

Crosswalk of Model Standards and Key Points within the Three NPHPSP Instruments

Essential Services	State Public Health System Assessment	Local Public Health System Assessment	Local Public Health Governance Assessment
1. Monitor health status to identify community health problems.	1.1 Planning and Implementation	1.1 Population-Based Community Health Profile	1.1 Oversight for Community Health Status Monitoring
	1.1.1 Surveillance and monitoring programs	1.1.1 Community health assessment	1.1.1 Assessment of resources for community health status monitoring
	1.1.2 Health data products accessible to data users	1.1.2 Community health profile (CHP)	1.1.2 Promotion of community participation in collecting, analyzing, and disseminating community health status data
	1.1.3 State health profile	1.1.3 Community-wide use of community health assessment or CHP data	1.1.3 Support activities for effective health status monitoring from population health registries
	1.1.4 Disease reporting system		
	1.1.5 Protection of personal health information		
	1.2 State-Local Relationships	1.2 Current Technology to Manage and Communicate Population Health Data	
	1.2.1 Assistance in interpretation and use of health data	1.2.1 State-of-the-art technology to support health profile databases	
	1.2.2 Uniform set of timely community-level health data	1.2.2 Access to geocoded health data	
	1.2.3 Assistance with local information and monitoring systems	1.2.3 Use of computer-generated graphics	
	1.3 Performance Management and Quality Improvement	1.3 Registries	
	1.3.1 Review effectiveness in monitoring efforts	1.3.1 Maintenance of and/or contribution to population health registries	
	1.3.2 Active performance management	1.3.2 Use of information from population health registries	
	1.4 Public Health Capacity and Resources		
	1.4.1 Commit financial resources		
	1.4.2 Coordinate system-wide organizational efforts		
	1.4.3 Workforce expertise		

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<p>2. Diagnose and investigate health problems and health hazards in the community.</p>	<p>2.1 Planning and Implementation</p> <p>2.1.1 Broad scope of surveillance programs</p> <p>2.1.2 Enhanced surveillance capability</p> <p>2.1.3 Statewide public health laboratory system</p> <p>2.1.4 Laboratory analysis capabilities</p> <p>2.1.5 Investigations of health problems</p> <p>2.2 State-Local Relationships</p> <p>2.2.1 Assistance with epidemiologic analysis</p> <p>2.2.2 Assistance in using laboratory services</p> <p>2.2.3 Guidance in handling public health problems and threats</p> <p>2.2.4 Capability to deploy response teams to local areas, when needed</p> <p>2.3 Performance Management and Quality Improvement</p> <p>2.3.1 Review surveillance and investigation procedures</p> <p>2.3.2 Active performance management</p> <p>2.4 Public Health Capacity and Resources</p> <p>2.4.1 Commit financial resources</p> <p>2.4.2 Coordinate system-wide organizational efforts</p> <p>2.4.3 Workforce expertise</p>	<p>2.1 Identification and Surveillance of Health Threats</p> <p>2.1.1 Surveillance system(s) to monitor health problems and identify health threats</p> <p>2.1.2 Submission of reportable disease information in a timely manner</p> <p>2.1.3 Resources to support surveillance and investigation activities</p> <p>2.2 Investigation and Response to Public Health Threats and Emergencies</p> <p>2.2.1 Written protocols for case finding, contact tracing, source identification, and containment</p> <p>2.2.2 Current epidemiological case investigation protocols</p> <p>2.2.3 Designated Emergency Response Coordinator</p> <p>2.2.4 Rapid response of personnel in emergencies / disasters</p> <p>2.2.5 Evaluation of public health emergency response</p> <p>2.3 Laboratory Support for Investigation of Health Threat</p> <p>2.3.1 Ready access to laboratories for routine diagnostic and surveillance needs</p> <p>2.3.2 Ready access to laboratories for public health threats, hazards, and emergencies</p> <p>2.3.3 Licensed and/or credentialed laboratories</p> <p>2.3.4 Maintenance of guidelines or protocols for handling laboratory samples</p>	<p>2.1 Oversight for Public Health Surveillance</p> <p>2.1.1 Assessment of resources for diagnosis and investigation of health threats</p> <p>2.1.2 Policies that support diagnosis and investigation of health threats</p> <p>2.1.3 Promote collaboration regarding issues of diagnosis and investigation of health threats</p> <p>2.1.4 Review of laboratory services, infectious disease epidemiologic programs, and public health surveillance and response capacity</p>

