

APPENDIX B

STATE PUBLIC HEALTH SYSTEM ASSESSMENT

Using the
National Public Health Performance Standards

Report of Results

2011

PUBLIC HEALTH SYSTEM ASSESSMENT

In 2011, the Florida Department of Health led a coordinated, statewide effort to assess the capacities of state and local public health systems. The goals of the assessment were several-fold: to create stronger systems through collaboration; to identify strengths, challenges and system-wide solutions; to foster quality improvement by using national benchmarks; to more fully inform community health improvement planning efforts; to prepare agencies for national voluntary public health agency accreditation; and, ultimately, to positively impact health outcomes of Floridians. The National Public Health Performance Standards Program (NPHPSP) state and local instruments were used to measure the state's capacity to deliver the ten Essential Public Health Services (EPHS). This report focuses on the results of the state public health system assessment.

BACKGROUND. The NPHPSP seeks to ensure that strong, effective public health systems are in place to deliver EPHS. Developed as a collaborative effort of seven national public health organizations led by the Centers for Disease Control and Prevention (CDC), the NPHPSP provides instruments to assess state, local and governance capacities. There are four key concepts that frame the national standards including their design around the ten EPHS, a focus on public health systems, a structure that describes optimal standards of performance, and applicability to quality improvement processes. A public health system is defined as “all public, private, and voluntary entities that contribute to public health activities within a given area.” Depicted as a network of entities, this construct recognizes the contributions and roles of partners in the health and well-being of communities and the state.

The EPHS include the following:

EPHS 1: Monitor Health Status to Identify Health Problems

EPHS 2: Diagnose and Investigate Health Problems and Health Hazards

EPHS 3: Inform, Educate, and Empower People about Health Issues

EPHS 4: Mobilize Partnerships to Identify and Solve Health Problems

EPHS 5: Develop Policies and Plans that Support Individual and Statewide Health Efforts

EPHS 6: Enforce Laws and Regulations that Protect Health and Ensure Safety

EPHS 7: Link People to Needed Personal Health Services and Assure the Provision of Health Care when Otherwise Unavailable

EPHS 8: Assure a Competent Public and Personal Health Care Workforce

EPHS 9: Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-based Health Services

EPHS 10: Research for New Insights and Innovative Solutions to Health Problems

Florida is one of only three states that have completed state system assessments using both versions 1.0 and 2.0 of the NPHPSP state instrument. Florida is the eleventh state to use the version 2.0 instrument and process. This recent effort marks Florida's third experience with the NPHPSP. In 1999, Florida served as a pilot test site for the NPHPSP state and local instruments.

The state and all 67 county health departments assessed public health system capacity in 2005 using NPHPSP version 1.0. As of this writing in 2011, the state and 55 county health departments used NPHPSP version 2.0 to gauge public health system strengths and challenges. Florida demonstrates its continued commitment to enhancing public health practice through this assessment and action cycle.

ASSESSMENT METHOD. On October 25, 26 and 27, 2011, diverse groups of public health professionals representing a wide spectrum of areas of expertise gathered for three half-day (8:30 am – 12 noon) retreats to assess the performance and capacity of Florida’s public health system. A total of 53 representatives from the Florida Department of Health, county health departments, and external partner agencies participated in the process. A core team of participants were present for the assessment of all ten EPHS. Each day began with an overview of the NPHPSP instruments and assessment process. The workgroups were guided through the NPHPSP state instrument questions and discussion by a skilled facilitator, supported by a recorder who took notes of discussion points and proceedings. Three EPHS were assessed each day as follows:

October 25: EPHS 6: Enforce laws and regulations that protect health and ensure safety

EPHS 8: Assure a competent public and personal health care workforce

EPHS 9: Evaluate effectiveness, accessibility, and quality of personal and population based health services

October 26: EPHS 3: Inform, educate and empower people about health issues

EPHS 4: Mobilize partnerships to identify and solve health problems

EPHS 7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable

October 27: EPHS 1: Monitor health status to identify health problems

EPHS 2: Diagnose and investigate health problems and health hazards

EPHS 5: Develop policies and plans that support individual and statewide health efforts

On October 28, the core assessment team met to assess EPHS 10 (research for new insights and innovative solutions to health problems), aided by previously gathered input on EPHS 10 from public health system partners with relevant subject matter expertise.

The process used to arrive at consensus responses was the same for each workgroup and consisted of several steps. The facilitator read aloud the essential service description, activities, and model standard for each indicator. Discussion time followed during which participants shared how their division/organization contributed to meeting the standard and Florida’s overall performance in the area under consideration. Assessment stem questions were then read aloud by the facilitator who guided participants in a voting process. Using colored coded voting cards, responses were cast and tabulated using the scale below:

- **Optimal Activity:** Greater than 75% of the activity described within the question is met
- **Significant Activity:** Greater than 50% but no more than 75% of the activity described within the question is met
- **Moderate Activity:** Greater than 25%, but no more than 50% of the activity described within the question is met
- **Minimal Activity:** Greater than zero but no more than 25% of the activity described within the question is met
- **No Activity:** 0% or absolutely no activity

In instances when consensus was not apparent in the voting, the facilitator opened up the floor for further discussion and repeat voting. Each workgroup responded to the stem questions for their assigned essential services. Responses to sub-questions were determined by the core assessment team based on discussion notes and their participation in the sessions. Sub-questions were answered immediately following the discussion sessions. All responses were entered into a CDC-maintained database; reports of results were available with minutes of submission.

ASSESSMENT RESULTS. Assessment results point to areas of relative strength and challenges for the state public health system. Reports of results use the following groupings to indicate how well the model standard is being met: “Optimal Activity” (> 75%), “Significant Activity” (51-75%), “Moderate Activity” (26-50%), “Minimal Activity” (1-25%) or “No Activity” (0%).

RESULTS BY EPHS. Florida’s state public health system scored highest for capacity and performance in the following EPHS:

- EPHS 2: Diagnose and investigate health problems and health hazards (84%, optimal activity)
- EPHS 1: Monitor health status to identify community health problems (82%, optimal activity)
- EPHS 5: Develop policies and plans that support individual and statewide health efforts (63%, significant activity)

Lowest scores were recorded in the following areas:

- EPHS 8: Assure a competent public health and personal health care workforce (39%, moderate activity)
- EPHS 10: Research for new insights and innovative solutions to health problems (45%, moderate activity)
- EPHS 7: Link people to needed personal health services and assure the provision of health care when otherwise unavailable (46%, moderate activity)

No EPHS received performance scores in the “no activity” (0%) category. However, stem question 7.1.3 on state public health system responsibility for monitoring and coordinating personal health care delivery in the state received a “no activity” or 0% rating.

