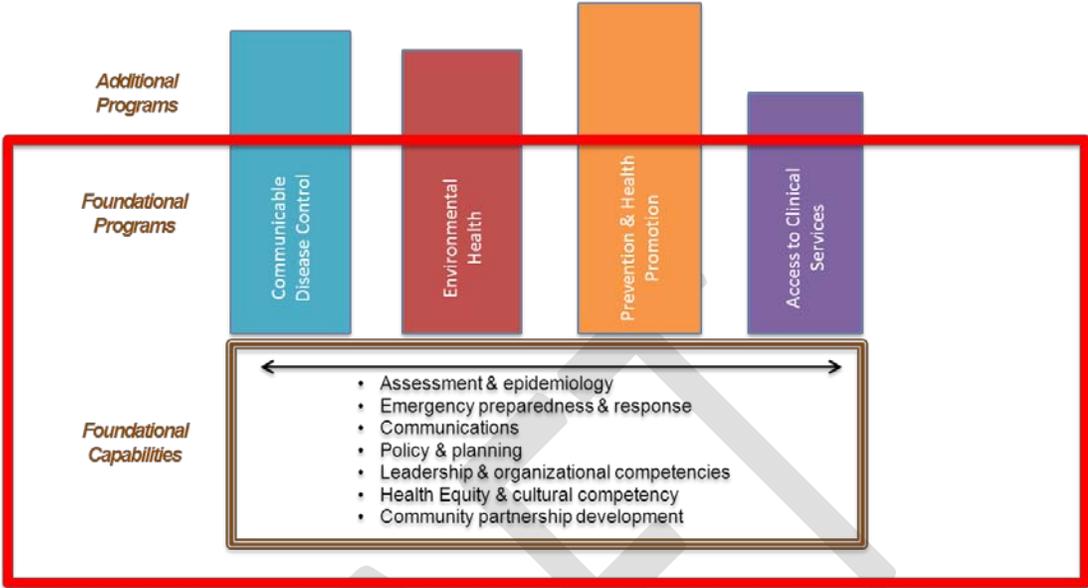


Draft Conceptual Framework for Governmental Public Health Services

The draft Conceptual Framework for Governmental Public Health Services is a narrative and visual description of the core, foundational elements of a governmental public health system. It is the role of governmental public health--through the combined efforts of state and local public health and in collaboration with CCOs, community partners, and others--to assure these functions. It is the role of governmental public health to maintain a population-wide perspective on improving, protecting and monitoring the health of all Oregonians.

This draft framework builds on recommendations put forward in the Institute of Medicine's 2012 report *For the Public's Health: Investing in a Healthier Future* and on work done in Washington, Ohio, and other states on identifying the core, foundational elements of a public health system. As with those works, this draft framework includes a number of program-specific skills and activities beyond those that are cross-cutting and also need to be considered "foundational" to governmental public health departments.

DRAFT Conceptual Framework for Governmental Public Health Services



Updated 5/23/2014

 = Present @ every Health Dept.

DRAFT

FOUNDATIONAL CAPABILITIES

- **DEFINITION:** The skills that are necessary to provide basic public health functions. These capabilities are central for governmental public health's capacity to improve, protect and assess the public's health. These skills need to be present in state and local health departments everywhere for the health system to work anywhere. They are the essential skills and capacities needed to support foundational programs and other programs, to identify and address public health problems, and are key to protecting the community's health and achieving equitable health outcomes.
- **Includes:** Assessment & Epidemiology; Emergency Preparedness and Response; Communications; Policy & Planning; Leadership & Organizational Competencies; Community Partnership Development; and Health Equity and Cultural Competency.

FOUNDATIONAL PROGRAMS

- **DEFINITION:** Substantive areas of expertise or program-specific activities in all state and local health departments that are essential to protect, improve, protect, and assess the community's health. These programs can be implemented at the state or local level or as a state-local partnership, however, these programs must be available to all individuals in the state. These items are considered a mandatory component of a public health system.
- **Includes:** communicable disease control, environmental public health inspections and monitoring, prevention and health promotion; and access to clinical services.

ADDITIONAL PROGRAMS

- **DEFINITION:** Program and activities specific to a health department or a community's needs that are not mandatory. These are determined to be of additional critical significance to a specific community's health and also are supported by the foundational capabilities and areas.
- For example, in some jurisdictions and for some populations, it might be important for the local health department to provide testing and/or treatment for a certain sexually transmitted disease. In other jurisdictions, this need may not be the case, depending upon the role of other organizations, and their commitment and level of resources to conduct this service effectively. Another example can be activities or elements that enhance, but are not necessarily core components of foundational programs.

