Variations in types of Partnerships
The 10 Essential Public Health Services

The 10 Essential Public Health Services describe the public health activities that all communities should undertake:

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
Foundational Public Health Services

Overview
Health departments provide public health protections in a number of areas, including: preventing the spread of communicable disease, ensuring food, air, and water quality are safe, supporting maternal and child health, improving access to clinical care services, and preventing chronic disease and injury. In addition, public health departments provide local protections and services unique to their community’s needs.

The infrastructure needed to provide these protections strives to provide fair opportunities for all to be healthy and includes seven capabilities: 1) Assessment/Surveillance, 2) Emergency Preparedness and Response, 3) Policy Development and Support, 4) Communications, 5) Community Partnership Development, 6) Organizational Administrative Competencies and 7) Accountability/Performance Management. Practically put, health departments have to be ready 24/7 to serve their communities. That requires access to a wide range of critical data sources, robust laboratory capacity, preparedness and policy planning capacity, and expert staff to leverage them in support of public health protections.

Public health infrastructure consists of the foundational capabilities, which are the cross-cutting skills and capacities needed to support basic public health protections and other programs and activities that are key to ensuring the community’s health and achieving equitable health outcomes.

Public health programs, or foundational areas, are those basic public health, topic-specific programs that are aimed at improving the health of the community affected by certain diseases or public health threats. Examples of these include, but are not limited to, chronic disease prevention, community disease control, environmental public health, and maternal, child, and family health.

Local protections and services unique to a community’s needs are those determined to be of additional critical significance to a specific community’s health and are supported by the public health infrastructure and programs. This work is essential to a given community and cannot be visually depicted because it varies by jurisdiction.

Public Health Infrastructure (Foundational Capabilities)

Assessment/Surveillance

❖ Ability to collect sufficient foundational data to develop and maintain electronic information systems to guide public health planning and decision making at the state and local level. Foundational data include Behavioral Risk Factor Surveillance Survey (BRFSS), a youth survey (such as YRBS), and vital records, including the personnel and software and hardware development that enable the collection of foundational data.

❖ Ability to access, analyze, and use data from (at least) seven specific information sources, including (1) U.S. Census data, (2) vital statistics, (3) notifiable conditions data, (4) certain health care clinical and administrative data sets including available hospital discharge, insurance claims data, and Electronic Health Records (EHRs), (5) BRFSS, (6) nontraditional community and environmental health indicators, such as housing, transportation, walkability/green space, agriculture, labor, and education, and (7) local and state chart of accounts.

Staff Contacts
Jessica Solomon Fisher, MCP
Chief Innovations Officer
Phone: 703-778-4549 ext. 116
E-mail: jfisher@phnci.org

Travis Parker Lee
Program Specialist
Phone: 703-778-4549 ext. 102
E-mail: tlee@phnci.org

Social
Stay up-to-date with PHNCI by visiting www.phnci.org, subscribing to our e-newsletter, and following @PHinnovates on Twitter.
Ability to prioritize and respond to data requests, including vital records, and to translate data into information and reports that are valid, statistically accurate, and accessible to the intended audiences.

Ability to conduct a community and statewide health assessment and identify health priorities arising from that assessment, including analysis of health disparities.

Ability to access 24/7 laboratory resources capable of providing rapid detection.

**Emergency Preparedness and Response**

- Ability and capacity to develop, exercise, and maintain preparedness and response strategies and plans, in accordance with established guidelines, to address natural or other disasters and emergencies, including special protection of vulnerable populations.
- Ability and capacity to lead the Emergency Support Function 8 – Public Health & Medical for the county, region, jurisdiction, and state.
- Ability to activate the emergency response personnel and communications systems in the event of a public health crisis; coordinate with federal, state, and local emergency managers and other first responders; and operate within, and as necessary lead, the incident management system.
- Ability to maintain and execute a continuity of operations plan that includes a plan to access financial resources to execute an emergency and recovery response.
- Ability to establish and promote basic, ongoing community readiness, resilience, and preparedness by enabling the public to take necessary action before, during, or after a disaster.
- Ability to issue and enforce emergency health orders.
- Ability to be notified of and respond to events on a 24/7 basis.
- Ability to function as a Laboratory Response Network (LRN) Reference laboratory for biological agents and as an LRN chemical laboratory at a level designated by CDC.