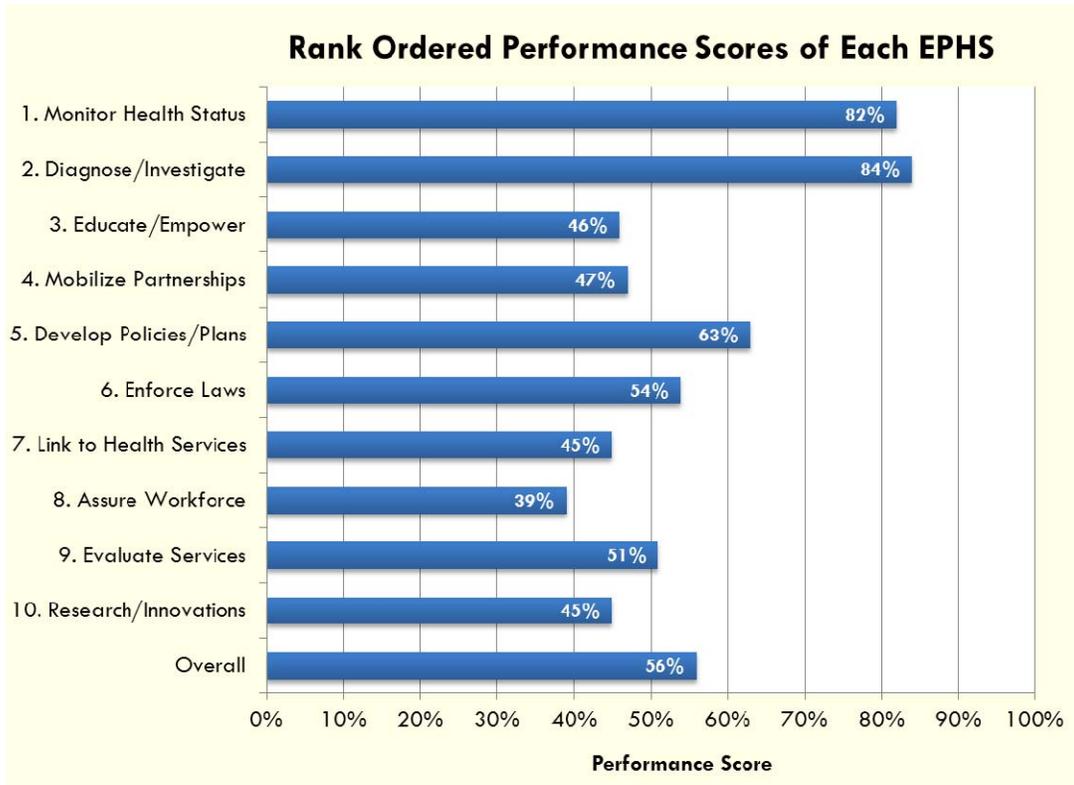
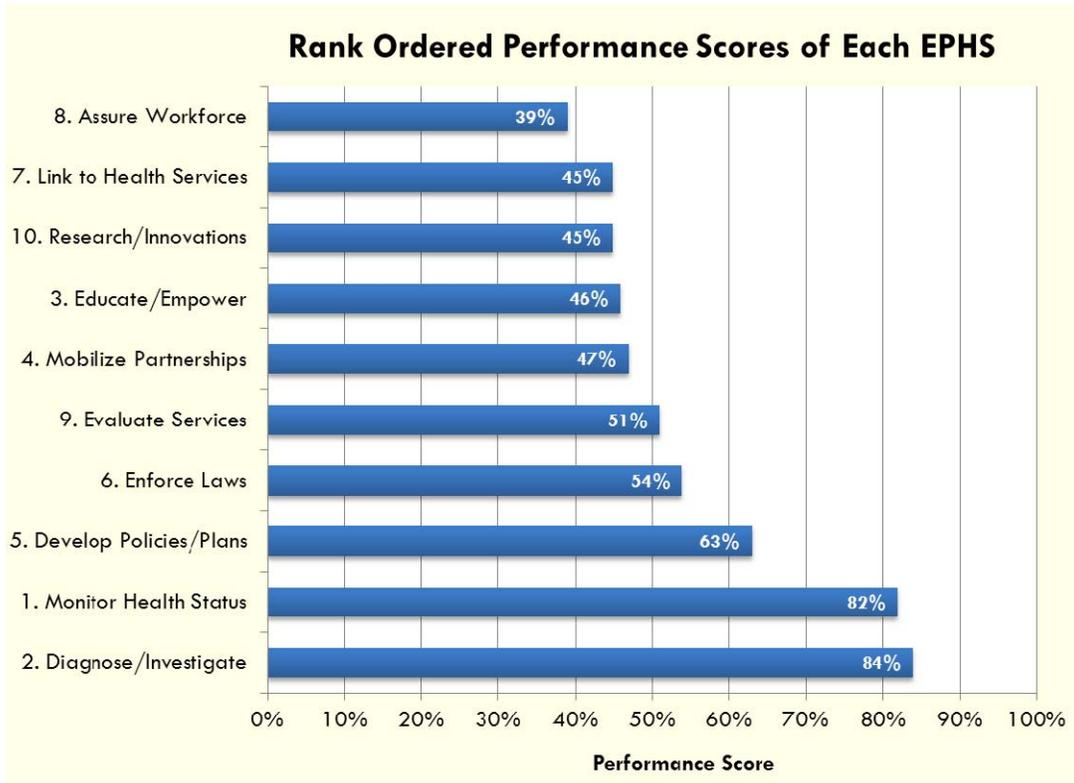


Figure 1 displays performance scores for each EPHS and an overall score for the average performance level for all 10 EPHS. The range bars show the minimum and maximum value of response within the EPHS and overall score.



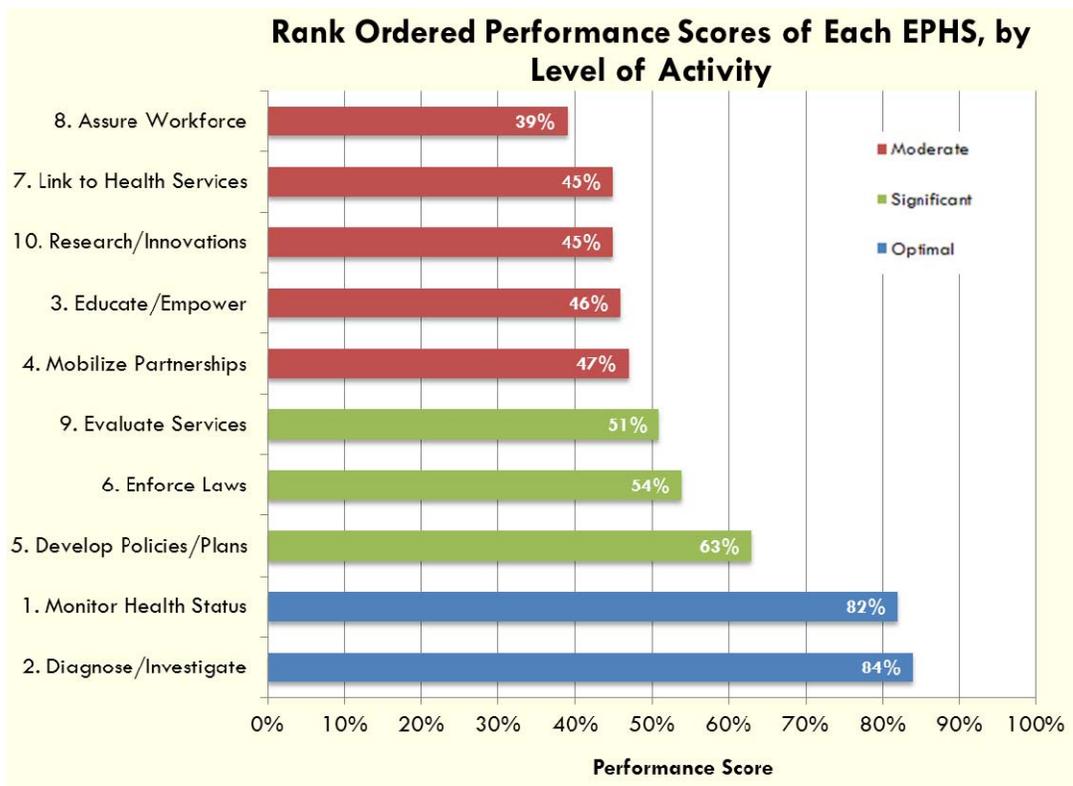


Figure 3 provides a composite picture of the previous two graphs. The range lines show the range of responses within each EPHS. The color coded bars make it easier to identify which of the EPHS fall in the five categories of performance activity.

RESULTS BY MODEL STANDARD. The NPHPSP state assessment tool includes four model standards for each EPHS. The model standards address planning and implementation, state-local relationships, performance management and quality improvement, and public health capacity and resources.

Model Standard 1: Planning and Implementation – focuses on the state public health system’s collaborative planning and implementation of key activities to accomplish the EPHS.

Model Standard 2: State-Local Relationships – examines the assistance, capacity building, and resources that the state public health system provides to local public health systems in efforts to implement the EPHS.

Model Standard 3: Performance Management and Quality Improvement – focuses on the state public health system’s efforts to review the effectiveness of its performance and the use of these reviews to continuously improve performance.

Model Standard 4: Public Health Capacity and Resources – examines how effectively the state public health system invests in and utilizes its human, information, organizational and financial resources to carry out the EPHS.

