



National Public Health Performance Standards Program

State Public Health System Performance Standards



Foreword

The purpose of the National Public Health Performance Standards Program (NPHPSP) is to provide measurable performance standards that public health systems can use to ensure the delivery of public health services. The NPHPSP includes three instruments:

- **The State Public Health System Assessment Instrument (State Instrument)** focuses on the “state public health system.” The state public health system is the state public health agency working in partnership with other state government agencies, private enterprises, and voluntary organizations that operate statewide to provide services essential to the health of the public.
- **The Local Public Health System Assessment Instrument (Local Instrument)** focuses on the “local public health system” or all entities that contribute to the delivery of public health services within a community. This system includes all public, private, and voluntary entities, as well as individuals and informal associations.
- **The Local Public Health Governance Assessment Instrument (Governance Instrument)** focuses on the governing body ultimately accountable for public health at the local level. Such governing bodies may include boards of health or county commissioners.

This foreword provides an introduction to the standards established for state public health systems and found in the State Instrument. The primary goal of the State Instrument is to promote continuous quality improvement of state public health systems.

Use of the State Instrument can result in stronger connections among state public health system partners, greater awareness of the interconnectedness of public health activities, and the identification of strengths and weaknesses that can be addressed through improvement efforts.

The Concepts Applied in the NPHPSP

There are four concepts that have helped to frame the NPHPSP:

1. The standards are **designed around the ten Essential Public Health Services**. The use of the Essential Services assures that the standards fully cover the gamut of public health action needed at state and community levels.
2. The standards **focus on the overall public health system**, rather than a single organization. A public health system includes all public, private, and voluntary entities that contribute to public health activities within a given area. This assures that the contributions of all entities are recognized in assessing the provision of essential public health services.
3. The standards **describe an optimal level of performance** rather than provide minimum expectations. This assures that the standards can be used for continuous quality improvement. The standards can stimulate greater accomplishment and provide a level to which all public health systems can aspire to achieve.

4. The standards are intended to **support a process of quality improvement**. System partners should use the assessment process and the performance standards results as a guide for learning about public health activities throughout the system and determining how to make improvements.

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. After the assessment discussions, sites submit responses through a web-based site for data collection and report generation.

Ideally, state and local public health systems will choose to conduct the state, local and governance performance assessments through a coordinated statewide approach. The resulting information will provide an in-depth understanding of the strengths and weaknesses at the state and local levels and allow for comprehensive systems improvement planning. NPHPSP partners are available to support training and technical assistance needs as states move toward statewide implementation.

Acknowledgment

The State Public Health System Performance Assessment Instrument was principally developed by the Association of State and Territorial Health Officials (ASTHO) and the Centers for Disease Control and Prevention (CDC). Other collaborative partners include the National Association of County and City Health Officials, the National Association of Local Boards of Health, the American Public Health Association, the National Network of Public Health Institutes, and the Public Health Foundation. Academic partners representing the Association of Schools of Public Health also made considerable contributions. Finally we thank the numerous field test sites for their thoughtful application of and feedback on the instrument; their participation was extremely valuable in identifying areas for improvement.

For More Information

The assessment instruments, User Guide, frequently asked questions, and other resources are available. These tools and other information about the National Public Health Performance Standards can be obtained at <www.phppo.cdc.gov/nphpsp> or by calling 1-800-747-7649.

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.
- Attention to the vital statistics and health status of specific groups that are at higher risk for health threats than the general population.
- Identification of community assets and resources, which support the SPHS in promoting health and improving quality of life.
- Utilization of technology and other methods to interpret and communicate health information to diverse audiences in different sectors.
- Collaboration in integrating and managing public health related information systems.

Indicator 1.1: Planning and Implementation

SPHS Model Standard:

The SPHS measures, analyzes and reports on the health status of the state. The state's health status is monitored through data describing critical indicators of health, illness, and health resources that are collected in collaboration with local public health systems and other state partners.

