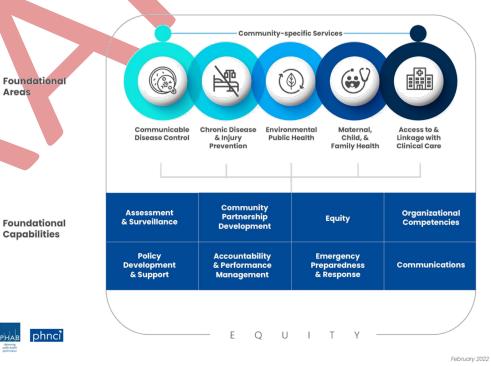
Proposed Accreditation Standards & Activities Version 2, Updated May 2023 for Public Comment

The proposed standards and activities resulted from the Phase 3 implementation of the North Carolina Local Health Department Accreditation program's strategic revisions. The workgroup that developed the standards included state, local, and program staff. The intent of the proposed changes is to allow flexibility in broadly meeting the requirements of the activities, reduce duplication, eliminate activities that do not influence health outcomes and organizational performance, better align with PHAB, and reflect the changes to the practice of public health over the past 20 years. These draft activity changes require review and formal rules adoption before going into effect. The following pages present the draft activities with additional intent statements and examples for context. The specific documentation requirements of each activity are not yet drafted.

The standards are structured using the framework of the Foundational Public Health Services (FPHS) as pictured to the right. The standards come from the 8 Foundational Capabilities, while examples represent the department's work in the Foundational Areas. Current rules will be rewritten to codify the proposed changes.

The FPHS were introduced in 2013 and last revised in 2022. The framework includes a list of capacities, skills, programs, and services that should be found in every local health department (LHD). Using this framework allows accreditation to better reflect the national consensus of what is included in the practice of public health. The proposed benchmarks are informed by the foundational capabilities, with examples from foundational areas incorporated throughout.

Foundational Public Health Services



Proposed Standards

Standard A: Assessment & SurveillanceStandard B: Community Partnership DevelopmentStandard C: CommunicationsStandard D: Emergency Preparedness & ResponseStandard E: EquityStandard F: Organizational Workforce Development & Human ResourcesStandard G: Organizational Leadership, Governance, & Legal ServicesStandard H: Organizational FacilitiesStandard I: Organizational Finance & ITStandard J: Accountability & Performance ManagementStandard K: Policy Development & Support

Stand	Standard A: Assessment & Surveillance, 5 Activities				
#	Activity Language v1	Activity Language v2	Intent Statement & Context		
	(posted April 2023)	(updated May 2023)			
A1	Conduct a collaborative process to complete community health assessment	Conduct a community health assessment process	<i>The purpose of the activity</i> is to show the process used by the department to conduct the Community Health Assessment (CHA). The CHA determines the public health needs of the jurisdiction served by the health department. The assessment uses data and community input to develop priorities that guide the CHIP (see B3) and other agency services and programs. <i>Examples</i> could include meeting records, procedures, and flowcharts. <i>Crosswalk</i> to old activities: 1.1, 1.3		
A2	Collect public health and related data that guides planning and decision making	Collect and use public health primary data to guide LHD programs and services	 <i>The purpose of the activity</i> is to show how the department collects data needed to guide the programs and services it provides, including having appropriate personnel and technology. <i>Examples</i> could include description of technology and personnel, various data sets, surveys conducted, and data showing the need for new services. <i>Crosswalk</i> to old activities: 3.1, 4.1, 4.2, 4.3 		
A3	Interpret and use data from a variety of sources to describe the health and well- being of a community	Collect and use secondary data to describe the health and well-being of the community	 The purpose of the activity is to show how the department analyzes and uses data, including disaggregated data, to describe the health status of the community and populations served. Examples could include records of data analyses and reviews, reports, and white papers. Crosswalk to old activities: 3.1 		
<u>44</u>	Actively share data and information with the public and community partners	(moved to Standard C: Commu	nications)		
A4	Access and utilize laboratory services capable of meeting routine and emergency diagnostic and surveillance needs	Provide or assure that the LHD has access to laboratory services for disease surveillance and detection	<i>The purpose of the activity</i> is to show the department's access to laboratory services during normal and emergency operations. <i>Examples</i> could include a list of labs used, labs services provided by the department, and MOUs. <i>Crosswalk</i> to old activities: 8.1, 8.2, 8.3, 8.4		
A5	Participate in or support surveillance systems to rapidly detect emerging health issues and threats	Contribute to surveillance systems to detect emerging health issues and threats by reporting public health data to applicable agencies	<i>The purpose of the activity</i> is to show how the department is engaging with appropriate surveillance systems (e.g. local and state) to detect and report public health outbreaks or emergencies. <i>Examples</i> could include dashboards, reporting systems, and system tests. <i>Crosswalk</i> to old activities: 2.3, 2.4, 4.1, 4.2		

