 Update the CHA with current information continuously?
3

1.1.3 Promote the use of the CHA among community members and partners?

1.2.1 Use the best available technology and methods to display data on the public’s health?

1.2.2 Analyze health data, including geographic information, to see where health problems exist?

1.2.3 Use computer software to create charts, graphs, and maps to display complex public health data (trends over time, sub-population analyses, etc.)?

1.3.1 Collect timely data consistent with current standards on specific health concerns in order to provide the data to population health registries?

1.3.2 Use information from population health registries in CHAs or other analyses?

2.1.1 Participate in a comprehensive surveillance system with national, state, and local partners to identify, monitor, and share information and understand emerging health problems and threats?

2.1.2 Provide and collect timely and complete information on reportable diseases and potential disasters, emergencies, and emerging threats (natural and manmade)?

2.1.3 Ensure that the best available resources are used to support surveillance systems and activities, including information technology, communication systems, and professional expertise?

2.2.1 Maintain written instructions on how to handle communicable disease outbreaks and toxic exposure incidents, including details about case finding, contact tracing, and source identification and containment?
APPENDIX C: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
TOTAL PERFORMANCE MEASURE SCORES (CONTINUED)

Performance Measure Scores

<table>
<thead>
<tr>
<th>Optimal Activity (76% - 100%)</th>
<th>Significant Activity (51% - 75%)</th>
<th>Moderate Activity (26% - 50%)</th>
<th>Minimal Activity (1% - 25%)</th>
<th>No Activity (0%)</th>
</tr>
</thead>
</table>

At what level does the LPHS....

2.2.2 Develop written rules to follow in the immediate investigation of public health threats and emergencies, including natural and intentional disasters?

2.2.3 Designate a jurisdictional Emergency Response Coordinator?

2.2.4 Prepare to rapidly respond to public health emergencies according to emergency operations coordination guidelines?

2.2.5 Identify personnel with the technical expertise to rapidly respond to possible biological, chemical, and/or nuclear public health emergencies?

2.2.6 Evaluate incidents for effectiveness and opportunities for improvement (such as After Action Reports, Improvement Plans, etc)?

2.3.1 Have ready access to laboratories that can meet routine public health needs for finding out what health problems are occurring?

2.3.2 Maintain constant (24/7) access to laboratories that can meet public health needs during emergencies, threats, and other hazards?

2.3.3 Use only licensed or credentialed laboratories?

2.3.4 Maintain a written list of rules related to laboratories, for handling samples (including collecting, labeling, storing, transporting, and delivering), determining who is in charge of the samples at what point, and reporting the results?

3.1.1 Provide policymakers, stakeholders, and the public with ongoing analyses of community health status and related recommendations for health promotion policies?
At what level does the LPHS…. 

3.1.2 Coordinate health promotion and health education activities at the individual, interpersonal, community, and societal levels?

3.1.3 Engage the community throughout the process of setting priorities, developing plans, and implementing health education and health promotion activities?

3.2.1 Develop health communication plans for media and public relations and for sharing information among LPHS organizations?

3.2.2 Use relationships with different media providers (e.g., print, radio, television, the Internet) to share health information, matching the message with the target audience?

3.2.3 Identify and train spokespersons on public health issues?

3.3.1 Develop an emergency communications plan for each stage of an emergency to allow for the effective dissemination of information?

3.3.2 Make sure resources are available for a rapid emergency communication response?

3.3.3 Provide risk communication training for employees and volunteers?

4.1.1 Maintain a complete and current directory of community organizations?

4.1.2 Follow established process for identifying key constituents related to overall public health interests and particular health concerns?

4.1.3 Encourage constituents to participate in activities to improve community health?

4.1.4 Create forums for communication of public health issues?
APPENDIX C: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
TOTAL PERFORMANCE MEASURE SCORES (CONTINUED)

Performance Measure Scores

<table>
<thead>
<tr>
<th>Optimal Activity (76% - 100%)</th>
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</thead>
</table>

At what level does the LPHS….

4.2.1 Establish community partnerships and strategic alliances to provide a comprehensive approach to improving health in the community?

- Optimal Activity: 6
- Significant Activity: 15
- Moderate Activity: 5

4.2.2 Establish a broad-based community health improvement committee?

- Optimal Activity: 13
- Significant Activity: 8
- Moderate Activity: 3
- Minimal Activity: 2

4.2.3 Assess how well community partnerships and strategic alliances are working to improve community health?

- Optimal Activity: 1
- Significant Activity: 15
- Moderate Activity: 10

5.1.1 Support the work of the local health department (or governmental local public health entity) to make sure the 10 Essential Public Health Services are provided?