FOUNDATIONAL CAPABILITIES *BASIC ELEMENTS*

Assessment & Epidemiology

This core capability includes the ability to conduct population-wide surveillance and epidemiology on the causes of and factors that lead to premature death, disease and injury in the state. Elements for this capability include the ability to:

- Conduct and assess core health behavior surveys (e.g. Behavioral Risk Factor Surveillance Survey (BRFSS), school-based youth surveys)
- Utilize data from sources such as vital records, administrative data sets, electronic health records, insurance data, hospital data, and non-traditional community and environmental health indicators.
- Analyze and respond to information based on reports to the notifiable conditions list and provide rapid detection when needed
- Analyze key health indicators for a state/community health profile
- Prioritize and respond to data requests and translate data into basic information and reports that are valid, statistically accurate, and readable
- Identify conditions and causes of death, injury and diseases that disproportionately affect certain population, including by race, ethnicity or socioeconomic status.
- Conduct a basic community health assessment with partners and identify health priorities arising from that assessment. Utilize this data in the development of community health improvement plans.
- Evaluate public health programs

Emergency preparedness & response

This core capability includes the ability to protect the public by being able to respond to natural and man-made disasters and emergencies. Elements for this capacity include the ability to:

- Develop, exercise, and maintain preparedness and response plans
- Activate emergency response personnel and communications systems during a public health emergency
- Maintain and execute a continuity of operations plan that includes a plan to access financial resources to execute an emergency and recovery response
- Issue and enforce emergency health orders
- Be notified of and respond to events at all times
- Address needs of vulnerable populations

Policy & Planning

This core capability includes the ability to serve as a primary and expert resource for identifying, developing, implementing and maintaining basic public health policies. Elements for this capacity include the ability to:

- Use science and best practices to inform the development of public health policies
- Provide guidance and coordinate planning among partners on strategies related to development, adoption and implementation of public health policies
- Coordinate development of public health administrative rules and regulations
- Develop policy options when public policies do not address or adversely impact the public health needs of certain populations
- Analyze and disseminate findings on the impact (both intended and unexpected) of policies and systems changes on public health
- Access and appropriately use legal services in planning, implementing, and enforcing, public health initiatives, including relevant administrative rules and due process
- Utilize epidemiological data to develop, implement, monitor and evaluate a community health improvement plan with partners, including Coordinated Care Organizations, hospitals, mental health and education.

Communications

This core capability includes the ability to communicate within the community to achieve the goals and responsibility of and to improve public health. Elements for this capacity include the ability to:

- Communicate with the media and the public
- Transmit and receive routine communications to and from the public
- Communicate with the public in a manner that is culturally and linguistically appropriate
- Develop and implement proactive health education/health prevention strategies (e.g. required health warnings in restaurants; public service announcements)
- Provide accurate, timely and understandable information to the public and media on health risks, including but not limited to disease and prevention information during an outbreak or public health emergency

Leadership & Organizational competencies

This core capability includes the ability provide enterprise and programmatic leadership to achieve the goals and objectives of public health. Internal capacity within a health department is essential for efficacy and sustainability. Basic elements for this capacity include:

- **Organizational Leadership and Governance** that provides executive decision-making and direction for the agency and that has the ability to lead

internal and external stakeholders and define the strategic direction and goals for public health.

- **Performance Management, and Quality Improvement** -- maintains a performance management system to monitor achievement of organizational objectives and maintain an organization-wide culture of quality improvement; ability to implement new and revised processes and programs to achieve organizational objective.
- **Information Technology – maintain** hardware and software needed to support the department's operational needs. It is critical to maintain the technology necessary to appropriately manage confidential and protected personal information of the public.
- **Human Resources** -- maintain a competent workforce, through recruitment, retention, and succession planning; and training.
- **Financial Management, Contract, and Procurement Services** – ability to maintain capacity for budgeting, auditing, billing, and an overall financial system in accordance with established accounting and business practices. Ability to secure grants or other funding, distribute funds to other entities and manage internal and external funds as required by local, state and Federal law.