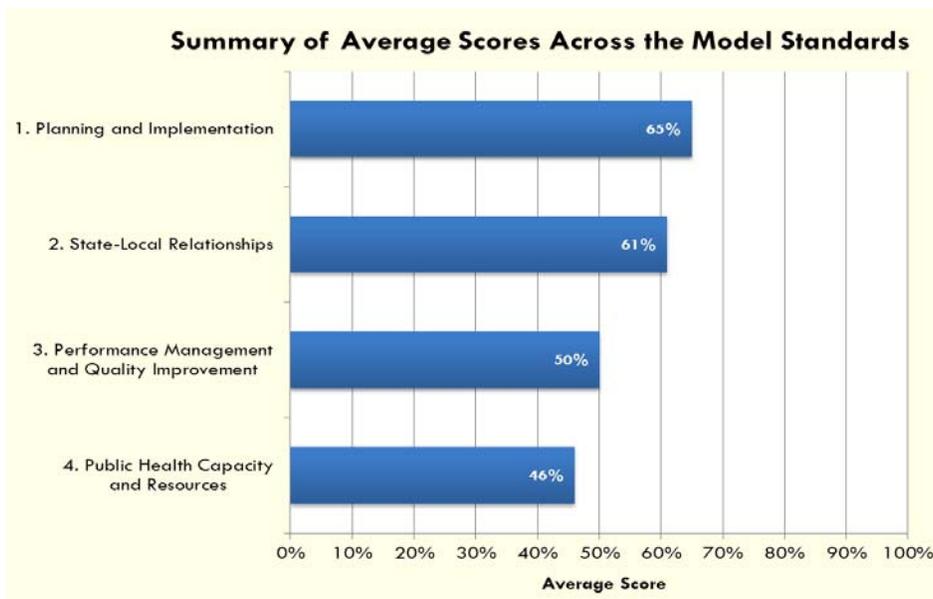
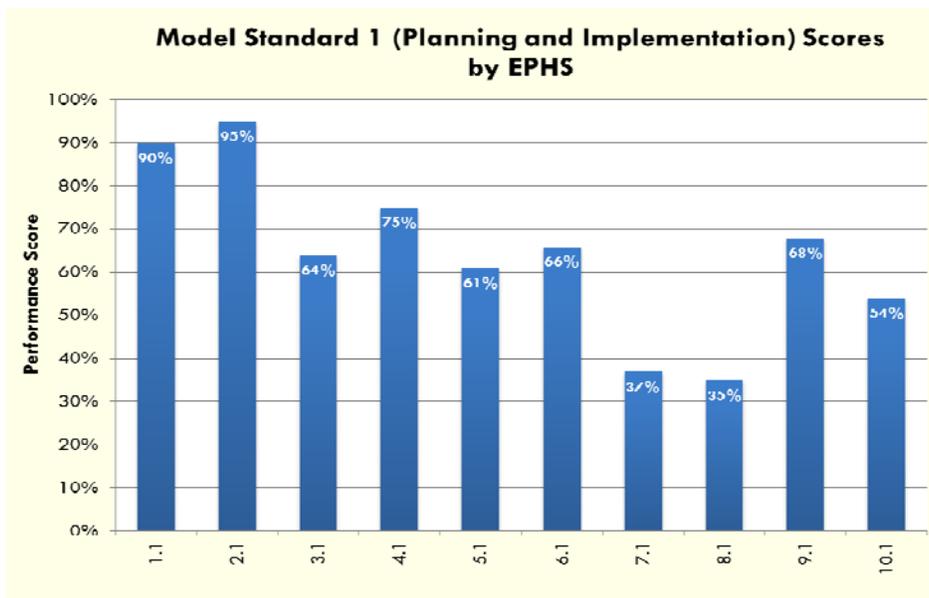


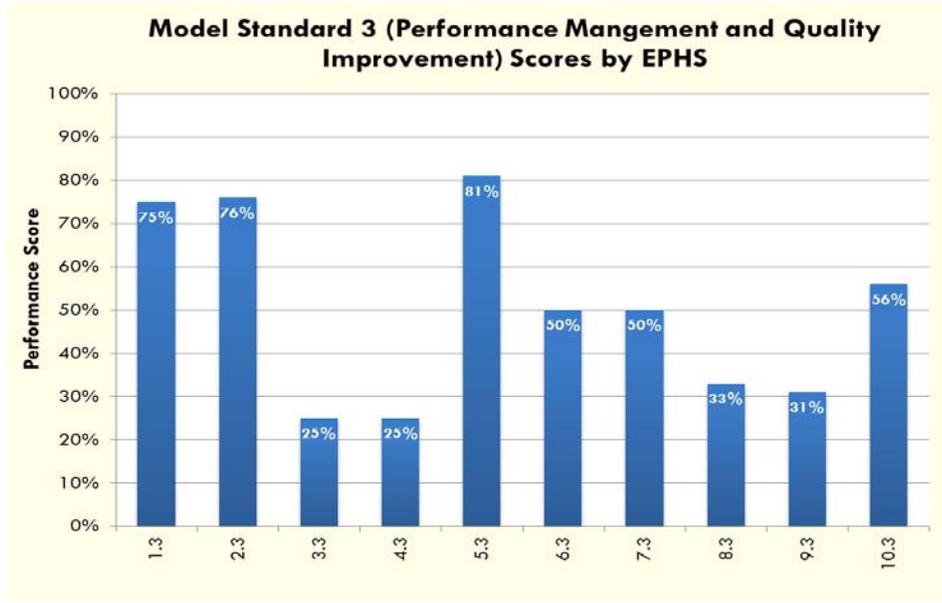
Figure 4 shows that Florida’s state public health system was rated to have significant activity in model standards that address planning and implementation and state-local relationships. Moderate activity was found in areas related to performance management and quality improvement and public health capacity and resources.



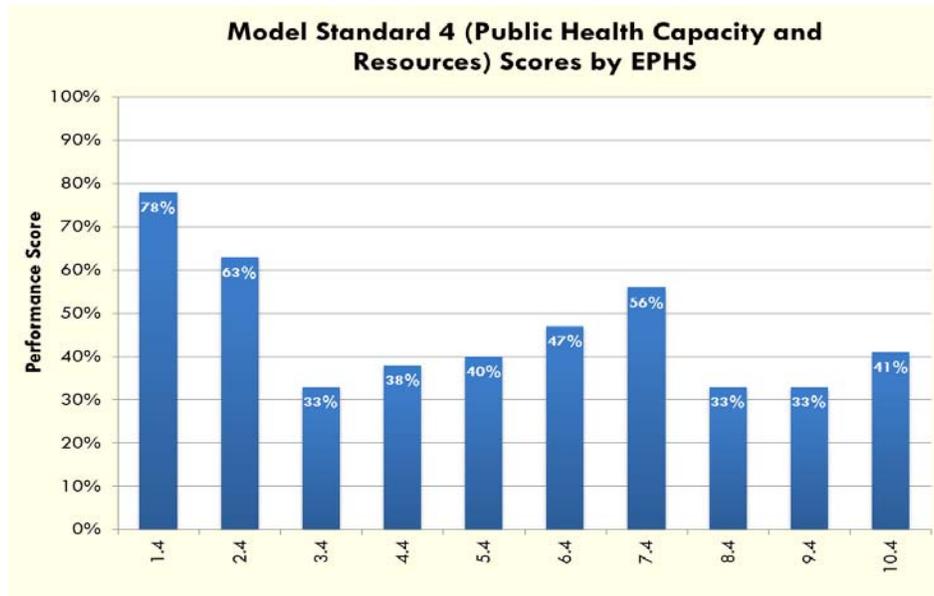
State public health system capacity in the area of planning and implementation received ratings in the range of 35% to 95% across the ten EPHS. The lowest scores were received in the areas of assuring a competent workforce (35%, moderate activity) and linking people to needed health care services (37%, moderate activity). Diagnosing and investigating health problems (95%, optimal activity) and monitoring health status (90%, optimal activity) received the highest ratings.



Across the ten EPHS, capacity in area of state-local relationships was rated from 28% to 100%. Researching for new insights and innovative solutions to health problems was the lowest rated (28%, moderate activity) followed by linking people to needed health care services (39%, moderate activity). Once again, diagnosing and investigating health problems (100%, optimal activity) and monitoring health status (83%, optimal activity) received the highest ratings.



Model standard scores for performance management and quality improvement were lowest in the areas of informing, educating and empowering people about health issues (25%, minimal activity) and mobilizing partnerships (25%, minimal activity). The highest rated activity in this model standard at 81% or optimal activity was received in EPHS 5, developing policies and plans that support health efforts.



Three EPHS were rated lowest in the model standard area of public health capacity and resources at 33% or moderate activity. These EPHS services include informing, educating and empowering people about health issues; assuring a competent workforce; and evaluating effectiveness, accessibility and quality of health services.

ASSESSMENT FINDINGS. The following challenges and opportunities emerged from the state public health system assessment. These attributes, assets and areas for improvement will be considered 1) when determining priorities, goals and strategies for the state health improvement plan; 2) for developing performance indicators for use in the performance management system; 3) in selecting priorities in the state strategic plan; 4) in preparing the state health department for national voluntary agency accreditation; and 5) by numerous statewide programs in programmatic planning and quality improvement efforts.