Proposed Accreditation Standards (05-2023)

Sta	Standard B: Community Partnership Development, 3 Activities				
#	Activity Language v1 (posted April 2023)	Activity Language v2 (updated May 2023)	Intent Statement & Context		
B1	Participate actively with community partners	Engage community partners to develop and implement LHD and community-based programs, services, or strategies	 <i>The purpose of the activity</i> is to show how the health department is engaging with community groups and partners in order to improve the health of the community. This specifically includes engaging with high-risk populations and cross-sector partnerships. <i>Examples</i> could include collaboration activities and reports, member lists, emails, and other communications. <i>Crosswalk</i> to old activities: 11.1, 11.2, 12.1, 13.1 		
B2	Identify and engage populations most impacted by inequities	Implement strategies to identify and engage populations experiencing health disparities or lacking access to care	 <i>The purpose of the activity</i> is to show how the department seeks out and works with populations that have been impacted by inequity. <i>Examples</i> could include outreach efforts, surveys, gap analysis, and communications. <i>Crosswalk</i> to old activities 11.1, 11.2, 21.4 		
В3	Engage members of the community and multi-sector partners in a community health improvement process.	Engage community representatives in a community health improvement process	 <i>The purpose of the activity</i> is to show how the department works with the community to develop and implement the Community Health Improvement Plan (CHIP). The CHIP operationalizes the priorities of the CHA and community members should be engaged in the development and implementation of the CHIP. <i>Examples</i> could include CHIP workgroups, meeting records, and communications. <i>Crosswalk</i> to old activities: 11.2, 12.2, 12.3, 22.1 		

Sta	tandard C: Communications, 6 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
C1	Provide ongoing, non-emergency communication outside the health department	Provide communication about public health issues and topics to the community	 <i>The purpose of the activity</i> is to show how the department communicates with the people they serve by disseminating public health information. <i>Examples</i> could include various types of communication efforts, web postings, shared information, and media used to reach target audiences. <i>Crosswalk</i> to old activities: 9.1, 9.5 	
C2	Tailor communications and communications mechanisms for various audiences	Tailor and distribute communications to reach target audiences in the LHD jurisdiction	<i>The purpose of the activity</i> is to show how the department ensures that communications are written and shared to meet the needs of the variety of populations in the jurisdiction. <i>Examples</i> could include procedures, communications shared, digital accessibility assessment of communication materials, interpretation, and translation services. <i>Crosswalk</i> to old activities: 9.6, 30.3	
C3	Actively share data and information with the public and community partners <i>(moved from Standard A:</i> <i>Surveillance and Assessment)</i>	Share data about the health and well-being of the LHD jurisdiction with the public and community partners	<i>The purpose of the activity</i> is to show how the department distributes public health data to partners, decision-makers, and/or the general public. Data showing the health of a community can be used to inform the community and support change. <i>Examples</i> could include distribution lists and methods used to share data. <i>Crosswalk</i> to old activities: 2.1, 9.1, 9.2, 9.3	
C4	Maintain communication partnerships to promote public health messages	Maintain communication and media partnerships to promote public health messages	<i>The purpose of the activity</i> is to show how the department works with partners and the media to get public health information to the appropriate audiences. <i>Examples</i> could include a list of partnerships, communications with the partnership, and communications from the partnership. <i>Crosswalk</i> to old activities: 9.1	
C5	Deliver a proactive health education/health communication strategy to encourage actions to promote health	Implement a health education strategy that promotes community well- being	<i>The purpose of the activity</i> is to show how the department designs communications to promote healthy living by giving individuals the information they need to form healthy choices and behaviors. <i>Examples</i> could include strategy development, implementation, and information shared. <i>Crosswalk</i> to old activities: 10.1, 10.2, 21.1, 21.2	
C6	Develop and implement a risk communication strategy	Maintain a strategy to communicate urgent public health risks to the community.	<i>The purpose of the activity</i> is to show how the department will provide accurate and timely communication to the public during a crisis, outbreak, or any other situation that could affect the health of the community. <i>Examples</i> could include a risk communication plan, implementation activities, and communication records. <i>Crosswalk</i> to old activities: 5.3	