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<p>3. Inform, educate, and empower people about health issues.</p>	<p>3.1 Planning and Implementation</p> <p>3.1.1 Health education and promotion programs</p> <p>3.1.2 Health communication programs</p> <p>3.1.3 Emergency communications capacity</p> <p>3.2 State-Local Relationships</p> <p>3.2.1 Assistance with health communication and health education/promotion programs</p> <p>3.2.2 Assistance in developing local emergency communication capabilities</p> <p>3.3 Performance Management and Quality Improvement</p> <p>3.3.1 Review effectiveness of health communication and health education/promotion efforts</p> <p>3.3.2 Active performance management</p> <p>3.4 Public Health Capacity and Resources</p> <p>3.4.1 Commit financial resources</p> <p>3.4.2 Coordinate system-wide organizational efforts</p> <p>3.4.3 Workforce expertise</p>	<p>3.1 Health Education and Promotion</p> <p>3.1.1 Provision of community health information</p> <p>3.1.2 Health education and/or health promotion campaigns</p> <p>3.1.3 Collaboration on health education and promotion activities</p> <p>3.2 Health Communication</p> <p>3.2.1 Development of health communication plans</p> <p>3.2.2 Relationships with media</p> <p>3.2.3 Designation of public information officers</p> <p>3.3 Risk Communication</p> <p>3.3.1 Emergency communications plan(s)</p> <p>3.3.2 Resources for rapid communications response</p> <p>3.3.3 Crisis and emergency communications training</p> <p>3.3.4 Policies and procedures for public information officer response</p>	<p>3.1 Oversight of Public Health Information, Education, and Empowerment Activities</p> <p>3.1.1 Assessment of resources for community health education and promotion programs</p> <p>3.1.2 Policies in support of health education and promotion programs</p> <p>3.1.3 Review of public health education and promotion activities</p>

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<p>4. Mobilize community partnerships to identify and solve health problems.</p>	<p>4.1 Planning and Implementation</p> <p>4.1.1 Building statewide support for public health</p> <p>4.1.2 Partnership organization and development</p> <p>4.2 State-Local Relationships</p> <p>4.2.1 Assistance in building collaborative skills</p> <p>4.2.2 Incentives for local partnerships</p> <p>4.3 Performance Management and Quality Improvement</p> <p>4.3.1 Review effectiveness of partnerships</p> <p>4.3.2 Active performance management</p> <p>4.4 Public Health Capacity and Resources</p> <p>4.4.1 Commit financial resources</p> <p>4.4.2 Coordinate system-wide organizational efforts</p> <p>4.4.3 Workforce expertise</p>	<p>4.1 Constituency Development</p> <p>4.1.1 Identification of key constituents or stakeholders</p> <p>4.1.2 Participation of constituents in improving community health</p> <p>4.1.3 Directory of organizations that comprise the LPHS</p> <p>4.1.4 Communications strategies to build awareness of public health</p> <p>4.2 Community Partnerships</p> <p>4.2.1 Partnerships for public health improvement activities</p> <p>4.2.2 Community health improvement committee</p> <p>4.2.3 Review of community partnerships and strategic alliances</p>	<p>4.1 Oversight for Constituency Development and Partnership Building</p> <p>4.1.1 Assessment of resources for constituency development and partnership building</p> <p>4.1.2 Policies in support of public health constituency development or partnership building</p> <p>4.1.3 Recognition / encouragement of community participation</p> <p>4.1.4 Review of public health constituency development and partnership building activities</p>