To accomplish this, the SPHS:

- Develops and maintains population-based programs that collect health-related data to measure the state's health status.
- Organizes health-related data into a state health profile that reports trends in health status, risk factors, and resource consumption.
- Tracks the state's health-related data and compares them to national health objectives and other benchmarks. Compiles and analyzes data for local, state and national health surveillance efforts.
- Collaborates with data reporting entities such as local health departments, hospitals, physicians, and laboratories to assure the timely collection, analysis, and dissemination of data.
- Develops and manages a uniform set of health status indicators that are derived from a variety of sources (e.g., hospitals, managed care organizations, health

departments, universities) and accommodates state and local health-related data needs.

- Protects personal health information by instituting security and confidentiality policies that define protocols for health information access and integrity.

Indicator 1.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to monitor health status and to identify health problems.

To accomplish this, the SPHS:

- Offers training in the interpretation and use of health-related data to local public health systems and other state partners.
- Provides expertise in the development and maintenance of the data systems required to monitor health status at the state and local levels to local public health systems and other state partners.
- Provides a standard set of health-related data, including the *Healthy People 2010* Leading Health Indicators, to local public health systems and other state partners and assists them in accessing, interpreting, and applying these data for policy and planning activities.
- Assists local public health systems and other state partners prepare and publish local health data.
- Communicates the availability of assistance in health surveillance and data use to local public health systems and other state partners.

Indicator 1.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to monitor health status and to identify health problems on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews its efforts to monitor health status to determine the sufficiency and relevance of the gathered health data, to determine the ability to meet user needs for health data, and to gather feedback from local public health system leaders regarding data set content and format.

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Uses the information gathered through its reviews to help inform a dynamic, evolving process that encourages improvement in the scope, quality, and relevance of health data.
- Collaborates with users, including local public health systems and other state partners, to improve the development and distribution of the state health profile.

Indicator 1.4: Resources

SPHS Model Standard:

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

To accomplish this, the SPHS:

- Allocates existing resources for monitoring health status and identifying health problems to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and to focus statewide assets on monitoring health status.
- Utilizes state-of-the-art computer resources including compatible hardware systems and software that convert data sets into standard formats to facilitate information sharing with local, state, and national public health partners.
- Utilizes workforce expertise 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 epidemiology investigations.

Indicator 2.1: Planning and Implementation

SPHS Model Standard:

The SPHS works collaboratively with local public health systems and other state partners 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 state surveillance systems (surveillance programs that are integrated national and local surveillance efforts) that identify and analyze threats to public health.
- Operates a reporting system for receiving and transmitting information regarding reportable diseases and other potential public health threats.
- Collaborates with private and public laboratories, within the state and outside of the state, which have the capacity to analyze clinical and environmental specimens in the event of suspected exposures and disease outbreaks.
- Develops plans to investigate and to respond to public health threats and to define the roles and responsibilities of key collaborators in the investigation and response system.

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

Indicator 2.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to identify, analyze, and respond to public health threats.

To accomplish this, the SPHS provides:

- Assistance in epidemiologic analysis to local public health systems and other state partners.
- Laboratory assistance to local public health systems and other state partners.
- Information about possible public health threats and appropriate responses to these threats to local public health systems and other state partners.
- Trained personnel to local communities on-site to assist in the investigation of disease outbreaks and other emergent health threats.

Indicator 2.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to diagnose and to investigate health problems on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Periodically reviews the effectiveness of its state surveillance system and investigation procedures, using published guidelines, including CDC's *Updated Guidelines for Evaluating Public Health Surveillance Systems*.
- Periodically reviews its public health threat investigation and response plans.
- Uses information gained from the reviews to help improve the responsiveness of the surveillance system.

Indicator 2.4: Resources

SPHS Model Standard:

The SPHS effectively invests, manages, and utilizes its human, information, technology, and financial resources to diagnose and investigate health problems and hazards that affect the state.

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

To accomplish this, the SPHS:

- Allocates existing resources for diagnosing and investigating health problems and hazards to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on diagnosis and investigation of health problems.
- Utilizes clinical, laboratory, and environmental services capable of undertaking population screening and environmental testing.
- Utilizes laboratory facilities and computer technology capable of supporting investigations of adverse health events and meeting routine diagnostic and surveillance needs.
- Utilizes laboratory facilities with the capacity to perform identification procedures for notifiable diseases and conditions required by state law, or federal surveillance programs.
- Utilizes in-state laboratories possessing the core capabilities to identify key conditions and diseases.
- Utilizes epidemiologic expertise to identify and analyze public health threats and hazards, and conduct investigations of adverse public health events.
- Utilizes multi-disciplinary teams to investigate 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.