CHALLENGES. Several major system wide challenges emerged from the assessment data and discussions by assessment participants. These include:

- **ASSURING A COMPETENT WORKFORCE** [Essential Public Health Service 8 (EPHS 8)]: lowest performance score (39%, moderate activity) among the ten EPHS. Noted weaknesses include:
 - Lack of resources for training, continuing education, recruitment and retention
 - Lack of succession planning, career ladders and advancement/leadership opportunities
 - Inefficient, ineffective leveraging of partnerships among agencies and institutions of higher learning to enhance and improve current workforce capacity and support education of future public health professionals
- **LINKING PEOPLE TO NEEDED HEALTH SERVICES** (EPHS 7): tied for second lowest performance score (45%, moderate activity). Related findings include:
 - Needed services include dental, mental health, substance abuse, primary care; also noted were lack of medical home for many and attention to needs of those aging out of youth services into adult services
 - Challenges in meeting disparate needs of populations due to geography, age, language,

- Varying capacities in linking people to services and assuring service provision evident in wide range of scores across some model standards pointing to pockets of high and low capacity in geographic distribution and by program/health topic area
- **RESEARCH FOR NEW INSIGHTS AND INNOVATIVE SOLUTIONS TO HEALTH PROBLEMS** (EPHS 10): tied for second lowest performance score (45%, moderate activity). Other findings include:
 - Public health research agenda not established in a collaborative process, nor are research goals written and shared across the system
 - Research not a priority for many county health departments and community-based service provider organizations
- **PUBLIC HEALTH CAPACITY AND RESOURCES** across all ten EPHS: in the aggregate rated as lowest area of capacity among the model standards (46%, moderate activity) Model standards represent major components, activities or practice areas. Each essential service contains the following model standards: 1) planning and implementation, 2) state-local relationships; 3) performance management and quality improvement; and 4) public health capacity and resources. Related findings include:
 - Lack commitment of sufficient resources including financial, human, leadership, technology
 - System fragmentation exists
 - Insufficient workforce (numbers of and expertise of) to serve state's population
- **PERFORMANCE MANAGEMENT AND QUALITY IMPROVEMENT** (model standard): garnered the lowest capacity ratings of the entire assessment in two EPHS. Those EPHS and findings are
 - **EDUCATING, EMPOWERING AND INFORMING** about health issues (EPHS 3) (25%, minimal activity)
 - Limited or no review of effectiveness of health communications, health education and promotion interventions
 - Minimal system wide assurance of accurate and current content of health communications, health education and promotion interventions
 - Minimal activity to assess system wide effectiveness of efforts to reach targeted populations with culturally and linguistically appropriate health communications and resource materials
 - Limited activity to manage overall system performance in informing, educating and empowering people about health issues
 - **MOBILIZING PARTNERSHIPS** to solve health issues (EPHS 4) (25%, minimal activity)
 - Limited or no system wide review of partnership development activities
 - Minimal activity to determine effectiveness of partnership efforts
 - Limited or no system wide review of participation and commitment of policy leaders and system partners in mobilization efforts

OPPORTUNITIES. The state public health system is not without opportunities that could be seized upon to move closer towards enhancing system performance and ultimately, improving the health outcomes of Floridians. Potential opportunities include:

- Emerging technologies in health care
- Implementation of the Affordable Care Act
- Advocacy potential for upcoming 2012 legislative session
- Capitalizing on strong system performance on EPHS 1 and 2 (monitoring health status and diagnose and investigate health problems) and high capacity across EPHS related to emergency preparedness
- Active involvement in budget reduction negotiations and agency efficiency discussions

BEST PRACTICES, STRENGTHS, CHALLENGES AND STRATEGIES FOR IMPROVEMENT FOR EPHS

More detailed assessment data and discussion points are provided for each of the ten EPHS on pages 11 through 30 of this document.

NEXT STEPS

Assessment results indicate that Florida's state public health system demonstrates moderate to optimal activity on national benchmarks for performance of the EPHS. However, results also point to areas in which the system can focus on performance improvement. The Florida Department of Health's next steps toward system wide improvement include the following:

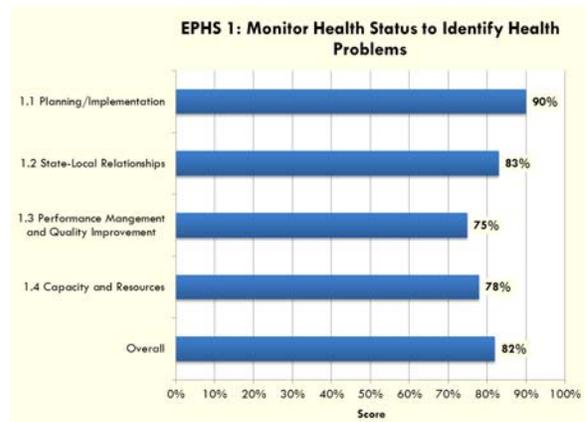
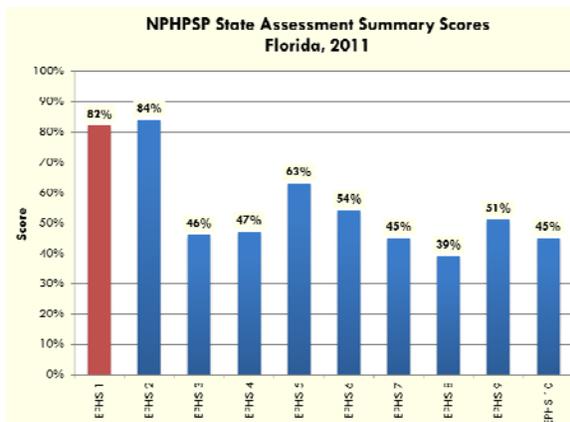
- Broadly disseminate and share state public health system assessment results with partners and the public health workforce
- Use results in priority setting process for the state health improvement plan
- Assemble cross-discipline work groups of partners to set goals, identify strategies, develop action plans, design processes for monitoring progress and evaluation

ESSENTIAL PUBLIC HEALTH 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.
- Analysis of the health specific groups that are at higher risk for health threats than the general population.
- Identification of community assets and resources, which support the state public health system in promoting health and improving quality of life.
- Interpretation and communication of health information to diverse audiences in different sectors.
- Collaboration in integrating and managing public health related information systems.

Overall Score: 82
Rank: 2nd of 10
Status: Optimal Activity



Performance Scores by Model Standard for EPHS 1

Standard	Score	Status
1.1 Planning and Implementation – The state public health system measures, analyzes and reports on the health status of the state’s population. The state’s health status is monitored through data describing critical indicators of health, illness and health resources. Monitoring health is a collaborative effort involving many state public health partners and local public health systems. The effective communication of health data and information is a primary goal of all systems partners that participate in this effort to generate new knowledge about health in the state.	90	Optimal Activity
1.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building and resources for local efforts to monitor health status and identify health problems.	83	Optimal Activity
1.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in monitoring health status. Members of the system actively use the information from these reviews to continuously improve the quality of monitoring efforts.	75	Significant Activity
1.4 Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, technology, organizational and financial resources to monitor health status and to identify health problems in the state.	78	Optimal Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 1:

- Tracking of state health trends
- Continuous improvement of data and data systems
- Regular review of practices for monitoring health status
- Newborn screenings
- Profile reports on CHARTS
- County-level BRFSS data collected, reported every 3 years; done by state-local partnership

STRENGTHS of state public health system in EPHS 1:

- Established surveillance and data communication systems
- Use of uniform set of indicators
- Publishes and makes available health data
- Provides assistance to local public health systems in health surveillance and data use
- Uses technology appropriately

CHALLENGES of state public health system in EPHS 1:

- Lack state health improvement plan
- Publication of health data in formats useful to media and health planners
- System-wide sharing of resources to monitor health status
- Paucity of data on mental health, substance abuse, homeless population, occupational diseases, child and adolescent health, acute manifestations of chronic diseases and some injuries
- Connecting data systems, sharing data among agencies, partners
- No clear locus of responsibility for quality improvement for health monitoring activities

STRATEGIES for improvement:

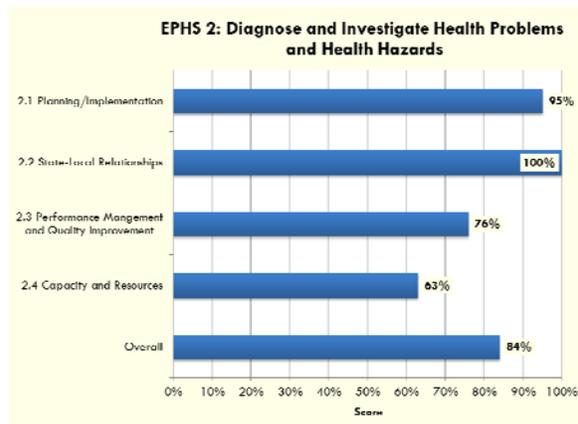
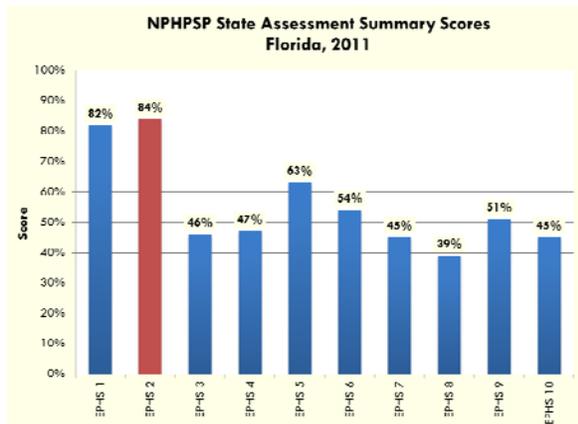
- Develop plan for statewide health assessment that will result in state health plan
- Systematic review of access and use patterns of public health statistics resources
- Work across agencies to create profile reports in areas of common interest, need
- Collaborate with non-profit hospitals on community health assessment to meet new IRS/Affordable Care Act requirements

ESSENTIAL PUBLIC HEALTH 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.