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<p>5. Develop policies and plans that support individual and community health efforts.</p>	<p>5.1 Planning and Implementation</p> <p>5.1.1 Convene collaborative planning processes</p> <p>5.1.2 State health improvement plan</p> <p>5.1.3 State all-hazards preparedness plan and emergency response capacity</p> <p>5.1.4 Policy development activities</p> <p>5.2 State-Local Relationships</p> <p>5.2.1 Assistance and training for local planning</p> <p>5.2.2 Assistance in integrating statewide strategies in community health improvement plans</p> <p>5.2.3 Assistance in development of local preparedness plans</p> <p>5.2.4 Assistance in local policy development</p> <p>5.3 Performance Management and Quality Improvement</p> <p>5.3.1 Monitor progress in health improvement</p> <p>5.3.2 Review policies for public health impact</p> <p>5.3.3 Exercises and drills to test preparedness plans</p> <p>5.3.4 Active performance management</p> <p>5.4 Public Health Capacity and Resources</p> <p>5.4.1 Commit financial resources</p> <p>5.4.2 Coordinate system-wide organizational efforts</p> <p>5.4.3 Workforce expertise in planning and policy development</p>	<p>5.1 Governmental Presence at the Local Level</p> <p>5.1.1 Governmental local public health presence</p> <p>5.1.2 Resources for the local health department</p> <p>5.1.3 Local board of health or other governing entity (<i>not scored</i>)</p> <p>5.1.4 LHD work with the state public health agency and other state partners</p> <p>5.2 Public Health Policy Development</p> <p>5.2.1 Contribution to development of public health policies</p> <p>5.2.2 Alert policymakers/public of public health impacts from policies</p> <p>5.2.3 Review of public health policies</p> <p>5.3 Community Health Improvement Process and Strategic Planning</p> <p>5.3.1 Community health improvement process</p> <p>5.3.2 Strategies to address community health objectives</p> <p>5.3.3 Local health department (LHD) strategic planning process</p> <p>5.4 Plan for Public Health Emergencies</p> <p>5.4.1 Community task force or coalition for emergency preparedness and response plans</p> <p>5.4.2 All-hazards emergency preparedness and response plan</p> <p>5.4.3 Review and revision of the all-hazards plan</p>	<p>5.1 Oversight of Public Health Planning and Policy Development</p> <p>5.1.1 Documentation of legal authority</p> <p>5.1.2 Mission statement</p> <p>5.1.3 Assessment of resources and organizational support for public health plans and policies</p> <p>5.1.4 Support of a community health improvement process</p> <p>5.1.5 Support establishment of all-hazards emergency response plan</p>

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<p>6. Enforce laws and regulations that protect health and ensure safety.</p>	<p>6.1 Planning and Implementation</p> <p>6.1.1 Review of public health laws</p> <p>6.1.2 Emergency powers</p> <p>6.1.3 Cooperative relationships to support compliance</p> <p>6.1.4 Customer-centered administrative processes</p> <p>6.2 State-Local Relationships</p> <p>6.2.1 Assistance on enforcement of laws</p> <p>6.2.2 Assistance to local governing bodies in developing local laws</p> <p>6.3 Performance Management and Quality Improvement</p> <p>6.3.1 Review effectiveness of regulatory activities</p> <p>6.3.2 Active performance management</p> <p>6.4 Public Health Capacity and Resources</p> <p>6.4.1 Commit financial resources</p> <p>6.4.2 Coordinate system-wide organizational efforts</p> <p>6.4.3 Workforce expertise</p>	<p>6.1 Review and Evaluation of Laws, Regulations, and Ordinances</p> <p>6.1.1 Identification of public health issues to be addressed through laws, regulations, and ordinances</p> <p>6.1.2 Knowledge of laws, regulations, and ordinances</p> <p>6.1.3 Review of laws, regulations, and ordinances</p> <p>6.1.4 Access to legal counsel</p> <p>6.2 Involvement in the Improvement of Laws, Regulations, and Ordinances</p> <p>6.2.1 Identification of public health issues not addressed through existing laws</p> <p>6.2.2 Development or modification of laws for public health issues</p> <p>6.2.3 Technical assistance for drafting proposed legislation, regulations, or ordinances</p> <p>6.3 Enforcement of Laws, Regulations, and Ordinances</p> <p>6.3.1 Authority to enforce laws, regulations, or ordinances</p> <p>6.3.2 Public health emergency powers</p> <p>6.3.3 Enforcement in accordance with applicable laws, regulations, and ordinances</p> <p>6.3.4 Provision of information about compliance</p> <p>6.3.5 Assessment of compliance</p>	<p>6.1 Oversight of Enforcement of Public Health Laws and Regulations</p> <p>6.1.1 Know source(s) of authority regarding laws, rules, and regulations</p> <p>6.1.2 Statutory authority to enact laws, rules, and regulations</p> <p>6.1.3 Assessment of resources for inspection and enforcement activities</p> <p>6.1.4 Advocacy for laws and regulations that protect health and ensure safety</p> <p>6.1.5 Review of laws, rules, and regulations designed to protect health</p>