**Policy Development and Support**

- Ability to serve as a primary and expert resource for establishing, maintaining, and developing basic public health policy recommendations that are evidence-based, grounded in law, and legally defendable. This ability includes researching, analyzing, costing out, and articulating the impact of such policies and rules where appropriate, as well as the ability to organize support for these policies and rules and place them before an entity with the legal authority to adopt them.
- Ability to effectively inform and influence policies being considered by other governmental and non-governmental agencies within your jurisdiction that can improve the physical, environmental, social, and economic conditions affecting health but are beyond the immediate scope or authority of the governmental public health department.

**Communications**

- Ability to maintain ongoing relations with local and statewide media including the ability to write a press release, conduct a press conference, and use electronic communication tools to interact with the media.
- Ability to write and implement a routine communication plan that articulates the health department’s mission, value, role, and responsibilities in its community, and support department and community leadership in communicating these messages.
- Ability to develop and implement a risk communication strategy, in accordance with Public Health Accreditation Board Standards, to increase visibility of a specific public health issue and communicate risk. This includes the ability to provide information on health risks and associated behaviors.
- Ability to transmit and receive routine communications to and from the public in an appropriate, timely, and accurate manner, on a 24/7 basis.
- Ability to develop and implement a proactive health education/health prevention strategy (distinct from other risk communications) that disseminates timely and accurate information to the public in culturally and linguistically appropriate (i.e., 508 compliant) formats for the various communities served, including through the use of electronic communication tools.

**Community Partnership Development**

- Ability to create, convene, and sustain strategic, non-program specific relationships with key health-related organizations; community groups or organizations representing populations experiencing health disparities or inequities; private businesses and health care organizations; and relevant federal, tribal, state, and local government agencies and non-elected officials.
- Ability to create, convene, and support strategic partnerships.
- Ability to maintain trust with and engage community residents at the grassroots level.
- Ability to strategically select and articulate governmental public health roles in programmatic and policy activities and coordinate with these partners.
Ability to convene across governmental agencies, such as departments of transportation, aging, substance abuse/mental health, education, planning and development, or others, to promote health, prevent disease, and protect residents of the health department's geopolitical jurisdiction.

Ability to engage members of the community in a community health improvement process that draws from community health assessment data and establishes a plan for addressing priorities. The community health improvement plan can serve as the basis for partnership development and coordination of effort and resources.

Organizational Administrative Competencies

- **Leadership and Governance**: Ability to lead internal and external stakeholders to consensus, with movement to action, and to serve as the public face of governmental public health in the department's jurisdiction. Ability to directly engage in health policy development, discussion, and adoption with local, state, and national policymakers, and to define a strategic direction of public health initiatives. Ability to engage with the appropriate governing entity about the department's public health legal authorities and what new laws and policies might be needed.
- **Health Equity**: Ability to strategically coordinate health equity programming through a high level, strategic vision and/or subject matter expertise which can lead and act as a resource to support such work across the department.
- **Information Technology Services, including Privacy and Security**: Ability to maintain and procure the hardware and software needed to access electronic health information and to support the department's operations and analysis of health data. Ability to support, use, and maintain communication technologies needed to interact with community residents. Ability to have the proper systems in place to keep health and human resources data confidential.
- **Human Resources Services**: Ability to develop and maintain a competent workforce, including recruitment, retention, and succession planning; training; and performance review and accountability.
- **Financial Management, Contract, and Procurement Services, including Facilities and Operations**: Ability to establish a budgeting, auditing, billing, and financial system and chart of expense and revenue accounts in compliance with federal, state, and local standards and policies. Ability to secure grants or other funding (governmental and not) and demonstrate compliance with an audit required for the sources of funding utilized. Ability to procure, maintain, and manage safe facilities and efficient operations.
- **Legal Services and Analysis**: Ability to access and appropriately use legal services in planning, implementing, and enforcing, public health initiatives, including relevant administrative rules and due process.

Accountability/Performance Management

- **Quality Improvement**: Ability to perform according to accepted business standards and to be accountable in accordance with applicable relevant federal, state, and local laws and policies and to assure compliance with national and Public Health Accreditation Board Standards. Ability to maintain a performance management system to monitor achievement of organizational objectives. Ability to identify and use evidence-based and/or promising practices when implementing new or revised processes, programs and/or interventions at the organizational level. Ability to maintain an organization-wide culture of quality improvement using nationally recognized framework quality improvement tools and methods.