Sta	Standard D: Emergency Preparedness & Response, 6 Activities			
#Activity Language v1Activity Language v2Intent Statement & Context		Intent Statement & Context		
	(posted April 2023)	(updated May 2023)		
D1	Develop, exercise, and maintain preparedness and response strategies and plans	Maintain and test preparedness and response plans	<i>The purpose of the activity</i> is to show how the department maintains plans for emergency operations, how the plan is tested, and how it is updated. <i>Examples</i> could include Emergency Operations Plans (EOP) testing and review/revisions. <i>Crosswalk</i> to old activities: 6.2, 6.3, 7.4, 7.6	
D2	Activate personnel and communications systems in the event of a public health crisis to coordinate with partners	Activate LHD personnel and communications systems in the event of a declared emergency in coordination with response partners	 <i>The purpose of the activity</i> is to show how the department implements its response system during a public health emergency. <i>Examples</i> could include records of plan implementation, emergency operations center records, communications with staff and partners, and system testing. <i>Crosswalk</i> to old activities: 5.2, 5.3, 6.1, 7.5, 7.7 	
D3	Maintain continuity of operations	Maintain LHD continuity of operations during a declared emergency	<i>The purpose of the activity</i> is to show how the department continues to provide public health services during an emergency, natural disaster, or disruption to normal service delivery. <i>Examples</i> could include continuity of operations plan implementation and testing. <i>Crosswalk</i> to old activities: none	
D4	Establish and promote community readiness, resilience, and preparedness	Inform and promote community preparedness in the event of a declared emergency	 The purpose of the activity is to show how the department works with the community and partners to prepare the community for an emergency. Examples could include communications or community education, EOP elements on readiness, and partner/media collaboration. Crosswalk to old activities: none 	
D5	Issue and enforce emergency health orders	Enforce orders issued under the authority of the local health director as set forth in G.S. 130A	<i>The purpose of the activity</i> is to show the department's process for issuing and enforcing a health order during an emergency. This is beyond normal compliance measures (K1). <i>Examples</i> could include copies of orders issued, policies, and protocols. <i>Crosswalk</i> to old activities: 17.3, 18.1, 18.2	
D6	Be notified of and respond to events on a 24/7 basis	Demonstrate the ability for the LHD to be notified of and respond to imminent hazards on a 24 hours per day seven days per week basis	<i>The purpose of the activity</i> is to show how the department receives notifications of an event that calls for an urgent public health response. <i>Examples</i> could include emergency contacts, protocols on how to receive notifications, after hours communications, and response records. <i>Crosswalk</i> to old activities: 5.1	

Star	Standard E: Equity, 3 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
E1	Equity Plan - Create accountability structures and internal and external equity-related metrics to measure the equity impact of an agency's efforts and performance	Develop LHD strategies and metrics that address structural or social determinants of health	 <i>The purpose of the activity</i> is to show how the department plans for and measures improvements to root causes that contribute to disparities. This can include external and/or internal operations. <i>Examples</i> could include an agency plan, components of a CHIP, and records of implementation. <i>Crosswalk</i> to old activities: none 	
E2	Provide education to cultivate a culture of equity and drive improvement in equity metrics	Provide LHD workforce training on equity-related topics	 The purpose of the activity is to develop staff knowledge around equity issues and bring progress to implementing equity strategies. Examples could include education plans, training activities, education materials, and attendance records. Crosswalk to old activities: 26.3 	
E3	Demonstrate how initiatives within the Foundational Areas advanced the agency's equity efforts	Implement equity strategies within the Foundational Areas	<i>The purpose of the activity</i> is to provide examples of how the department has implemented equity components across different foundational areas throughout the health department. These examples can include reference to E1 strategies. <i>Examples</i> could include equity activities in programs including communicable disease control, environmental health, maternal and child health, access to care, chronic disease/injury prevention, and other programs with equity efforts. <i>Crosswalk</i> to old activities: none	