Indicator 3.1: Planning and Implementation

SPHS Model Standard:

The SPHS supports its health improvement objectives and responds to public health issues with health communication and health education/promotion initiatives that are based on evidence of effectiveness whenever possible. Culturally and linguistically appropriate initiatives are delivered through multiple media channels to enhance their effectiveness.

To accomplish this, the SPHS:

- Designs and implements evidence-based or theory-based health communication and health education/promotion programs to help meet the state's health improvement objectives and in response to urgent and emergent public health issues.
- Designs and implements health communication and health education/promotion programs with the participation of local public health systems and other state partners, the target population, and experts in health communication, health education/promotion, medicine, and other relevant fields.
- Creates and uses culturally and linguistically appropriate informational, educational, and promotional activities and materials designed to reach targeted populations in specific settings.

- Delivers health communication campaigns through appropriate channels including print, radio, television, and Internet to convey public health information and influence attitudes supportive of health education/promotion efforts.

Indicator 3.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to inform, educate and empower people about health issues.

To accomplish this, the SPHS:

- Enables state partners, local public health systems, communities, and individuals to develop skills and strategies to improve community and personal health.
- Assists local public health systems and other state partners in the identification, selection, development, or evaluation of health communication and health education/promotion resources for general and targeted populations in local communities.
- Assists local public health systems and other state partners in the development of effective health communication, education/promotion strategies for use in specific settings with targeted populations to prevent disease and protect and promote health.
- Provides consultation and training to local public health systems and other state partners in the application of effective health communication, education/promotion interventions in specific settings with targeted populations of the community.

Indicator 3.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to inform, educate, and empower people about health issues on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews the effectiveness and appropriateness of its health communication and health education/promotion interventions.
- Designs and implements its reviews with the active participation of populations served by intervention efforts.

- Applies review finding to improve health communication and health education/promotion interventions.

Indicator 3.4: Resources

SPHS Model Standard:

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

To accomplish this, the SPHS:

- Allocates existing resources for informing, educating, and empowering people about health issues to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on health communication and health education and promotion services.
- Provides resources necessary to plan, develop, implement, and evaluate health communication, education, and promotion interventions.
- Utilizes the workforce expertise, equipment and facilities needed for effective health communication services.
- Utilizes the resources in workforce expertise, equipment and facilities needed for effective health education and promotion services.

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.

Indicator 4.1: Planning and Implementation

SPHS Model Standard:

The 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 communities and builds public health constituencies on a variety of health issues by identifying, convening, and communicating with organizations who 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.
- Regularly communicates with constituencies and partners, including state and local policy leaders, on priority health issues and engages in efforts to strengthen public health resources at the state and community levels.

Indicator 4.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides local public health systems and other state partners with training and technical assistance for constituency development and partnership facilitation based on current research, effective community mobilization models, and group facilitation processes.

To accomplish this, the SPHS:

- Provides consultation in community development and organization, coalition building and maintenance, advocacy development and media relations, team management, negotiation, and conflict resolution to local public health systems and other state partners.

- Provides training in community development and organization, coalition building and maintenance, advocacy development and media relations, team management, negotiation, and conflict resolution to local public health systems and other state partners.

Indicator 4.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to mobilize partnerships to identify and solve health problems on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews its constituency-building and partnership facilitation processes, and institutes improvements based on assessment findings in order to continually enhance partnerships and constituent relationships.

- Regularly reviews the participation and commitment provided by its policy leaders, other state partners, and its constituent populations in the partnership efforts.

Indicator 4.4: Resources

SPHS Model Standard:

The SPHS effectively invests, manages, and utilizes its human, information, technological and financial resources to assure that its mobilization of partnerships meets the needs of the state's population.

To accomplish this, the SPHS:

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Allocates existing resources for mobilizing partnerships to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on constituency development and partnership mobilization.
- Continuously evolves new constituents and new partners and supports partnership growth.
- Commits resources to support actions developed by partnerships.
- Utilizes workforce expertise in collaborative group processes necessary to assist partners to organize and act on behalf of the health of the public, including knowledge of factors influencing community and partner participation and principles of community engagement.