Overall Score: 84
Rank: 1st of 10
Status: Optimal Activity



Performance Scores by Model Standard for EPHS 2

Standard	Score	Status
2.1 Planning and Implementation – The state public health system works collaboratively 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.	95	Optimal Activity
2.2 State-Local Relationships – The state public health system works with local public health system to provide assistance, capacity building, and resources for local efforts to identify, analyze, and respond to public health problems and threats.	100	Optimal Activity
2.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in diagnosing and investigating health problems. Members of the state public health system actively use the information from these reviews to continuously improve the quality and responsiveness of their efforts.	76	Optimal Activity
2.4 Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational, and financial resources to diagnose and investigate health problems and hazards that affect the state’s population.	63	Significant Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 2:

- Laboratory facilities and personnel that support diagnostic investigations, have capacity to identify diseases and investigate public health threats, use electronic lab reporting
- Assistance provided to local public health systems and state partners to interpret epidemiologic findings

STRENGTHS of state public health system in EPHS 2:

- Have a reporting system to identify potential public health threats
- Operate and maintain mechanisms through which local public health systems and state partners are provided with information about possible health threats
- Developed plans to investigate and respond to public health threats
- Local public health systems and county health departments are well-supported by state health department's technical assistance for interpreting epidemiologic findings
- Mission of state labs includes providing assistance to local public health system

CHALLENGES of state public health system in EPHS 2:

- Sharing of system-wide resources to diagnose and investigate health hazards and problems
- Management of current diagnostic and investigative resources and development of new resources
- Involvement of multiple disciplines in investigations adverse public health events
- Regulation of laboratories is divided among agencies (i.e., Dept. of Health and Agency for Health Care Administration)
- Only conduct periodic reviews of effectiveness of state surveillance system; reviews conducted only in certain areas
- Budget cuts, dependency on federal funds
- Understaffed for the size of the state, geographic and demographic diversity, and scope of surveillance needed

STRATEGIES for improvement:

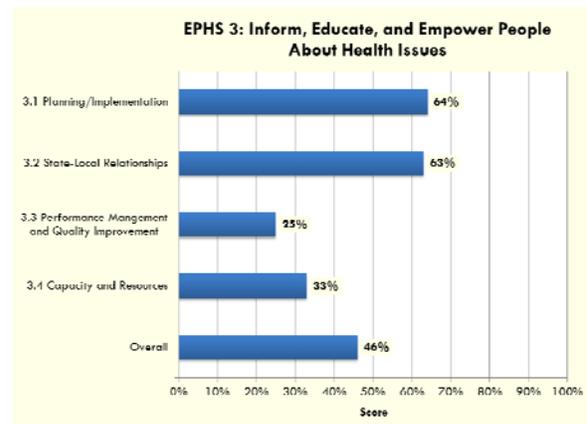
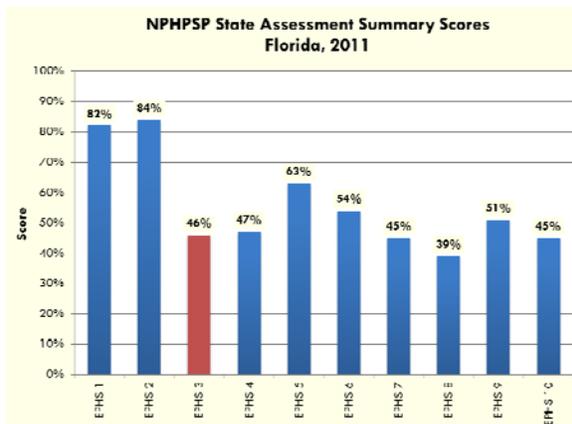
- Develop plan to assess capacity and performance of state laboratories
- Design and deploy marketing plan to raise awareness among public health system partners of purpose and capabilities of surveillance and investigative functions of the Department of Health

ESSENTIAL PUBLIC HEALTH 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.

Overall Score: 46
Rank: 7th of 10
Status: Moderate Activity



Performance Scores by Model Standard for EPHS 3

Standard	Score	Status
3.1 Planning and Implementation – The state public health system actively creates, communicates, and delivers health information and health interventions using customer-centered and science-based strategies to protect and promote the health of diverse populations. The state’s population understands and uses timely health information and interventions to protect and promote their health and the health of their families and communities.	64	Significant Activity
3.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building and resources for local efforts to inform, educate and empower people about health issues.	63	Significant Activity
3.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in informing, educating, and empowering people about health issues. Members of the state public health system use the information from these reviews to continuously improve the quality of their efforts in these areas.	25	Minimal Activity
3.4 Public Health Capacity and Resources – The state public health system effectively invests, manages and utilizes its human, information, organizational and financial resources to inform, educate, and empower people about health issues.	33	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 3

- Design and implementation of multidimensional health communication, health promotion and education programs for diverse audiences.
- Model emergency and crisis communication plans
- Training for public information officers
- H1N1 communication plans

STRENGTHS of state public health system in EPHS 3:

- Ability to deliver culturally and linguistically appropriate health education and promotion materials and activities to many target audiences.
- Use of multiple channels to provide current health information, education and promotion activities
- Use of professional expertise in the development of health communications, health education and promotion interventions.
- Ability to communicate across system in emergencies

CHALLENGES of state public health system in EPHS 3:

- Involving target populations in the evaluation and review processes of health promotion and communication services
- Applying review findings to improve health communication and health education/promotion programs
- Assisting partners in the development of effective health communications and health education/promotion initiatives
- System fragmentation
- Budget cuts
- Implementation of health education, health promotion activities; monitoring for fidelity of implementation
- Fall short of meeting local public health systems needs for technical assistance
- Ability to be proactive rather than reactive in providing technical assistance
- Few meaningful performance indicators for health education, health promotion and health literacy
- Health education and health promotion not viewed as priorities

STRATEGIES for improvement:

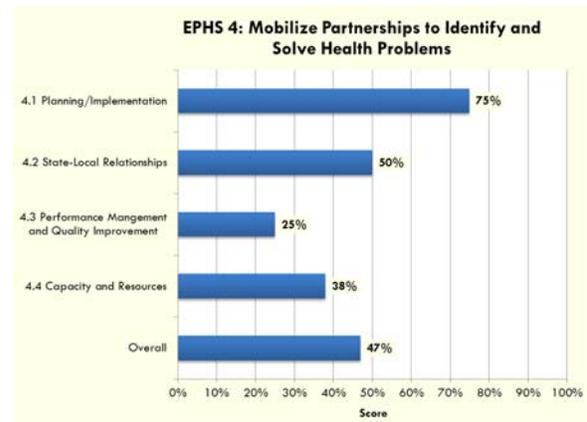
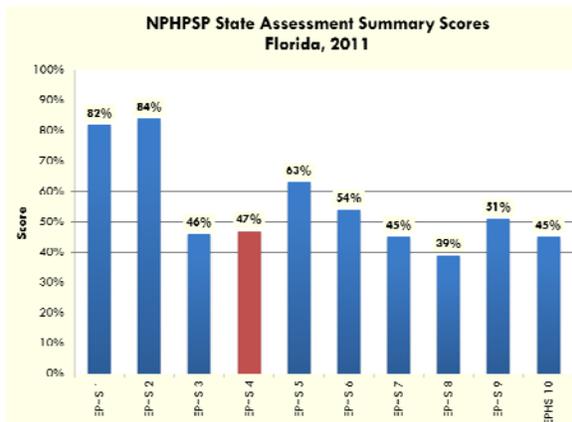
- Communication plan with evaluative component
- Develop expertise in health literacy to serve diverse target audiences
- Use evidence-based interventions to inform and educate about health issues
- Evaluate health education, health promotion, and health literacy programs and widely disseminate evaluation results
- Make best use of communication technologies
- Develop performance indicators

ESSENTIAL PUBLIC HEALTH 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.