Sta	Standard F: Organizational Workforce Development & Human Resources, 4 Activities				
#	Activity Language v1	Activity Language v2	Intent Statement & Context		
	(posted April 2023)	(updated May 2023)			
F1	Develop and implement human resource policies	Maintain and comply with human resource policies related to grievances, performance review, job qualifications	 <i>The purpose of the activity</i> is to show that the department has adopted personnel policies, through the department or county, that direct the human resource function. <i>Examples</i> could include the department's human resources manual that includes policies and procedures on orientation/onboarding, evaluation, disciplinary action, and termination. <i>Crosswalk</i> to old activities: 15.5, 16.1, 16.2, 16.3, 23.1, 23.2, 23.3, 24.3, 30.5 		
F2	Develop and implement a plan to recruit and hire a workforce that reflects the community served	Develop and implement a plan to recruit and hire a workforce that represents various demographic characteristics of the community served by the LHD	 The purpose of the activity is to show how the department considers who is and is not represented in the current workforce and makes plans as appropriate to diversity recruitment and hiring efforts. Demographics could include characteristics such as age, gender, race, geographic location, education, and more. Examples could include demographic analyses, recruitment plans, hiring records, and relevant elements of the workforce development plan. Crosswalk to old activities: 16.1, 19.2, 26.1, 26.2 		
F3	Develop and implement a workforce development plan	Develop and implement a workforce development plan that addresses how the LHD will recruit and retain the workforce necessary to carry out its programs and services	 <i>The purpose of the activity</i> is to show that the department has an implemented plan that states how workforce gaps are determined, how employee competencies are determined and addressed, and how the workforce is supported by the agency. <i>Examples</i> could include a department workforce development plan with associated policies and procedures. <i>Crosswalk</i> to old activities: 24.2 		
F4	Provide professional development opportunities to staff	Provide professional development to the LHD workforce, including opportunities for on-the-job training and continuing education	<i>The purpose of the activity</i> is to show how the department offers education and training to all levels of staff, from leadership to frontline employees. <i>Examples</i> could include, training policies and procedures, records of training offered and attended, and department training programs. <i>Crosswalk</i> to old activities: 24.1, 25.1		

Sta	Standard G: Organizational Leadership, Governance, & Legal Services, 5 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
G1	Provide public health expertise throughout jurisdiction	Share public health needs with elected officials and partners	 The purpose of the activity is to show how the department acts as a public health resource for other organizations in its jurisdiction. Examples could include communications/emails and records of providing public health expertise. Crosswalk to old activities: 14.1, 40.1 	
G2	Define a strategic direction for public health initiatives	Define a strategic direction and priorities for LHD services, programs, and initiatives	 The purpose of the activity is to show how the department develops and implements its strategic plan. Examples could include the strategic plan, list of the strategies/priorities, records of plan development, and implemented activities. Crosswalk to old activities: 15.1 	
G3	Maintain and engage with appropriate governing entities about the department's public health legal authorities	Educate governing entities on their public health roles, responsibilities, and legal authority	 <i>The purpose of the activity</i> is to show how the department works with the Board of Health to fulfill its legal roles and responsibilities. <i>Examples</i> could include trainings for the Board of Health, a Board of Health orientation, presentations on roles and authority of the Board of Health, and communications with the governing entity. <i>Crosswalk</i> to old activities: 34.1, 35.1, 36.1, 36.2, 40.2 	
G4	Access and use legal services in planning, implementing, and enforcing public health initiatives	Ensure access to legal services to create, implement, or enforce applicable laws	<i>The purpose of the activity</i> is to show how the department has access to and uses legal counsel when needed. <i>Examples</i> could include the availability of legal counsel, use of legal counsel, MOUs, records of consultation, and communication with legal counsel. <i>Crosswalk</i> to old activities: 34.2, 34.3, 34.4	
G5	Develop and implement a plan to recruit and elect representatives on public health boards and councils that reflects the community served	Develop and implement a plan to recruit members of public health boards and councils that represent various demographic characteristics of the community served by the LHD	 <i>The purpose of the activity</i> is to show how the department seeks Board of Health members that represent the populations served. Demographics could include characteristics such as age, gender, race, employment status, geographic location, education, and more. <i>Examples</i> could include demographic analyses, an agency plan, appointment methods, and meeting minutes. <i>Crosswalk</i> to old activities: 19.2 	