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 democratic process of dialogue and debate between groups affected by the proposed health plans and policies is needed prior to adoption of such plans or policies.

Indicator 5.1: Planning and Implementation

SPHS Model Standard:

The SPHS implements comprehensive health improvement planning and policy development that integrates health status information, public input, analysis of policy options, recommendations for action based on proven interventions, and information for policymakers.

To accomplish this, the SPHS:

- Develops statewide health improvement processes that include convening partners, facilitating collaborations, and gaining statewide participation in identifying health priorities, recommending measurable health objectives, and identifying individuals and organizations that accept responsibility for implementing specific statewide strategies and defined tasks.
- Establishes a state health improvement plan that addresses strategic and operational directions for preventive interventions for individuals and community populations, systems and infrastructure changes to improve capacity and preparedness for emergencies, and critical health improvements identified in the state health profile and Healthy People 2010 objectives.
- Engages in health policy development activities and takes necessary actions (including communication with community advocacy groups and advocating to policy makers) to raise awareness of policies that affect public health.

Indicator 5.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to develop policies and plans that support individual and statewide health efforts.

To accomplish this, the SPHS:

- Provides technical assistance to local public health systems and other state partners conducting community health improvement processes by assisting with the use of health planning models, the application of health data to determine priorities and objectives, the selection and use of intervention strategies, and the mobilization of the community in designing and implementing the improvement process.
- Supports development of community health improvement plans and the integration of health issues and improvement strategies into other local community development and planning initiatives.
- Supports development of local operational plans and procedures for addressing statewide systems improvement plans including public health infrastructure improvements and systems changes to improve public health readiness for responding to routine and emergency situations.
- Provides technical assistance and support for conducting local health policy development by assisting with use of health data, obtaining public input, analyzing policy options, developing recommendations based on proven interventions, informing policymakers of policy issues, and drafting rule and regulations needed to protect and promote the health of the public.

Indicator 5.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to develop policies and plans that support individual and statewide health efforts on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews and reports annually on progress toward towards accomplishing its health status objectives.
- Reviews new and existing public health policies to determine their impacts.

- Modifies its health improvement and policy actions based on evaluation results in order to continually enhance efforts to improve the public's health.

Indicator 5.4: Resources

SPHS Model Standard:

The SPHS effectively invests, manages, and utilizes its human, information, 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:

- Allocates existing resources for developing and implementing health policies and plans to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on health planning and policy development.
- Utilizes workforce expertise in long-range, operational and strategic planning techniques.
- Utilizes workforce skills in health policy development, including skills in public participation, policy analysis and development of protocols, guidelines, and administrative rules.
- Utilizes information systems in place that provide data relevant to health planning and policy development issues.

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

This service includes:

- The review, evaluation, and revision of laws and regulations designed to protect health and safety to assure that they reflect current scientific knowledge and best practices for achieving compliance.
- Education of persons and entities obligated to obey or to enforce laws and regulations designed to protect health and safety in order to encourage compliance.
- Enforcement activities in areas of public health concern, including, but not limited to the protection of drinking water; enforcement of clean air standards; regulation of care provided in health care facilities and programs; reinspection of workplaces following safety violations; review of new drug, biological, and medical device applications; enforcement of laws governing the sale of alcohol and tobacco to minors; seat belt and child safety seat usage; and childhood immunizations.

Indicator 6.1: Planning and Implementation

SPHS Model Standard:

The SPHS assures that their current enforcement activities are based on current public health science and best practice. The SPHS emphasizes collaboration between regulators, enforcers, and those who are obligated to obey laws and regulations and provides education to those who are enforce and are affected by the laws and regulations.

To accomplish this, the SPHS:

- Reviews existing and proposed state laws and regulations to assure these reflect current scientific knowledge about public health and enforcement practices.
- Solicits input on compliance and enforcement issues of existing and proposed state laws and regulations from stakeholders including legislators, legal advisors, and constituents or members of the general public, especially individuals and organizations regulated or directly affected by the laws or regulations under review.
- Provides education and incentives to individuals, organizations, and governmental agencies obligated to obey and to enforce laws and regulations in order to encourage their compliance.