Overall Score: 47
Rank: 6th of 10th
Status: Moderate Activity



Performance Scores by Model Standard for EPHS 4

Standard	Score	Status
4.1 Planning and Implementation – The state public health system 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.	75	Significant Activity
4.2 State-Local Relationships – The state public health system engages in a robust partnership with local public health systems to provide technical assistance, capacity building and resources for community partnership development.	50	Moderate Activity
4.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in mobilizing partnerships. Members of the state public health system actively use the information from these reviews to continuously improve the quality of their partnership efforts.	25	Minimal Activity
4.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to assure that its partnership mobilization efforts meet the needs of the state's population.	38	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 4:

- Constituency building efforts are key components of programmatic planning and implementation
- Florida MAPP process and materials include extensive resources for community partnership building and sustaining
- Use of Program to Analyze, Record, and Track Networks to Enhance Relationships (PARTNER) strategic network analysis tool
- Florida Coordinated School Health Program
- PACE EH and MAPP in Florida counties have demonstrated results in mobilizing communities around health issues

STRENGTHS of state public health system in EPHS 4:

- Processes in place to keep state and local policy leaders abreast of priority health issues.
- Chronic Disease and HIV/AIDS commit resources to build community partnerships.
- Conduct regular reviews of participation and commitment of partners.
- Manage resources for constituency development, partnership mobilization and develop new resources

CHALLENGES of state public health system in EPHS 4:

- More efficient reviews of constituency-building and partnership facilitation activities
- Sharing system-wide resources to develop partnerships
- Ad hoc, reactive approach to mobilizing partnerships
- Inefficiencies in reaching target populations
- Budget cuts and resource shortages
- Overreliance on federal grants

STRATEGIES for improvement:

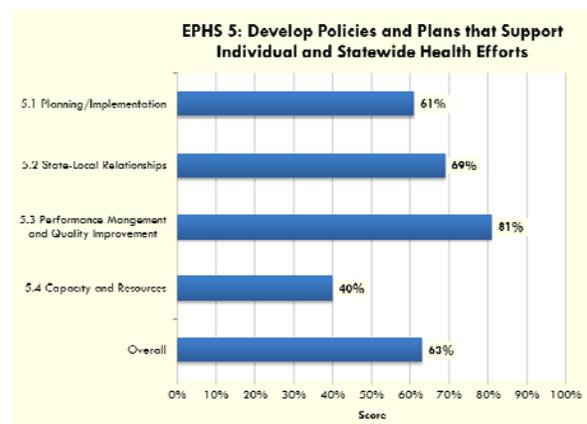
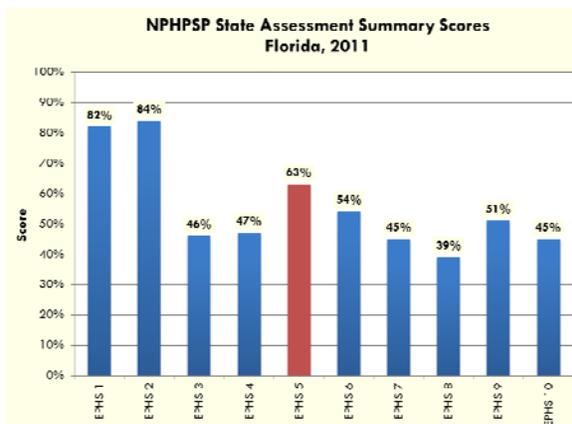
- Design a plan and tools for systematic utilization of workforce expertise to organize and assist partners to act on behalf of the public's health
- Conduct comprehensive assessment of community assets
- Share and use Florida best practices
- Develop tactics to leverage and capitalize on partnerships in times of resource shortages
- Include partnership evaluation as element of quality improvement

ESSENTIAL PUBLIC HEALTH 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.
- Develop of legislation, codes, rules, regulations, ordinances, and other policies to enable performance of the EPHS, supporting individual, community, and state health efforts.
- The democratic process of dialogue and debate between groups affected by the proposed health plans and policies prior to adoption of such plans or policies.

Overall Score: 63
Rank: 3rd of 10
Status: Significant Activity



Performance Scores by Model Standard for EPHS 5

Standard	Score	Status
5.1 Planning and Implementation – The state public health system conducts comprehensive and strategic health improvement planning and policy development that integrates health status information, public input and communication, analysis of policy options, and recommendations for action based on best evidence. Planning and policy development are conducted for public health programs, for organizations and for the public health system, each with the purpose of improving public health performance and effectiveness.	61	Significant Activity
5.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for their efforts to develop policies and plans that support individual and statewide health efforts.	69	Significant Activity
5.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in policy development and planning. Members of the state public health system actively use the information from these reviews to continuously improve the quality of policy and planning activities in supporting individual and statewide health efforts.	81	Optimal Activity
5.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to assure that its health planning and policy practices meet the needs of the state’s population.	40	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 5:

- COMPASS statewide initiative supports local public health systems in community health assessment and health improvement planning
- Comprehensive review of Florida's public health laws conducted in 2011
Florida's comprehensive emergency management plan is revised every two years and adopted by rule

STRENGTHS of state public health system in EPHS 5

- Have mechanisms for policy development that include input from diverse groups
- State supports local health improvement processes that foster collaboration and convene partners
- Chronic Disease, HIV/AIDS, Tobacco programs provide technical assistance in local policy development
- Chronic Disease program efforts focus on environmental change and policy development

CHALLENGES of state public health system in EPHS 5:

- System-wide sharing of resources to conduct health planning and policy development
- Assisting with integration of health issues and strategies into local community development plans
- Using workforce expertise in development of health policy
- Availability of pertinent data for policy development
- Budget cuts
- Program- or issue-specific planning conducted without links to statewide plan
- Constraints on policy advocacy and development activities for public employees
- Alignment of program-specific plans, local community health plans, and state health improvement plan
- Lack of expertise in comprehensive health improvement planning

STRATEGIES for improvement:

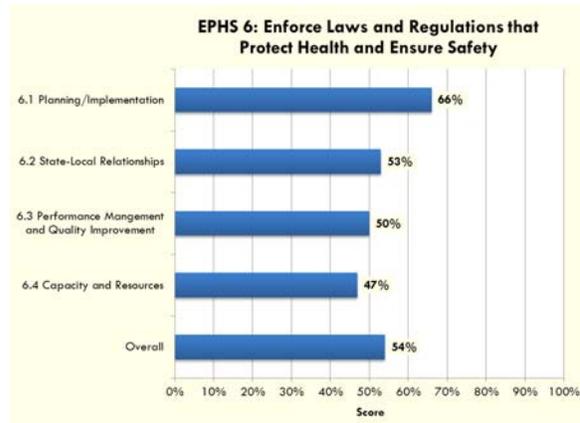
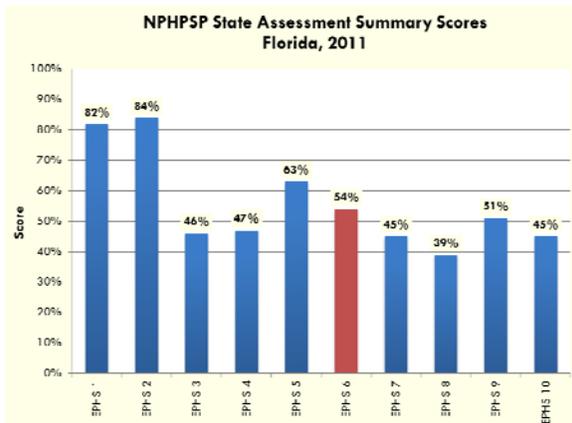
- Undertake state level health improvement planning process resulting in state health plan that is integrated with DOH's strategic plan
- Develop system to monitor and share progress toward goals in a state health plan
- Advocate for equitable, continuing funding and resource allocation for local community health improvement planning processes
- Enhance workforce capacity for planning and policy development

ESSENTIAL PUBLIC HEALTH SERVICE 6 – ENFORCE LAWS AND REGULATIONS THAT PROTECT HEALTH AND ENSURE SAFETY

This service includes:

- The review, evaluation and revision of laws (laws refers to all laws, regulations, statutes, ordinances, and codes) designed to protect health and ensure safety to assure that they reflect current scientific knowledge and best practices for achieving compliance.
- Education of persons and entities in the regulated environment and persons and entities that enforce laws designed to protect health and ensure safety.
- Enforcement activities in areas of public health concern, including, but not limited to enforcement of clean air and potable water standards; regulation of health care facilities; safety inspection of workplaces; review of new drug, biological, and medical device applications; enforcement activities occurring during emergency situations; and enforcement of laws governing the sale of alcohol and tobacco to minors, seat belt and child safety seat usage, and childhood immunizations.