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<p>7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.</p>	<p>7.1 Planning and Implementation</p> <p>7.1.1 Assessment of access to care</p> <p>7.1.2 Delivery of services and programs to improve access</p> <p>7.1.3 SPHS entity responsible for monitoring and coordination</p> <p>7.1.4 Mobilizes to reduce health disparities, including during emergency events</p> <p>7.2 State-Local Relationships</p> <p>7.2.1 Assistance in assessment and service delivery</p> <p>7.2.2 Assistance for providers serving underserved populations</p> <p>7.3 Performance Management and Quality Improvement</p> <p>7.3.1 Review effectiveness of programs in improving access , appropriateness of personal health care, and health care quality</p> <p>7.3.2 Active performance management</p> <p>7.4 Public Health Capacity and Resources</p> <p>7.4.1 Commit financial resources</p> <p>7.4.2 Coordinate system-wide organizational efforts</p> <p>7.4.3 Workforce expertise</p>	<p>7.1 Identification of Personal Health Service Needs of Populations</p> <p>7.1.1 Identification of populations who experience barriers to care</p> <p>7.1.2 Identification of personal health service needs of populations</p> <p>7.1.3 Assessment of personal health services available to populations who experience barriers to care</p> <p>7.2 Assuring the Linkage of People to Personal Health Services</p> <p>7.2.1 Link populations to needed personal health services</p> <p>7.2.2 Assistance to vulnerable populations in accessing needed health services</p> <p>7.2.3 Initiatives for enrolling eligible individuals in public benefit programs</p> <p>7.2.4 Coordination of personal health and social services</p>	<p>7.1 Oversight for Public Health Outreach and Linkage to Personal Health Services</p> <p>7.1.1 Identification of responsible agencies for coordination, outreach and linkage</p> <p>7.1.2 Assessment of resources to facilitate access to services</p> <p>7.1.3 Policies supporting resources for outreach and linkage to personal health services</p> <p>7.1.4 Review of outreach efforts and linkage to personal health services</p>

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<p>8. Assure a competent public health and personal health care workforce.</p>	<p>8.1 Planning and Implementation</p> <p>8.1.1 Assessment of population-based and personal health care workforce needs</p> <p>8.1.2 Statewide workforce development plan</p> <p>8.1.3 Programs to enhance workforce skills</p> <p>8.1.4 Assure excellence in professional practice of workforce members</p> <p>8.1.5 Incentives for life-long learning</p> <p>8.2 State-Local Relationships</p> <p>8.2.1 Assistance with workforce assessment</p> <p>8.2.2 Assistance with workforce development</p> <p>8.2.3 Education and training to enhance local workforce skills</p> <p>8.3 Performance Management and Quality Improvement</p> <p>8.3.1 Review workforce development efforts</p> <p>8.3.2 Review whether academic-practice partnerships are effective in preparing the workforce</p> <p>8.3.3 Active performance management</p> <p>8.4 Public Health Capacity and Resources</p> <p>8.4.1 Commit financial resources</p> <p>8.4.2 Coordinate system-wide organizational efforts</p> <p>8.4.3 Workforce expertise</p>	<p>8.1 Workforce Assessment, Planning, and Development</p> <p>8.1.1 Assessment of the LPHS workforce</p> <p>8.1.2 Identification of shortfalls and/or gaps within the LPHS workforce</p> <p>8.1.3 Dissemination of results of the workforce assessment / gap analysis</p> <p>8.2 Public Health Workforce Standards</p> <p>8.2.1 Awareness of guidelines and/or licensure/certification requirements</p> <p>8.2.2 Written job standards and/or position descriptions</p> <p>8.2.3 Annual performance evaluations</p> <p>8.2.4 LHD written job standards and/or position descriptions</p> <p>8.2.5 LHD performance evaluations</p> <p>8.3 Life-Long Learning Through Continuing Education, Training, and Mentoring</p> <p>8.3.1 Identification of education and training needs for workforce development</p> <p>8.3.2 Opportunities for developing core public health competencies</p> <p>8.3.3 Educational and training incentives</p> <p>8.3.4 Interaction between personnel from LPHS and academic organizations</p> <p>8.4 Public Health Leadership Development</p> <p>8.4.1 Development of leadership skills</p> <p>8.4.2 Collaborative leadership</p> <p>8.4.3 Leadership opportunities for individuals and/or organizations</p> <p>8.4.4 Recruitment and retention of new and diverse leaders</p>	<p>8.1 Oversight of Public Health Workforce Issues</p> <p>8.1.1 Compliance with licensure and credentialing requirements</p> <p>8.1.2 Policies supporting public health workforce</p> <p>8.1.3 Assessment of resources for workforce training, leadership development, or continuing education</p> <p>8.1.4 Access to continuing training and education for board members</p> <p>8.1.5 Review efforts to strengthen the public health workforce</p>