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Administers public health enforcement activities within its jurisdiction in accordance with clear, written guidelines.
- Ensures that administrative processes (permits, licenses, etc.), individuals and organizations are required to complete, are customer-centered for convenience, cost, and quality of service.
- Collaborates with those in the regulated environment as well as partners who conduct compliance and enforcement activities to support compliance and to assure that laws and regulations accomplish their health and safety purposes.

Indicator 6.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to enforce laws and regulations that protect health and ensure safety.

To accomplish this, the SPHS:

- Provides technical assistance and support to local public health systems and other state partners in the enforcement of public health laws and regulations, including protocols, consultation, and training that incorporate current public health knowledge and enforcement practices.
- Ensures that enforcement training courses are available that provide the most current public health information related to the regulated environment, build counseling skills to explain the best approaches for regulatory compliance, and reflect the best enforcement practices.
- Provides direct assistance in complex or difficult enforcement operations.
- Provides local governing bodies assistance in developing laws, regulations, and ordinances that incorporate current public health knowledge and enforcement practices.

Indicator 6.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to enforce laws and regulations that protect health and ensure safety on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Reviews its capacity to conduct enforcement functions within the state, including assuring that laws and regulations are scientifically sound, personnel are properly trained, people and organizations are informed and equipped to comply with and to enforce laws and regulations, administrative processes are customer centered, and enforcement actions follow established protocol.
- Monitors enforcement procedures and acts quickly to correct abuse or misuse of authority.
- Examines the technical assistance provided to local public health systems for enforcement of public health laws and regulations, including developing ordinances, establishing protocols to guide local enforcement activities, delivering consultation services, and training people with needed skills to comply with laws and regulations.
- Makes improvements in enforcement functions based on the examination findings.

Indicator 6.4: Resources

SPHS Model Standard:

The SPHS effectively invests, manages, and utilizes its human, information, technology, and financial resources to enforce laws and regulations that protect health and ensures safety of the state's population.

To accomplish this, the SPHS:

- Allocates existing resources for the enforcement of health and safety laws and regulations to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on enforcement activities.
- Utilizes expertise in legislative and regulatory development processes.
- Utilizes expertise to enforce laws and regulations designed to protect the public's health.
- Utilizes expertise to educate those affected by public health laws and regulations about their importance as well as the methods of adhering to the laws and regulations designed to protect the public's health.

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 care services for the state's population.
- Assurances that access is available to 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.

Indicator 7.1: Planning and Implementation

SPHS Model Standard:

The SPHS assesses the availability of personal health care services for the state population and works collaboratively with statewide partners and local public health systems to help assure that the entire state population has access to quality care.

To accomplish this, the SPHS:

- Assesses the availability and utilization of personal health care services for all persons living in the state, including underserved populations.
- Works collaboratively with local public health systems and other state partners to identify underserved populations and improve access to personal health care.
- Works with health care providers in medicine, public health, nursing, dentistry, and social work, to assure access, utilization, and quality of health care for persons living in the state.
- Provides information to policymakers regarding barriers to accessing personal health care services within the state, and the SPHS recommends adoption of policies to increase access to health care.
- Delivers services to improve access to personal health care.

Indicator 7.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance to local public health systems and other state partners to identify medically underserved populations and to develop innovative approaches for meeting their health care needs.

To accomplish this, the SPHS helps local public health systems and other state partners:

- Identify and meet the needs of persons encountering barriers to health care.
- Develop innovative partnerships to promote access to health care for underserved populations.
- Design health care delivery programs for underserved populations.

The SPHS also:

- Provides health care services at the local level when they cannot be delivered by the local public health system, other state partners, or private health care providers.
- Works with local public health systems and other state partners to coordinate and integrate complementary programs to optimize resources and access to needed services.
- Provides technical assistance to local public health systems and other state partners in quality improvement of personal health care delivery and management for safety-net providers.

Indicator 7.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its performance in identifying barriers to health care access and gaps in the availability of personal health care, as well as its ability to assure the state's population receives appropriate and timely health care.