Public Health Programs (Foundational Areas)

**Communicable Disease Control**

- Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control.
- Identify statewide and local communicable disease control community partners and their capacities, develop and implement a prioritized communicable disease control plan, and seek funding for high priority initiatives.
- Receive laboratory reports and other relevant data, conduct disease investigations, including contact tracing and notification, and recognize, identify, and respond to communicable disease outbreaks for notifiable conditions in accordance with local, national and state mandates and guidelines.
- Assure the availability of partner notification services for newly diagnosed cases of syphilis, gonorrhea, and HIV according to CDC guidelines.
- Assure the appropriate treatment of individuals who have active tuberculosis, including the provision of directly-observed therapy in accordance with local and state laws and Centers for Disease Control and Prevention (CDC) guidelines.
- Support the recognition of outbreaks and other events of public health significance by assuring capacity for the identification and characterization of the causative agents of disease and their origin, including those that are rare and unusual, at the appropriate level.
- Coordinate and integrate categorically-funded communicable disease programs and services.
**Chronic Disease and Injury Prevention**

- Provide timely, statewide, and locally relevant and accurate information to the health care system and community on chronic disease and injury prevention and control.
- Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop and implement a prioritized prevention plan, and seek funding for high priority initiatives.
- Reduce statewide and community rates of tobacco use through a program that conforms to standards set by state or local laws and CDC’s Office on Smoking and Health, including activities to reduce youth initiation, increase cessation, and reduce secondhand smoke exposure, as well as exposure to harmful substances.
- Work actively with statewide and community partners to increase statewide and community rates of healthy eating and active living through a prioritized approach focusing on best and emerging practices aligned with national, state, and local guidelines for healthy eating and active living.
- Coordinate and integrate categorically-funded chronic disease and injury prevention programs and services.

**Environmental Public Health**

- Provide timely, statewide, and locally relevant and accurate information to the state, health care system, and community on environmental public health issues and health impacts from common environmental or toxic exposures.
- Identify statewide and local community environmental public health partners and their capacities, develop and implement a prioritized plan, and seek action funding for high priority initiatives.
- Conduct mandated environmental public health laboratory testing, inspections, and oversight to protect food, recreation sites, and drinking water; manage liquid and solid waste streams safely; and, identify other public health hazards related to environmental factors in accordance with federal, state, and local laws and regulations.
- Protect workers and the public from chemical and radiation hazards in accordance with federal, state, and local laws and regulations.
- Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes (e.g. housing and urban development, recreational facilities, and transportation systems) and resilient communities.
- Coordinate and integrate categorically-funded environmental public health programs and services.

**Maternal, Child, and Family Health**

- Provide timely, statewide, and locally relevant and accurate information to the health care system and community on emerging and on-going maternal child health trends.
- Identify local maternal and child health community partners and their capacities; using life course expertise and an understanding of health disparities, develop a prioritized prevention plan; and seek funding for high priority initiatives.
- Identify, disseminate, and promote emerging and evidence-based information about early interventions in the prenatal and early childhood period that promote lifelong health and positive social-emotional development.
- Assure newborn screening as mandated by a state or local governing body including wraparound services, reporting back, following up, and service engagement activities.
- Coordinate and integrate categorically funded maternal, child, and family health programs and services.

**Access to and Linkage with Clinical Care**

- Provide timely, statewide, and locally relevant and accurate information to the health care system and community on access and linkage to clinical care (including behavioral health), healthcare system access, quality, and cost.
- Inspect and license healthcare facilities, and license, monitor, and discipline healthcare providers, where applicable.
- In concert with national and statewide groups and local providers of health care, identify healthcare partners and competencies, develop prioritized plans for increasing access to health homes and quality health care, and seek funding for high priority policy initiatives.
- Coordinate and integrate categorically-funded clinical health care.
Modified Version of the Core Competencies for Public Health Professionals
June 2017

Based on the Core Competencies for Public Health Professionals (Core Competencies), this modified version of the Core Competencies was developed to offer a simplified version of the Core Competencies for use in workforce development efforts. This version was created by grouping similar competency statements together into categories that capture the general intent of the statements, reducing the number of competencies in the competency set from approximately 90 in the full 2014 version of the Core Competencies to 54 in this modified version.