Star	Standard H: Organizational Facilities, 5 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
H1	Procure and adequately maintain space for services, programming, and emergency response	Maintain access to facilities that meet the need for services, programming, or emergency response	 <i>The purpose of the activity</i> is to show how the department assesses and advocates for the facilities needed to provide services and respond to emergencies. <i>Examples</i> could include facility assessments, records of facility improvements, and communications on facility needs. <i>Crosswalk</i> to old activities: 30.8 	
H2	Provide safe and secure physical facilities and services	Maintain safe, clean, and secure facilities	 <i>The purpose of the activity</i> is to show how the department maintains facilities to provide a safe, clean, and secure environment for employees, clients, and visitors. <i>Examples</i> could include maintenance records, policies, and protocols. <i>Crosswalk</i> to old activities: 30.1, 30.3, 30.6, 31.6 	
Н3	Have and enforce policies and procedures for infection control and cleanliness	Implement policies for maintenance and cleanliness of equipment in accordance with manufacturing requirements	 <i>The purpose of the activity</i> is to show how the department follows its procedures to prevent the spread of infection. <i>Examples</i> could be policies, protocols, and records demonstrating that the policies are being followed. <i>Crosswalk</i> to old activities: 30.7 	
H4	Maintain and improve accessibility of facilities	Maintain and improve physical accessibility of facilities	 <i>The purpose of the activity</i> is to show how the department assesses and strives to develop, maintain, and improve accessibility of facilities. <i>Examples</i> could include facilities assessment reports, requests for facility repairs/upgrades, and efforts to make facilities accessible. <i>Crosswalk</i> to old activities: 30.2 	
Н5	Require tobacco-free facility and grounds	Advocate for and implement tobacco-free facilities	 <i>The purpose of the activity</i> is to show that the department has achieved or is working toward the implementation of tobacco-free status for buildings, grounds, and vehicles. <i>Examples</i> could include policies, resolutions, Board of Health/County Commissioner minutes, and signage. <i>Crosswalk</i> to old activities: 30.9, 30.10 	

Sta	Standard I: Organizational Finance & IT, 5 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
11	Establish an accountable budgeting, auditing, billing, and financial system	Adhere to a budgeting, auditing, billing, and financial policy	 <i>The purpose of the activity</i> is to show that the department has or is part of a financial system that includes a process for approving the budget, annual financial auditing, and finance policies. This can be a health department, district, or county system. <i>Examples</i> could include financial manuals and policies. <i>Crosswalk</i> to old activities: 33.2, 33.3, 33.4, 33.6, 39.2, 39.3 	
12	Seek needed resources to support ongoing and emergent needs according to data	Seek resources to support programs, services, and interventions according to data	<i>The purpose of the activity</i> is to show how the department seeks financial resources needed to provide the services and programs to meet identified needs. <i>Examples</i> could include communications at the national, state, and local level seeking/requesting funds, foundation/grant applications, and advocacy efforts of partners and the NCALHD. <i>Crosswalk</i> to old activities: 33.1, 39.1	
13	Leverage funding and ensure resources are allocated to address equity and social determinants of health	Leverage funding and resources to address social determinants of health	 The purpose of the activity is to show how the department seeks resources to speak to equity needs and to improve health determinants. <i>Examples</i> could include funding requests, grants received, funded equity activities, and budget line items for equity. <i>Crosswalk</i> to old activities: 32.2, 32.3 	
I4	Procure and maintain the hardware and software needed to access electronic health information to support the department's operations and analysis of health data	Procure and maintain the hardware and software needed to support the LHD's operations	 The purpose of the activity is to show that the department has the computer/electronic equipment and programs needed to provide services and maintain access to secure data. Examples could include inventories of equipment, requests for equipment, assessments/survey, software needs, and upgrades and communications with IT. Crosswalk to old activities: 30.4, 32.4 	
15	Have proper systems and controls in place to keep health and human resources data confidential and maintain security of IT systems	Maintain an IT system that is secure and protects confidentiality	 The purpose of the activity is to show how the department maintains the security of all protected employee and client information. Examples could include policies/procedures, records of data handling, security measures, and requests for support or upgrades. Crosswalk to old activities: none 	