Overall Score: 54
Rank: 4th of 10
Status: Significant Activity



Performance Scores by Model Standard for EPHS 6		
Standard	Score	Status
6.1 Planning and Implementation – The state public health system assures that laws and enforcement activities are based on current public health science and best practices for achieving compliance. The state public health system emphasizes collaboration between those who enforce laws and those in the regulated environment and provides education to all those affected by public health laws to encourage compliance.	66	Significant Activity
6.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for local efforts to enforce laws that protect health and safety.	53	Significant Activity
6.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in enforcing laws that protect health and safety. Members of the state public health system actively use the information from these reviews to continuously improve the quality of enforcement efforts.	50	Moderate Activity
6.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to enforce laws that protect health and safety in the state.	47	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 6:

- Written guidelines for administration of enforcement activities
- Comprehensive review of Florida's public health laws conducted in 2011
- Online systems for licensing, permitting
- Electronic birth records
- Medical Quality Assurance emergency orders process improved through process mapping

STRENGTHS of state public health system in EPHS 6:

- Technical assistance available to local public health systems and state partners on enforcing laws, developing ordinances, and with complex enforcement operations
- Workforce has considerable expertise in enforcement of public health laws
- Environmental Health law is science-based
- Emphasis on compliance and education of those in the regulated environment
- Appropriate use of technology

CHALLENGES of state public health system in EPHS 6:

- Sharing of system-wide resources to implement enforcement activities.
- Implementing improvements in enforcement activities based on reviews
- More effective use of workforce expertise to educate the public about public health laws and regulations
- Reactive system
- Lack of understanding of public health and its functions by community at large
- Keeping up with technology
- Compliance viewed differently by system partners (e.g., alcohol use as health issue versus legal issue)
- Budget cuts
- System not designed for sharing resources
- Salaries limit recruitment for highly qualified staff

STRATEGIES for improvement:

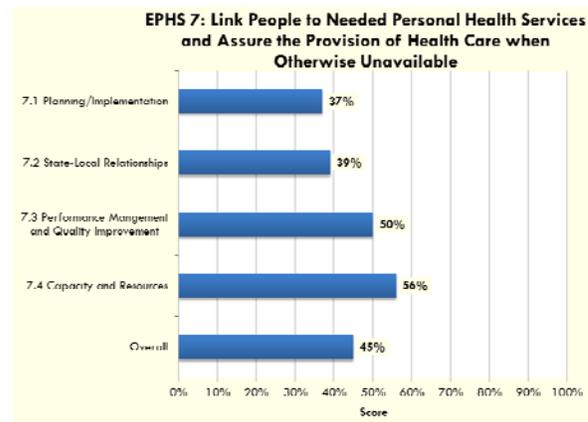
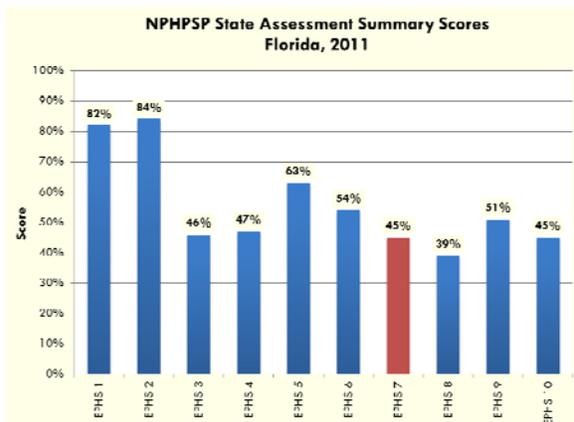
- Design and deploy communication and marketing plan to educate public and policymakers on regulatory aspects of public health
- Conduct systematic assessment of administrative processes to ensure they are customer-centered for convenience, cost and quality

ESSENTIAL PUBLIC HEALTH 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 in 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.

Overall Score: 45
Rank: 8th/9th out of 10 (tie)
Status: Moderate Activity



Performance Scores by Model Standard for EPHS 7

Standard	Score	Status
7.1 Planning and Implementation – The state public health system assesses the availability of personal health care services for the state’s population and works collaboratively with state and local partners to assure that the entire state population has access to high quality personal health care.	37	Moderate Activity
7.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for local efforts to identify underserved populations and develop innovative approaches for meeting their health care needs.	39	Moderate Activity
7.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in the provision of personal health care to the state’s population. Members of the state public health system actively use the information from these reviews to continuously improve the quality of its efforts to link people to needed personal health services.	50	Moderate Activity
7.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to assure the provision of health care to meet the needs of the state’s population.	56	Significant Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 7:

- Statewide assessment of availability of personal health care services
- Policymakers kept informed of barriers to accessing health care services
- Healthy Start screening criteria
- Public health preparedness and emergency plans include assessments of vulnerable populations and their needs

STRENGTHS of state public health system in EPHS 7:

- Collaboration with health care providers to assure access to health care
- Assist local public health systems to identify barriers, develop partnerships, design health care delivery systems and optimize access to personal health care services
- Seek and use input on accessibility and availability of services from consumers of personal health care services
- Workforce skilled in linking people to services and managing quality improvement programs for health care programs/providers
- Local assessments conducted regularly to assess health care service needs
- Volunteer medical service provider programs deliver many services

CHALLENGES of state public health system in EPHS 7:

- Sharing system-wide resources to increase access to services
 - Delivering health care services locally when otherwise not available
 - Budget cuts
 - Sharing data on health care services, providers, shortage areas
 - Fragmented system
 - Lack of medical home
 - Linking to and/or providing health, dental and social services in rural areas
- Understanding the extent of health care needs of vulnerable populations including homeless

STRATEGIES for improvement:

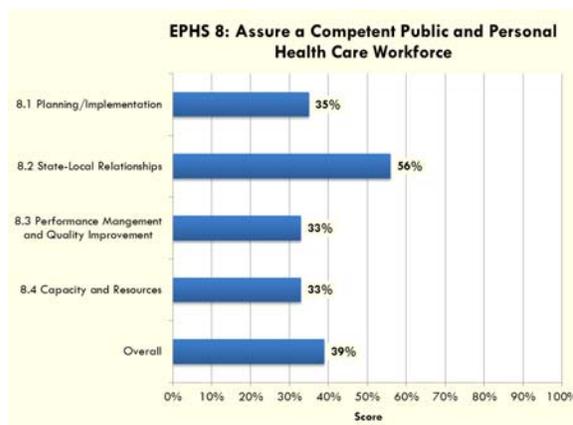
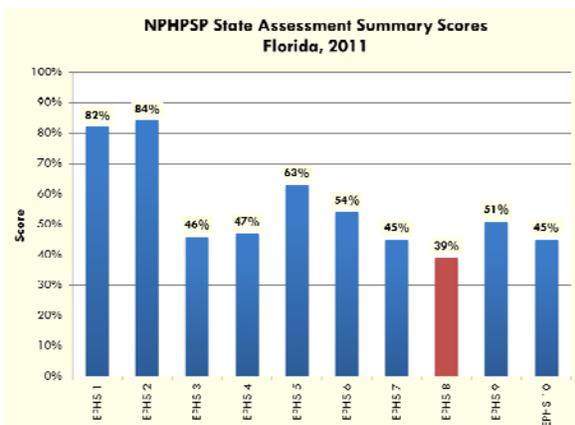
- Convene statewide workgroup to address disparities
 - Investigate feasibility of integration of complementary programs and services to optimize resources, eliminate duplication and leverage assets
 - Develop plan to solicit and incorporate input and perspectives of customers into service plans
- Create state profile of health care resources, health care services needs

ESSENTIAL PUBLIC HEALTH SERVICE 8 – ASSURE A COMPETENT PUBLIC AND PERSONAL HEALTH CARE WORKFORCE

This service includes:

- Education, training, development, and assessment of health professionals—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.

Overall Score: 39
Rank: 10th of 10
Status: Moderate Activity



Performance Scores by Model Standard for EPHS 8

Standard	Score	Status
8.1 Planning and Implementation – The state public health system identifies the public health workforce needs of the state and implements recruitment and retention policies to fill those needs. The public health workforce is the array of personnel providing population-based and personal (clinical) health services in public and private settings across the state, all working to improve the public’s health through community prevention and clinical prevention services. The state public health system provides training and continuing education to assure that the workforce will effectively deliver the Essential Public Health Services.	35	Moderate Activity
8.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for local efforts to assure a competent population-based and personal health care workforce.	56	Significant Activity
8.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in assuring a competent population-based and personal care workforce. Members of the state public health system actively use the information from these reviews to continuously improve the quality of workforce development efforts.	33	Moderate Activity
8.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to assure a competent population-based and personal health care workforce.	33	Moderate Activity

Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%

BEST PRACTICES of state public health system in EPHS 8:

- Standards and mechanisms in place to assure that regulated professionals meet all competencies required by law
- Conducting workforce assessment in 2011 that will result in workforce development plan for Department of Health
- Regularly conduct employee satisfaction surveys

STRENGTHS of state public health system in EPHS 8:

- Provide some life-long learning opportunities for workforce including pre-service and in-service education programs.
- State lab personnel who have acquired advanced degrees through state tuition assistance/waiver programs have paid back with loyalty
- Scholarship and tuition forgiveness programs for nurses

CHALLENGES of state public health system in EPHS 8:

- Managing workforce development resources by dedicating resources to high priority areas, developing new resources and seeking new funding sources
- Developing training programs to enhance skills in the areas of leadership, information technologies, core functions of public health, and technical skills in health occupations
- Budget cuts
- Maintaining up-to-date technology for learning management system
- Fragmented approach to training, recruitment, and retention of employees
- Outdated position descriptions
- Providing training for entry-level and support functions workforce
- Research to practice findings are slow to emerge
- Quality of available training materials, mechanisms is in question; not evaluated
- Determining who delivers health education and health promotion services across the system and their qualifications, competencies, and work quality
- Need more instructional design professionals who can interpret and align training with public health competencies