To accomplish this, the SPHS:

- Reviews programs designed to assure the provision of personal health care services, (e.g., Medicaid, health professionals' licensing, medical facility licensing), including their availability and appropriateness, through the use of national guidelines such as the *Guide to Clinical Preventive Services*.

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Incorporates the perspectives of those who experience problems with their health care in their reviews.
- Institutes changes in programs designed to assure the provision of personal health care based on their review findings.

Indicator 7.4: Resources

SPHS Model Standard:

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

To accomplish this, the SPHS:

- Allocates existing resources for provision of needed personal health care to areas of highest need and plans for development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on linking people to needed personal health care and assuring the provision of health care.
- Invests in an entity responsible for monitoring and evaluating the availability, utilization, and effectiveness of personal health care delivery within the state.
- Utilizes workforce skills in health care services evaluation needed to track health care availability, access, usage, and quality of care.
- Utilizes workforce skills in health care systems analysis.
- Utilizes workforce skills in health care services delivery, quality improvement processes, and outreach to underserved populations.

Essential Service # 8: Assure Competent Public and Personal Health Care Workforce

This service includes:

- Education, training, development, and assessment of health professional--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.

Indicator 8.1: Planning and Implementation

SPHS Model Standard:

The SPHS identifies the public health workforce (the workforce providing population-based and personal health services in public and private settings across the state) needs of the state and implements recruitment and retention policies to fill those needs. The SPHS provides training and continuing education to assure that the workforce will effectively deliver the Essential Services of Public Health.

To accomplish this, the SPHS:

- Assesses the numbers, qualifications, and geographic distributions of personnel required to meet statewide health services needs.
- Develops workforce development plans, based on the assessment that establish benchmarks and actions needed to recruit, maintain and sustain a competent workforce.
- Provides resource development programs that include training in leadership and management, cultural beliefs and practices influencing health, application of information technologies, and competencies in health occupations.
- Assures that personnel in regulated professions meet prescribed competencies including certifications, licenses, and education required by law or recommended by local, state, or federal policy guidelines.

- Supports life-long learning through initiatives such as career ladder advancement opportunities, coaching and mentoring programs, and financial support for technical and professional development.
- Encourages their workforce to apply leadership qualities to community health improvement activities.

Indicator 8.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to assure a competent public and personal care workforce.

To accomplish this, the SPHS:

- Assists local public health systems and other state partners in assessing personal and public health workforces.
- Provides assistance to local public health systems and other state partners on recruitment, retention, and performance improvement strategies to fill workforce gaps and decrease performance deficiencies.
- Assures the availability of educational course work to enhance the skills of the workforce of local public health systems and other state partners.
- Facilitates linkages between state partners, local public health systems, and academic institutions to ensure variety and currency of continuing education programs.

Indicator 8.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to assure a competent public and personal care workforce on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews its workforce assessment activities to determine if personal health care and public health workforces fill current and future demand for health services in the state.
- Assesses achievements of the statewide workforce development plan in meeting health manpower needs and quality improvement goals.

- Uses performance appraisal programs that include consumer satisfaction, to stimulate individual and organizational quality improvements of personal health care and public health workers and their institutions

Indicator 8.4: Resources

SPHS Model Standard:

The SPHS effectively invests, manages, and utilizes its human, information, technology and financial resources to assure a competent public and personal health care workforce.

To accomplish this, the SPHS:

- Allocates its existing workforce resources to areas of highest need and plans for development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on workforce development.
- Utilizes a system of life-long learning to develop and extend the competencies of the state's health services workforce, including pre-service and in-service educational opportunities.
- Utilizes programs that develop and support leadership in the public and personal health workforce.
- Utilizes programs that develop and support cultural competencies in the public and personal health workforce.
- Utilizes expertise in the management of human resource development programs supporting the delivery of high quality personal and public health services.
- Invests resources to recruit and retain qualified health professionals in all areas of 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.

Indicator 9.1: Planning and Implementation

SPHS Model Standard:

The SPHS plans and implements evaluation processes to identify strengths and weaknesses and to improve the effectiveness of population-based and personal health services within the state.

The SPHS assures that the state's communities are served by appropriate and timely personal and population-based services.