Community partnership development

This core capability includes the ability foster and maintain relationships with government and non-governmental partners both with in and external to the public health system. Elements for this capacity include the ability to:

- Convene and sustain strategic non-program specific relationships with other public health organizations as well as key health-related organizations, including Coordinated Care Organizations, hospitals and other care providers; community groups and other organizations.
- Engage community members in a health improvement plan process that draws from community health assessment data and establishes a plan for addressing priorities

Health Equity and Cultural Competency

This core capability includes the ability to coordinate activities that achieve health equity across the public health system. Basic elements for this capacity include:

- Institutional commitment to address health inequities
- Structure that supports true community partnerships
- Transparency & inclusive communication with internal and external stakeholders and the public (community, staff, partners etc.)
- Community accessible data and planning

Foundational Program Elements

Communicable Disease Control

Communicable Disease Control programs work to promptly identify, prevent and control infectious diseases that pose a threat to public health, including emerging and re-emerging infectious diseases, vaccine-preventable agents, bacterial toxins, bioterrorism, and pandemics. Core programmatic activities of this foundational program includes the ability to:

- Recognize, identify, and respond to communicable disease outbreaks
- Maintain reportable disease list and receive and analyze laboratory results, physician reports for notifiable conditions in accordance with local, state and national law
- Conduct disease investigations and interventions using the Oregon Investigative Guidelines
- Support the recognition of outbreaks and other events of public health significance including those that are rare and unusual or of significant importance
- Conduct community-based prevention of communicable diseases
- Analyze and provide timely, statewide, and locally relevant and accurate data on the burden and cause of diseases, disability and death from communicable diseases.

Environmental Health

Environmental health includes the protection of the public through venues where a large number of people can be impacted by physical, chemical or biological factors that adversely impact health. Because of the long-term success of environmental public health interventions, these protections assured through public health are not always recognized. But environmental health efforts need to continue in order to maintain current protections and also evolve past practices to reflect the latest scientific evidence. Core programmatic activities include:

- Public health laboratory testing and analysis
- As required by law, licensure, inspection, and oversight of
 - Food service establishments
 - Recreation sites, lodging, and pools
 - Septic systems
 - Drinking water systems
 - Radioactive materials and equipment (e.g. x-ray machines, tanning beds)
 - Hospitals and other medical facilities
- Environmental health hazard prevention and investigation activities, including ability to 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.

- 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.

Prevention and Health Promotion

Prevention and Health Promotion seeks to prevent disease before it occurs, detect it early, or reduce related disability. The leading causes of death and disease include chronic lifestyle-related diseases, which can be prevented or managed by helping people make lifestyle and behavioral changes through policy, systems and environmental changes throughout their lifespan. Based on current data, these programs would include core components of the following comprehensive programs that focus on:

- Tobacco prevention and control (to reduce smoking and tobacco use which leads to heart disease, cancer, lung disease and diabetes)
- Nutrition and physical activity programs (to address obesity which leads to heart disease, cancer, and diabetes)
- Suicide and injury prevention programs (to reduce intentional and unintentional injury and death from suicide, substance abuse, and motor vehicle accidents)
- Oral health promotion (to reduce childhood and adult tooth decay)
- Reproductive, maternal and child health (to address health issues during preconception, pregnancy and early childhood experiences to create and influence a path for lifelong wellness)

Programmatic activities should follow expertise and best practice guidelines for preventing the leading causes of death, disease and injury in Oregon. These programs will maintain core capability at a population-wide level and have the ability to:

- Analyze and provide timely, statewide, and locally relevant and accurate data on the burden and cause of non-infectious diseases, injury and death.
- Identify and implement evidence-based policy, systems, and environmental changes that will improve related health outcomes at a population-wide level.
- Develop and implement strategic goals and coordinate activities among partners.

Access to Clinical Services

Clinical preventive services, such as immunizations, perinatal care and routine screening for preventable cancers and sexually transmitted infections, are key to reducing death and disability and improving the population's health. These services both prevent and detect illnesses and diseases—from flu to cancer—in their earlier, more treatable stages, significantly reducing the risk of illness, disability, early

death, and medical care costs. Yet, despite the fact that these services are covered by Medicare, Medicaid, and many private insurance plans under the Affordable Care Act, thousands of children, adolescents, and adults go without clinical preventive services that could protect them from developing a number of serious diseases or help them treat certain health conditions before they worsen.

- Assess, support, and assure access to low-cost, high impact preventive care for all Oregonians, with particular emphasis on populations experiencing health disparities
- Support access to culturally and linguistically appropriate health care
- Utilize traditional health workers as facilitators of clinical and community linkages

SOURCES for Draft Conceptual Framework:

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