The modified version is based on Tier 2 of the 2014 version of the Core Competencies, with competencies pulled from Tier 3 only when there is no equivalent competency at the Tier 2 level. The items in bold within each domain are the competencies that make up the modified version. Within each competency in the modified version, brief descriptions are included that illustrate the types of skills and knowledge represented by that competency.

The specific relationships between the competencies in the modified version and the full 2014 version of the Core Competencies can be found in a Crosswalk of the Modified and 2014 Core Competencies for Public Health Professionals.

For more information about the modified version of the Core Competencies or assistance using this resource, please contact Kathleen Amos at kamos@phf.org or competencies@phf.org.

<table>
<thead>
<tr>
<th>Domain 1: Analytical/Assessment Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data collection</strong></td>
</tr>
<tr>
<td>Collect quantitative and qualitative data and information on community health needs</td>
</tr>
<tr>
<td>Collect quantitative and qualitative data and information on community assets</td>
</tr>
<tr>
<td><strong>Data analysis</strong></td>
</tr>
<tr>
<td>Determine validity, reliability, and comparability of data</td>
</tr>
<tr>
<td>Analyze quantitative and qualitative data</td>
</tr>
<tr>
<td>Interpret quantitative and qualitative data</td>
</tr>
<tr>
<td><strong>Community health assessment</strong></td>
</tr>
<tr>
<td>Assess community health status</td>
</tr>
<tr>
<td>Develop community health assessment</td>
</tr>
<tr>
<td><strong>Evidence-based decision making</strong></td>
</tr>
<tr>
<td>Make evidence-based decisions</td>
</tr>
<tr>
<td>Advocate for the use of evidence</td>
</tr>
<tr>
<td>Ethical use of data</td>
</tr>
<tr>
<td>--------------------</td>
</tr>
<tr>
<td>Information technology</td>
</tr>
</tbody>
</table>

### Domain 2: Policy Development/Program Planning Skills

- **Community health improvement planning**
  - Use community health assessment in developing community health improvement plan

- **Strategic planning**
  - Contribute to development of strategic plan
  - Implement strategic plan

- **Policy, program, and service development**
  - Develop goals and objectives
  - Monitor trends
  - Develop and recommend options

- **Policy, program, and service implementation**
  - Implement policies, programs, and services
  - Manage within budgets and staffing levels

- **Policy, program, and service improvement**
  - Evaluate policies, programs, and services
  - Implement strategies for continuous improvement

- **External policies, programs, and services**
  - Influence policies, programs, and services external to the organization

- **Public health informatics**
  - Apply public health informatics to policies, programs, and services

### Domain 3: Communication Skills

- **Literacy assessment**
  - Assess the literacy of populations served

- **Written and oral communication**
  - Communicate in writing and orally with linguistic and cultural proficiency

- **Community input**
  - Solicit input from the community

- **Information dissemination**
  - Determine approaches for disseminating data and information
  - Convey data and information

- **Behavior change**
  - Communicate to influence behavior

- **Facilitation**
  - Facilitate communication

- **Agency and organization roles**
  - Communicate the roles of governmental public health, health care, and other partners
### Domain 4: Cultural Competency Skills

#### Population diversity
- Describe the concept of diversity
- Describe the diversity within a community

#### Workforce diversity
- Describe the value of a diverse workforce
- Advocate for a diverse workforce

#### Cultural influences on policies, programs, and services
- Recognize the influence of population diversity on programs, policies, and services
- Address population diversity in policies, programs, and services

#### Policy, program, and service impacts
- Assess the effects of policies, programs, and services on different populations

### Domain 5: Community Dimensions of Practice Skills

#### Community programs and services
- Distinguish the roles and responsibilities of governmental and non-governmental organizations

#### Relationship building
- Identify relationships that are affecting health
- Develop relationships
- Maintain relationships