- Optimal Activity: 22
- Significant Activity: 2

5.1.2 See that the local health department is accredited through the PHAB’s voluntary, national public health department accreditation program?

- Optimal Activity: 9
- Significant Activity: 11
- Moderate Activity: 3

5.1.3 Ensure that the local health department has enough resources to do its part in providing essential public health services?

- Optimal Activity: 8
- Significant Activity: 14
- Moderate Activity: 1

5.2.1 Contribute to public health policies by engaging in activities that inform the policy development process?

- Optimal Activity: 13
- Significant Activity: 10

5.2.2 Alert policymakers and the community of the possible public health effects (both intended and unintended) from current and/or proposed policies?

- Optimal Activity: 8
- Significant Activity: 15

5.2.3 Review existing policies at least every three to five years?

- Optimal Activity: 22
- Significant Activity: 1

5.3.1 Establish a CHIP, with broad-based diverse participation, that uses information from the CHA, including the perceptions of community members?

- Optimal Activity: 2
- Significant Activity: 20
- Moderate Activity: 1

5.3.2 Develop strategies to achieve community health improvement objectives, including a description of organizations accountable for specific steps?

- Optimal Activity: 4
- Significant Activity: 17
- Moderate Activity: 2
At what level does the LPHS….

5.3.3 Connect organizational strategic plans with the CHIP?

5.4.1 Support a workgroup to develop and maintain emergency preparedness and response plans?

5.4.2 Develop an emergency preparedness and response plan that defines when it would be used, who would do what tasks, what standard operating procedures would be put in place, and what alert and evacuation protocols would be followed?

5.4.3 Test the plan through regular drills and revise the plan as needed, at least every two years?

6.1.1 Identify public health issues that can be addressed through laws, regulations, or ordinances?

6.1.2 Stay up-to-date with current laws, regulations, and ordinances that prevent health problems or that promote or protect public health on the federal, state, and local levels?

6.1.3 Review existing public health laws, regulations, and ordinances at least once every three to five years?

6.1.4 Have access to legal counsel for technical assistance when reviewing laws, regulations, or ordinances?

6.2.1 Identify local public health issues that are inadequately addressed in existing laws, regulations, and ordinances?

6.2.2 Participate in changing existing laws, regulations, and ordinances, and / or creating new laws, regulations, and ordinances to protect and promote public health?

6.2.3 Provide technical assistance in drafting the language for proposed changes or new laws, regulations, and ordinances?

6.3.1 Identify organizations that have the authority to enforce public health laws, regulations, and ordinances?
APPENDIX C: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
TOTAL PERFORMANCE MEASURE SCORES (CONTINUED)

At what level does the LPHS….  
6.3.2 Ensure that a local health department (or other governmental public health entity) has the authority to act in public health emergencies?

6.3.3 Ensure that all enforcement activities related to public health codes are done within the law?

6.3.4 Educate individuals and organizations about relevant laws, regulations, and ordinances?

6.3.5 Evaluate how well local organizations comply with public health laws?

7.1.1 Identify groups of people in the community who have trouble accessing or connecting to personal health services?

7.1.2 Identify all personal health service needs and unmet needs throughout the community?

7.1.3 Defines partner roles and responsibilities to respond to the unmet needs of the community?

7.1.4 Understand the reasons that people do not get the care they need?

7.2.1 Connect or link people to organizations that can provide the personal health services they may need

7.2.2 Help people access personal health services in a way that takes into account the unique needs of different populations?

7.2.3 Help people sign up for public benefits that are available to them (e.g. Medicaid or medical and prescription assistance programs)?

7.2.4 Coordinate the delivery of personal health and social services so that everyone in the community has access to the care they need?
At what level does the LPHS…. 

8.1.1 Complete a workforce assessment, a process to track the numbers and types of LPHS jobs - both public and private sector - and the associated knowledge, skills, and abilities required of the jobs? 

8.1.2 Review the information from the workforce assessment and use it to identify and address gaps in the LPHS workforce? 

8.1.3 Provide information from the workforce assessment to other community organizations and groups, including governing bodies and public and private agencies, for use in their organizational planning? 

8.2.1 Ensure that all members of the local public health workforce have the required certificates, licenses, and education needed to fulfill their job duties and comply with legal requirements? 

8.2.2 Develop and maintain job standards and position descriptions based in the core knowledge, skills, and abilities needed to provide the 10 Essential Public Health Services? 