In order to accomplish, the SPHS:

- Evaluates, with its local public health systems and other state partners, 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, with its local public health systems and other state partners, personal health services within the state using national guidelines, such as the Guide to Clinical Preventive Services.
- Establishes, with input from local public health and private health care systems, standards for the availability, utilization, and effectiveness of population-based and personal health services within the state.
- Uses mid-course reviews to assess multi-year health programs to assure that their interventions are appropriately focused to achieve their objectives.

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

Indicator 9.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to evaluate effectiveness, accessibility, and quality of population-based and personal health services.

To accomplish this, the SPHS:

- Provides technical assistance to local public health systems and other state partners in the evaluation of population-based and personal health services including their availability, utilization, outcomes and effectiveness.
- Provides technical assistance to local public health systems and other state partners in evaluating the performance of the Essential Public Health Services within local public health systems.
- Offers consultation services and guidance to local public health systems and other state partners in conducting assessment of consumer satisfaction with locally provided public health services and programs.
- Shares results of performance evaluations with local public health systems and other state partners for use in local health improvement and strategic planning processes.

Indicator 9.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to evaluate the effectiveness, accessibility, and quality of population-based and personal health services on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews its evaluation and quality improvement activities on a periodic, predetermined schedule.
- Reviews its evaluation and quality improvement activities when weaknesses in their quality assurance system become apparent.
- Uses the results of its reviews to improve its evaluation and quality improvement activities.

Indicator 9.4: Resources

SPHS Model Standard:

The SPHS effectively invests in, manages, and utilizes its human, information, technology and financial resources to evaluate the effectiveness, accessibility and quality of population-based and personal health services.

To accomplish this, the SPHS:

- Allocates existing resources for evaluation to areas of highest need and plans for development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on evaluating population-based and personal services.
- Utilizes analytical tools needed to monitor the performance of population-based and personal health services.
- Utilizes the expertise needed to establish standards and monitor the performance and capacity of the State Public Health System as well as the expertise needed to implement effective quality improvement activities.

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.

Indicator 10.1: Planning and Implementation

SPHS Model Standard:

The 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.

The SPHS:

- Partners with institutions of research and higher learning, public health agencies in other states, and local public health systems to develop a written public health research agenda focused on performance of the Essential Public Health Services and on identifying and/or testing innovative solutions for population-based health interventions that consider diverse populations and communities.
- Designs, implements, and draws conclusions from research.
- Establishes a statewide process that includes local public health systems for sharing research findings on Essential Public Health Services and population-based health services innovations.

Indicator 10.2: Technical Assistance and Support

SPHS Model Standard:

The SPHS provides assistance, capacity building, and resources to local public health systems and other state partners in their efforts to research for new insights and innovative solutions to health problems.

To accomplish this, the SPHS:

- Assists local public health systems and other state partners to participate in research activities and to secure resources for these activities.
- Assists local public health systems and other state partners to interpret research findings and apply research findings to the Essential Public Health Services and population-based health interventions.

Indicator 10.3: Evaluation and Quality Improvement

SPHS Model Standard:

The SPHS reviews its activities to research for new insights and innovative solutions to health problems on a predetermined, periodic basis and uses results from its reviews to improve the quality and outcome of its efforts.

To accomplish this, the SPHS:

- Reviews its ability to design, implement, and draw conclusions from research.
- Reviews its ability to communicate information on applying research findings to the delivery of the Essential Public Health Services.
- Reviews its ability to provide technical assistance in the application of research findings to the delivery of the Essential Public Health Services.
- Reviews the relevance of research activities to public health practice related to the Essential Public Health Services and population-based health interventions.
- Uses the findings from its reviews to improve its research activities.

Indicator 10.4: Resources

SPHS Model Standard:

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

To accomplish this, the SPHS:

- Allocates existing resources to areas of highest need and plans for the development of new resources.
- Collaborates with partners to leverage system-wide resources and focus statewide assets on research.
- Uses computing technology necessary for public health research.

STATE PUBLIC HEALTH SYSTEM PERFORMANCE STANDARDS

- Utilizes workforce expertise in planning, conducting and applying research relevant to population-based health interventions and the practice of the Essential Public Health Services.
- Utilizes workforce expertise in the development and implementation of research agendas.