#### Partner collaboration
- Facilitate collaboration among partners

#### Community engagement
- Engage community members
- Use community input for policies, programs, and services

#### Community assets
- Explain the ways assets and resources can be used

#### Advocacy
- Advocate for policies, programs, and resources

#### Community-based participatory research
- Collaborate in community-based participatory research

### Domain 6: Public Health Sciences Skills

#### Foundation of public health
- Discuss the scientific foundation of public health
- Describe prominent events in public health

#### Application of public health sciences
- Use public health sciences for policies, programs, services, and research
- Apply public health sciences in administration and management

#### Public health evidence
- Retrieve evidence from print and electronic sources
- Determine limitations of evidence
- Use evidence for policies, programs, and services
### Research ethics
Identify the laws, regulations, policies, and procedures for ethical research

### Evidence-based public health
Contribute to the public health evidence base
Develop partnerships to increase use of evidence

### Domain 7: Financial Planning and Management Skills

<table>
<thead>
<tr>
<th><strong>Governmental agencies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain the structures, functions, and authorizations of governmental public health</td>
</tr>
<tr>
<td>Identify government agencies with authority to address community health needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Governance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement policies and procedures of the governing body</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Public health and health care funding</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain public health and health care funding mechanisms and procedures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Budgeting</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Justify programs for inclusion in budgets</td>
</tr>
<tr>
<td>Develop budgets</td>
</tr>
<tr>
<td>Defend budgets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Proposal writing</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare funding proposals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Contract negotiation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiate contracts and other agreements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Financial analysis</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Use financial analysis methods for policies, programs, and services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Team building</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish teams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Motivation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivate personnel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Performance management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop performance management system</td>
</tr>
<tr>
<td>Use performance management system</td>
</tr>
</tbody>
</table>

### Domain 8: Leadership and Systems Thinking Skills

<table>
<thead>
<tr>
<th><strong>Ethics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporate ethical standards of practice into all interactions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Systems thinking</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe public health as part of a larger system</td>
</tr>
<tr>
<td>Explain how public health, health care, and other organizations can work together or individually</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate in developing a vision for a healthy community</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Factors impacting effectiveness</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze facilitators and barriers that may affect policies, programs, services, and research</td>
</tr>
</tbody>
</table>
| **Professional development** | Provide opportunities for professional development  
Ensure use of professional development opportunities |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change management</strong></td>
<td>Modify practices in consideration of changes</td>
</tr>
<tr>
<td><strong>Continuous improvement</strong></td>
<td>Contribute to continuous performance improvement</td>
</tr>
<tr>
<td><strong>Advocacy for public health</strong></td>
<td>Advocate for the role of public health in population health</td>
</tr>
</tbody>
</table>
Challenges – Complexity of Tribal PH Systems

- IHS
- Contract some services
- Compact all IHS services
- Direct service Tribes
- Local, county, state HDs
- Other Tribal organizations
- Urban
- Non-profit orgs
**ASSESS**

**DOMAIN 1:** Conduct and disseminate assessments focused on population health status and public health issues facing the community

**Standard 1.1:** Participate in or Lead a Collaborative Process Resulting in a Comprehensive Community Health Assessment

**Standard 1.2:** Collect and Maintain Reliable, Comparable, and Valid Data that Provide Information on Conditions of Public Health Importance and On the Health Status of the Population

**Standard 1.3:** Analyze Public Health Data to Identify Trends in Health Problems, Environmental Public Health Hazards, and Social and Economic Factors that Affect the Public's Health

**Standard 1.4:** Provide and Use the Results of Health Data Analysis to Develop Recommendations Regarding Public Health Policy, Processes, Programs, or Interventions

**INVESTIGATE**

**DOMAIN 2:** Investigate health problems and environmental public health hazards to protect the community

**Standard 2.1:** Conduct Timely Investigations of Health Problems and Environmental Public Health Hazards

**Standard 2.2:** Contain/Mitigate Health Problems and Environmental Public Health Hazards

**Standard 2.3:** Ensure Access to Laboratory and Epidemiologic/Environmental Public Health Expertise and Capacity to Investigate and Contain/Mitigate Public Health Problems and Environmental Public Health Hazards

**Standard 2.4:** Maintain a Plan with Policies and Procedures for Urgent and Non-Urgent Communications

**INFORM & EDUCATE**

**DOMAIN 3:** Inform and educate about public health issues and functions

**Standard 3.1:** Provide Health Education and Health Promotion Policies, Programs, Processes, and Interventions to Support Prevention and Wellness