8.2.3 Base the hiring and performance review of members of the public health workforce in public health competencies? 

8.3.1 Identify education and training needs and encourage the public health workforce to participate in available education and training? 

8.3.2 Provide ways for public health workers to develop core skills related to the 10 Essential Public Health Services? 

8.3.3 Develop incentives for workforce training, such as tuition reimbursement, time off for attending class, and pay increases? 

8.3.4 Create and support collaborations between organizations within the LPHS for training and education?
APPENDIX C: ECHO LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT
TOTAL PERFORMANCE MEASURE SCORES (CONTINUED)

Performance Measure Scores

Optimal Activity
(76% - 100%)

Significant Activity
(51% - 75%)

Moderate Activity
(26% - 50%)

Minimal Activity
(1% - 25%)

No Activity
(0%)

At what level does the LPHS….

8.3.5 Continually train the public health workforce to deliver services in a culturally competent manner and understand
the social determinants of health?

   3  8  13

8.4.1 Provide access to formal and informal leadership development opportunities for employees at all organizational
levels?

   5  16  1

8.4.2 Create a shared vision of community health and the LPHS, welcoming all leaders and community members
to work together?

   9  14

8.4.3 Ensure that organizations and individuals have opportunities to provide leadership in areas where they have
knowledge, skills, or access to resources?

   8  15

8.4.4 Provide opportunities for the development of leaders who represent the diversity of the community?

   9  15

9.1.1 Evaluate how well population-based health services are working, including whether the goals that were set for
programs and services were achieved?

   12  6

9.1.2 Assess whether community members, including vulnerable populations, are satisfied with the approaches
taken toward promoting health and preventing disease, illness, and injury?

   3  14  1

9.1.3 Identify gaps in the provision of population-based health services?

   12  4  2

9.1.4 Use evaluation findings to improve plans, processes, and services?

   11  7

9.2.1 Evaluate the accessibility, quality, and effectiveness of personal health services?

   1  13  4

9.2.2 Compare the quality of personal health services to established guidelines?

   3  11  4
At what level does the LPHS….

9.2.3 Measure user satisfaction with personal health services?

<table>
<thead>
<tr>
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</table>

9.2.4 Use technology, like the Internet or electronic health records, to improve quality of care?

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</table>

9.2.5 Use evaluation findings to improve services and program delivery?

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<tr>
<th>Optimal Activity (76% - 100%)</th>
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</table>

9.3.1 Identify all public, private, and voluntary organizations that contribute to the delivery of the 10 Essential Public Health Services?

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<tr>
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<td>3</td>
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</table>

9.3.2 Evaluate how well LPHS activities meet the needs of the community at least every five years, using guidelines that describe a model LPHS and involving all entities contributing to the delivery of the 10 Essential Public Health Services?

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</table>

9.3.3 Assess how well the organizations in the LPHS are communicating, connecting, and coordinating services?

<table>
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<tr>
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</table>

9.3.4 Use results from the evaluation process to improve the LPHS?

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<td></td>
<td>9</td>
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</table>

10.1.1 Provide staff with the time and resources to pilot test or conduct studies to test new solutions to public health problems and see how well they actually work?

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<tr>
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<th>Moderate Activity (26% - 50%)</th>
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<td>2</td>
<td></td>
<td>6</td>
<td>8</td>
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</table>

10.1.2 Suggest ideas about what currently needs to be studied in public health to organizations that conduct research?

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<thead>
<tr>
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<td>8</td>
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</table>

10.1.3 Keep up with information from other agencies and organizations at the local, state, and national levels about current best practices in public health?

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</table>

10.1.4 Encourage community participation in research, including deciding what will be studied, conducting research, and sharing results?

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<tr>
<td>1</td>
<td></td>
<td>1</td>
<td>9</td>
<td>5</td>
</tr>
</tbody>
</table>
At what level does the LPHS...

10.2.1 Develop relationships with colleges, universities, or other research organizations, with a free flow of information, to create formal and informal arrangements to work together?

10.2.2 Partner with colleges, universities, or other research organizations to conduct public health research, including community-based participatory research?

10.2.3 Encourage colleges, universities, and other research organizations to work together with LPHS organizations to develop projects, including field training and continuing education?

10.3.1 Collaborate with researchers who offer the knowledge and skills to design and conduct health-related studies?

10.3.2 Support research with the necessary infrastructure and resources, including facilities, equipment, databases, information technology, funding, and other resources?

10.3.3 Share findings with public health colleagues and the community broadly, through journals, websites, community meetings, etc.?

10.3.4 Evaluate public health systems research efforts throughout all stages of work from planning to effect on local public health practice?