STRATEGIES for improvement:

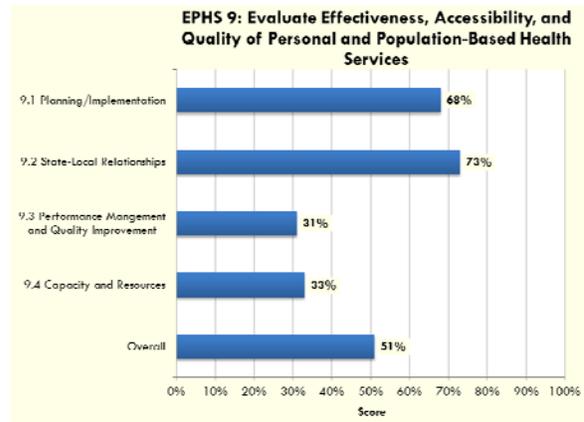
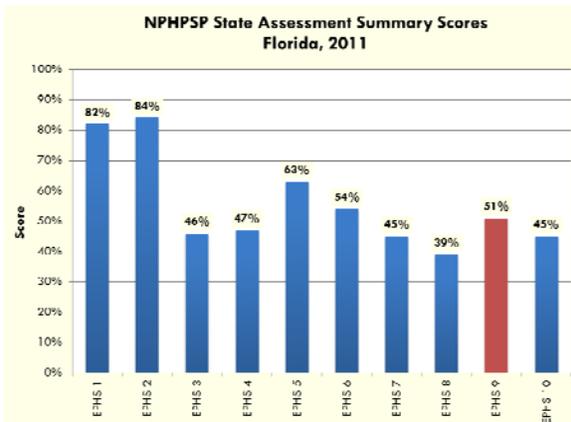
- Develop succession plan for health care workforce
- Develop core competencies for public health workforce
- Provide resources for leadership development in public health
- Assure that employees have Individual Development Plans
- Link local and state public health workforce with academic institutions for continuing education opportunities, resources, internships
- Leverage county health department consortia system to disseminate training, leadership opportunities

ESSENTIAL PUBLIC HEALTH SERVICE 9 – ASSURE A COMPETENT PUBLIC AND PERSONAL HEALTH CARE WORKFORCE

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.

Overall Score: 51
Rank: 5th of 10
Status: Significant Activity



Performance Scores by Model Standard for EPHS 9		
Standard	Score	Status
9.1 Planning and Implementation – The state public health system conducts evaluations to improve the effectiveness of population-based services and personal health services within the state. Evaluation is considered a core activity of the public health system and essential to understand how to improve the quality of services to the state’s population. Routine evaluations identify strengths and weaknesses in programs, services and the public health system overall and are actively used in quality and performance improvement.	68	Significant Activity
9.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for local efforts to evaluate the performance and effectiveness of population-based programs, personal health services, and local public health systems.	73	Significant Activity
9.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in evaluating the effectiveness, accessibility, and quality of population-based programs, personal health services, and public health systems. Members of the state public health system actively use the information from these reviews to continuously improve the quality of evaluation efforts.	31	Moderate Activity
9.4 Public Health Capacity and Resources – The state public health system effectively invests in and utilizes its human, information, organizational and financial resources to evaluate the effectiveness, accessibility, and quality of population-based and personal health services. Evaluations are appropriately resourced so they can be routinely conducted.	33	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 9:

- Florida Department of Health quality improvement process that evaluates, shares results and monitors actions for outcomes at county health department level
- Florida Department of Health's participation in Centers for Disease Control and Prevention's National Public Health Improvement Initiative grants
- Florida Department of Health's use of County Snapshot process to monitor processes and outcomes in county health departments

STRENGTHS of state public health system in EPHS 9:

- Use standards to assess performance of state public health system
- Use of national standards to evaluate personal health care services
- Provides technical assistance to evaluate performance of local public health systems
- Monitoring of some multi-year programs to assure focus on achieving objectives

CHALLENGES of state public health system in EPHS 9:

- Developing, administering and monitoring of results of customer satisfaction studies
- Inconsistencies and variations in evaluation approaches across programs
- Managing and sharing of evaluation resources and results
- Lack of resources for evaluation
- Delays, lack of access to emerging best/promising practices
- Workforce reductions
- Readiness for national voluntary public health agency accreditation

STRATEGIES for improvement:

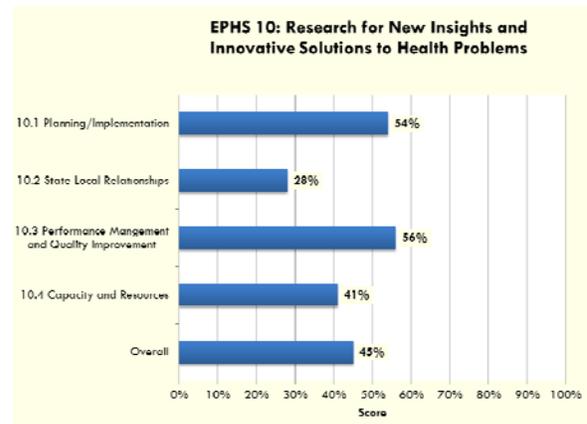
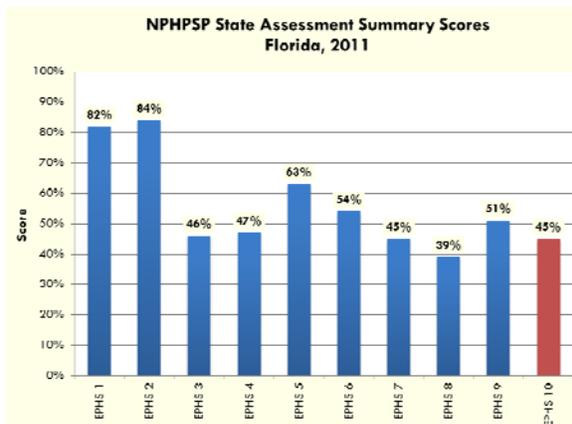
- Develop plan to implement and monitor progress in addressing challenges and implementing strategies as identified in state public health system assessment using National Public Health Performance Standards
- More fully develop Department of Health's performance management system
- Create sustainable resources, technical assistance for county health departments seeking national voluntary agency accreditation

ESSENTIAL PUBLIC HEALTH SERVICE 10 – EVALUATE EFFECTIVENESS, ACCESSIBILITY, AND QUALITY OF PERSONAL AND POPULATION-BASED HEALTH SERVICES

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.

Overall Score: 45
Rank: 8th/9th out of 10 (tie)
Status: Moderate Activity



Performance Scores by Model Standard for EPHS 10		
Standard	Score	Status
10.1 Planning and Implementation – The state public health system contributes to public health science by identifying and participating in research activities that address new insights in the implementation of the EPHS. State public health system organizations foster innovation by continuously using best scientific knowledge and new knowledge about effective practice in their work to improve the health of the state’s population.	54	Significant Activity
10.2 State-Local Relationships – The state public health system works with local public health systems to provide assistance, capacity building, and resources for local efforts to carry out research for new insights and innovative solutions to health problems.	28	Moderate Activity
10.3 Performance Management and Quality Improvement – The state public health system reviews the effectiveness of its performance in conducting and using research for new insights and innovative solutions to health problems. Members of the state public health system actively use the information from these reviews to continuously improve the quality of research efforts.	56	Significant Activity
10.4 Public Health Capacity and Resources – The state public health system effectively invests in, manages and utilizes its human, information, organizational and financial resources for the conduct of research to meet the needs of the state’s population.	41	Moderate Activity
Optimal Activity 76-100%, Significant Activity 51-75%, Moderate Activity 26-50%, Minimal Activity 1-25%, No Activity 0%		

BEST PRACTICES of state public health system in EPHS 10:

- Several county health departments have earned the designation of academic health departments
- Florida Department of Health Office of Public Health Research achieved national accreditation
- Numerous Florida Department of Health, Environmental Health programs have published research findings
- Florida's State University System schools and colleges of public health, medicine, nursing and related fields receive millions of dollars in extramural funding for research

STRENGTHS of state public health system in EPHS 10:

- State public health system partners have expertise to assist and involve local public health systems in research projects
- Strong partnerships among Florida's universities and institutions of higher learning and the practice community
- Expertise in research methods, subject matter

CHALLENGES of state public health system in EPHS10:

- Sharing of system-wide resources for research
- Need mechanisms to invest in analytical tools for research
- Public health research agenda not in written format nor widely shared with partners
- Budget cuts, workforce reductions
- Research not viewed as priority in county health departments

STRATEGIES for improvement:

- Create strategic plan for research
- Plan to capitalize on relationships among county health departments, institutions of higher learning, and research organizations
- Centralized database for locating research opportunities, grant funding