**Standard 3.2:** Provide Information on Public Health Issues and Public Health Functions Through Multiple Methods to a Variety of Audiences

**COMMUNITY ENGAGEMENT**

**DOMAIN 4:** Engage with the community to identify and address health problems

**Standard 4.1:** Engage with the Public Health System and the Community in Identifying and Addressing Health Problems through Collaborative Processes

**Standard 4.2:** Promote the Community's Understanding of and Support for Policies and Strategies that will Improve the Public's Health

**POLICIES & PLANS**

**DOMAIN 5:** Develop public health policies and plans

**Standard 5.1:** Serve as a Primary and Expert Resource for Establishing and Maintaining Public Health Policies, Practices, and Capacity

**Standard 5.2:** Conduct a Comprehensive Planning Process Resulting in a Tribal/State/Community Health Improvement Plan

**Standard 5.3:** Develop and Implement a Health Department Organizational Strategic Plan

**Standard 5.4:** Maintain an All Hazards Emergency Operations Plan

**PUBLIC HEALTH LAWS**

**DOMAIN 6:** Enforce public health laws

**Standard 6.1:** Review Existing Laws and Work with Governing Entities and Elected/Appointed Officials to Update as Needed

**Standard 6.2:** Educate Individuals and Organizations on the Meaning, Purpose, and Benefit of Public Health Laws and How to Comply

**Standard 6.3:** Conduct and Monitor Public Health Enforcement Activities and Coordinate Notification of Violations among Appropriate Agencies
**ACCESS TO CARE**

**DOMAIN 7:** Promote strategies to improve access to health care

- **Standard 7.1:** Assess Health Care Service Capacity and Access to Health Care Services
- **Standard 7.2:** Identify and Implement Strategies to Improve Access to Health Care Services

**WORKFORCE**

**DOMAIN 8:** Maintain a competent public health workforce

- **Standard 8.1:** Encourage the Development of a Sufficient Number of Qualified Public Health Workers
- **Standard 8.2:** Ensure a Competent Workforce through Assessment of Staff Competencies, the Provision of Individual Training and Professional Development, and the Provision of a Supportive Work Environment

**QUALITY IMPROVEMENT**

**DOMAIN 9:** Evaluate and continuously improve processes, programs, and interventions

- **Standard 9.1:** Use a Performance Management System to Monitor Achievement of Organizational Objectives
- **Standard 9.2:** Develop and Implement Quality Improvement Processes Integrated Into Organizational Practice, Programs, Processes, and Interventions

**EVIDENCE-BASED PRACTICES**

**DOMAIN 10:** Contribute to and apply the evidence base of public health

- **Standard 10.1:** Identify and Use the Best Available Evidence for Making Informed Public Health Practice Decisions
- **Standard 10.2:** Promote Understanding and Use of the Current Body of Research Results, Evaluations, and Evidence-Based Practices with Appropriate Audiences

**ADMINISTRATION & MANAGEMENT**

**DOMAIN 11:** Maintain administrative and management capacity

- **Standard 11.1:** Develop and Maintain an Operational Infrastructure to Support the Performance of Public Health Functions
- **Standard 11.2:** Establish Effective Financial Management Systems

**GOVERNANCE**

**DOMAIN 12:** Maintain capacity to engage the public health governing entity

- **Standard 12.1:** Maintain Current Operational Definitions and Statements of the Public Health Roles, Responsibilities, and Authorities
- **Standard 12.2:** Provide Information to the Governing Entity Regarding Public Health and the Official Responsibilities of the Health Department and of the Governing Entity
- **Standard 12.3:** Encourage the Governing Entity’s Engagement In the Public Health Department’s Overall Obligations and Responsibilities

The **PHAB STANDARDS** apply to all health departments—Tribal, state, local, and territorial. Standards are the required level of achievement that a health department is expected to meet. Domains are groups of standards that pertain to a broad group of public health services. The focus of the PHAB standards is “what” the health department provides in services and activities, irrespective of “how” they are provided or through what organizational structure. Please refer to the **PHAB Standards and Measures** Version 1.5 document, available at [www.phaboard.org](http://www.phaboard.org), for the full official standards, measures, required documentation, and guidance.