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<p>9. Evaluate the effectiveness, accessibility, and quality of personal and population-based health services.</p>	<p>9.1 Planning and Implementation</p> <p>9.1.1 Evaluate population-based health programs</p> <p>9.1.2 Evaluate personal health care services</p> <p>9.1.3 Assess the performance of the public health system</p> <p>9.2 State-Local Relationships</p> <p>9.2.1 Assistance on evaluation</p> <p>9.2.2 Share state evaluation results to assist local planning</p> <p>9.3 Performance Management and Quality Improvement</p> <p>9.3.1 Review the effectiveness of evaluation activities</p> <p>9.3.2 Active performance management</p> <p>9.4 Public Health Capacity and Resources</p> <p>9.4.1 Commit financial resources</p> <p>9.4.2 Coordinate system-wide organizational efforts</p> <p>9.4.3 Workforce expertise</p>	<p>9.1 Evaluation of Population-Based</p> <p>9.1.1 Evaluation of population-based health services</p> <p>9.1.2 Assessment of community satisfaction with population-based health services</p> <p>9.1.3 Identification of gaps in the provision of population-based health services</p> <p>9.1.4 Use of population-based health services evaluation</p> <p>9.2 Evaluation of Personal Health Services</p> <p>9.2.1 Personal health services evaluation</p> <p>9.2.2 Evaluation of personal health services against established standards</p> <p>9.2.3 Assessment of client satisfaction with personal health services</p> <p>9.2.4 Information technology to assure quality of personal health services</p> <p>9.2.5 Use of personal health services evaluation</p> <p>9.3 Evaluation of Local Public Health System</p> <p>9.3.1 Identification of community organizations or entities that contribute to the EPHS</p> <p>9.3.2 Periodic evaluation of LPHS</p> <p>9.3.3 Evaluation of partnership within the LPHS</p> <p>9.3.4 Use of LPHS evaluation to guide community health improvements</p>	<p>9.1 Oversight and Evaluation for Personal and Population-based Health Services</p> <p>9.1.1 Assessment of resources to support evaluation</p> <p>9.1.2 Evaluation plan for personal and population-based services</p> <p>9.1.3 Policies supporting evaluation activities</p> <p>9.1.4 Promote participation in evaluation activities</p> <p>9.1.5 Review evaluation findings</p>

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<p>10. Research for new insights and innovative solutions to health problems.</p>	<p>10.1 Planning and Implementation</p> <p>10.1.1 Academic-practice collaboration to disseminate and use research findings in practice</p> <p>10.1.2 Public health research agenda</p> <p>10.1.3 Conduct and participate in research</p> <p>10.2 State-Local Relationships</p> <p>10.2.1 Assistance in research activities, including community-based participatory research</p> <p>10.2.2 Assistance in using research findings</p> <p>10.3 Performance Management and Quality Improvement</p> <p>10.3.1 Review research activities for relevance and appropriateness</p> <p>10.3.2 Active performance management</p> <p>10.4 Public Health Capacity and Resources</p> <p>10.4.1 Commit financial resources</p> <p>10.4.2 Coordinate system-wide organizational efforts</p> <p>10.4.3 Workforce expertise</p>	<p>10.1 Fostering Innovation</p> <p>10.1.1 Encouragement of new solutions to health problems</p> <p>10.1.2 Proposal of public health issues for inclusion in research agenda</p> <p>10.1.3 Identification and monitoring of best practices</p> <p>10.1.4 Encouragement of community participation in research</p> <p>10.2 Linkage with Institutions of Higher Learning or Research</p> <p>10.2.1 Relationships with institutions of higher learning and/or research organizations</p> <p>10.2.2 Partnerships to conduct research</p> <p>10.2.3 Collaboration between the academic and practice communities</p> <p>10.3 Capacity to Initiate or Participate in Research</p> <p>10.3.1 Access to researchers</p> <p>10.3.2 Access to resources to facilitate research</p> <p>10.3.3 Dissemination of research findings</p> <p>10.3.4 Evaluation of research activities</p>	<p>10.1 Oversight of Public Health Innovation and Research</p> <p>10.1.1 Policies to foster and reward innovation</p> <p>10.1.2 Encourage collaboration for community-based research</p> <p>10.1.3 Assessment of resources for research and identification of best practices</p> <p>10.1.4 Encourage use of research findings and best practices</p>