Sta	Standard J: Accountability & Performance Management, 5 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
J1	Establish, maintain, and revise public health agency policies that are grounded in law (when relevant)	Establish, maintain, and revise LHD organizational policies and operational procedures	 <i>The purpose of the activity</i> is to show how the department creates and updates policies that protect the public's health. <i>Examples</i> could include a policy on policies, policy manuals, review and revision logs, and procedures for policy development. <i>Crosswalk</i> to old activities: 15.2, 15.3, 15.4, 15.6, 31.1, 37.2 	
J2	Perform according to accepted standards in accordance with policies and laws	Ensure LHD operations adhere to laws and rules	 <i>The purpose of the activity</i> is to show how the department enforces public health laws and policies, as required by NC statute and rule and by local ordinances. <i>Examples</i> could include program guides, use of program consultants, consultation with the UNC School of Government or other academic institutions, communications with DPH legal counsel, and program implementation and reports. <i>Crosswalk</i> to old activities: 17.1, 17.2, 22.2, 22.3 	
J3	Maintain a performance management system	Maintain a performance management system to improve LHD services and programs	 The purpose of the activity is to show how the department implements and maintains a system to measure performance, including use of platforms like VMSG and Clear Impact Scorecard. Examples could include defining the performance management system for the department, performance measures – criteria, selection and tracking, system records, and performance methods/platforms used. Crosswalk to old activities: none 	
J4	Identify and use applicable research and practice-based information	Identify and use public health practice-based research and information	 <i>The purpose of the activity</i> is to show how the department integrates research findings and promising/best practices into its operations. <i>Examples</i> could include research done for programs/services, implementation of a best practice, and use of research findings and reports. <i>Crosswalk</i> to old activities: 10.3, 10.4, 25.2, 28.1 	
J5	Maintain organization-wide use of quality improvement tools and methods	Use quality improvement methods to optimize organization efficiency	 <i>The purpose of the activity</i> is to show how the department implements agency-wide quality improvement (QI) and what methods are used for QI projects and initiatives. <i>Examples</i> could include a QI plan, QI methods and tools used, QI project records, training and education, and selection of QI projects. <i>Crosswalk</i> to old activities: 27.3 	

Sta	Standard K: Policy Development & Support, 3 Activities			
#	Activity Language v1	Activity Language v2	Intent Statement & Context	
	(posted April 2023)	(updated May 2023)		
K1	Enforce compliance with public health regulations	Enforce applicable laws and rules	 <i>The purpose of the activity</i> is to show how the department fulfills one of its legal obligations to enforce regulations. <i>Examples</i> could include issuance of quarantine/isolation orders, septic failures, and restaurant inspections. <i>Crosswalk</i> to old activities: 7.3, 18.1, 18.2, 18.3, 18.4 	
K2	Examine and contribute to local policies, rules, or ordinances that can improve health	Review local ordinances, Board of Health rules, or policies to improve the health of the community	 <i>The purpose of the activity</i> is to show how the department is involved in the identification and implementation of external public health policy or rules in the jurisdiction served. <i>Examples</i> could include smoke-free workplaces, dangerous dog/exotic animal ordinances, and mass gatherings. <i>Crosswalk</i> to old activities: 14.2, 14.3, 14.4 	
К3	Examine and contribute to state- level rules, policies, or laws	Contribute to the review, revision or adoption of state laws to improve the health of the community	<i>The purpose of the activity</i> is to show how the department is providing input on public health policy or laws that are implemented at the state level. <i>Examples</i> could include working on vaping laws in restaurants, reviewing new rules for environmental health, co-authoring a white paper on a program need, participating in NCIOM taskforce, agency communication to state representatives, and serving as a representative in advisory councils. <i>Crosswalk</i> to old activities: 14.2, 14.3, 14.4	