

# OREGON STANDARDS OF EXCELLENCE FOR LOCAL PUBLIC HEALTH

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## PURPOSE OF STANDARDS

The purpose of this document is to clearly identify the operational standards for a comprehensive and fully funded public health system. The standards are intended to promote healthy communities by assisting in the development, improvement and support of the public health system. Standards for public health in Oregon provide a common, consistent and accountable approach to assuring that basic health protection and community health promotion are in place.

The standards are intentionally defined at a minimum level and do not reference specific public health programs but rather performance measures developed to evaluate the public health system. They are stated in broad terms to allow flexibility and individuality in meeting needs with available resources.

Lack of funds can be restrictive in meeting these standards and public health needs. Sufficient resources to achieve these standards are necessary for compliance.

## STATUTORY AUTHORITY

Oregon Revised Statutes 431.330 to 431.350 adopted in 1969, established the Conference of Local Health Officials (CLHO). Specifically, ORS 431.345 identifies the five legislatively required public health services: 1) epidemiology and control of communicable diseases and disorders, 2) parent and child health services, including family planning clinics as described in ORS 435.205, 3) collection and reporting of health statistics, 4) health information and referral services, 5) environmental health services.

This statute permits the Conference to make recommendations to the Oregon Health Authority (OHA) regarding rules and standards. OHA is required to adopt minimum standards, with written approval of the Conference, for local boards of health to qualify for available financial assistance. The minimum standards are to govern:

1. Education and experience for professional and technical personnel employed in local health departments
2. Organization, operation and extent of activities which are required or expected of local health departments to carry out their responsibilities in implementing the public health laws of this state and the rules of the OHA.

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**OREGON LINKS TO NATIONAL STANDARDS FOR PUBLIC HEALTH ACCREDITATION.**

The Public Health Accreditation Board (PHAB) is charged with administering the national public health department accreditation program. PHAB was formed as the non-profit entity to implement and oversee national public health department accreditation, and program development began in May 2007 with the incorporation of PHAB. The accreditation process was developed by the PHAB Assessment Process Workgroup, which included state and local public health professionals, representatives from state-based accreditation programs, representatives from other national accreditation programs, and other technical experts. The standards and measures were the products of months of development by the PHAB Standards Development Workgroup, which included state and local public health professionals, national and federal public health experts, public health researchers, and other technical experts. PHAB's public health department accreditation standards address the array of public health functions set forth in the ten Essential Public Health Services. They are intended to be a guide to best practices for Local Public Health Departments in assuring an adequate operational infrastructure and providing a range of core public health programs and activities. The standards refer to this broad range of work as health department processes, programs, and interventions.

These Minimum Standards for Local Health Departments in Oregon were developed using the PHAB Accreditation Standards & Measures Version 1.0 and additional Oregon-specific requirements were incorporated.

Adopted: October 10, 2012.

**Standard #1: Monitor health status; and conduct and disseminate assessments focused on population health status and public health issues facing the community**

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***1.1 Participate in or conduct a collaborative process resulting in a comprehensive community health assessment.***

**Measures:**

a. Participate in or conduct a local partnership for the development of a comprehensive community health assessment of the population served by the health department

b. Complete a local community health assessment

c. Ensure that the community health assessment is accessible to agencies, organizations, and the general public

**Guidance:**

The purpose of the community health assessment is to learn about the health status of the population. Community health assessments describe the health status of the population, identify areas for health improvement, determine factors that contribute to health issues, and identify assets and resources that can be mobilized to address population health improvement. Community health assessments are developed at the Tribal, state, and local levels to address the health of the population in the jurisdiction served by the health department.

A community health assessment is a collaborative process of collecting and analyzing data and information for use in educating and mobilizing communities, developing priorities, garnering resources, and planning actions to improve the population's health. The development of a population health assessment involves the systematic collection and analysis of data and information to provide the health department and the population it serves with a sound basis for decision-making and action. Community health assessments are conducted in partnership with other organizations and include data and information on demographics; socioeconomic characteristics; quality of life; behavioral factors; the environment (including the built environment); morbidity and mortality; and other social determinants of health status. The local community health assessment will be the basis for development of the local community health improvement plan.

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***1.2 Collect and maintain reliable, comparable, and valid data that provide information on conditions of public health importance and on the health status of the population.***

**Measures:**

a. Maintain a surveillance system for receiving reports 24/7 in order to identify health problems, public health threats, and environmental public health hazards

b. Communicate with surveillance sites at least annually

c. Collect additional primary and secondary data on population health status

d. Provide reports of primary and secondary data to the state health department and Tribal health departments in the state

**Guidance:**

Reliable data are key building blocks of public health. Health departments must gather timely and accurate data to identify health needs, develop and evaluate programs and services, and determine resources. Health departments require reliable and valid data that can be compared between populations and across time. To best use the information available, health departments require a functional system for collecting data within their jurisdiction and for managing, analyzing, and using the data.

***1.3: Analyze public health data to identify trends in health problems, environmental public health hazards, and social and economic factors that affect the public's health.***

**Measures:**

a. Analyze and draw conclusions from public health data

b. Provide public health data to the community in the form of reports on a variety of public health issues, at least annually

**Guidance:**

Data analysis involves the examination and interpretation of data with the goal of drawing conclusions that inform planning, decision making, program development, and evaluation. The purpose of data analysis is to identify and understand current,

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emerging, or potential health problems or environmental public health hazards. Data can identify trends in behaviors, disease incidence, opinions, and other factors that aid in understanding health issues and in designing and evaluating programs and interventions.

***1.4 Provide and use the results of health data analysis to develop recommendations regarding public health policy, processes, programs or interventions.***

**Measures:**

a. Use data to recommend and inform public health policy, processes, programs and/or interventions.

b. Develop and distribute community health data profiles to support public health improvement planning processes at the local level

**Guidance:**

The development of public health policies, processes, programs, and interventions should be informed by the use of public health data. Data should be shared with others so that they can use it for health improvement efforts.

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

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***2.1. Conduct timely investigations of health problems and environmental public health hazards.***

**Measures:**

a. Maintain protocols for investigation process

b. Demonstrate capacity to conduct an investigation of an infectious or communicable disease

c. Demonstrate capacity to conduct investigations of non-infectious health problems, environmental, and/or occupational public health hazards

d. Work collaboratively through established governmental and community partnerships on investigations of reportable/disease outbreaks and environmental public health issues

e. Monitor timely reporting of notifiable/reportable diseases, lab test results, and investigation results

**Guidance:**

The ability to conduct timely investigations of suspected or identified health problems is necessary for the detection of the source of the problem, the description of those affected, and the prevention of the further spread of the problem. When public health or environmental public health hazards are investigated, problems can be recognized and rectified, thus preventing further disease outbreaks or illness.

***2.2 Contain/mitigate health problems and environmental public health hazards.***

**Measures:**

a. Maintain protocols for containment/mitigation of public health problems and environmental public health hazards

b. Demonstrate a process for determining when the All Hazards Emergency Operations Plan (EOP) will be implemented

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c. Complete After Action Reports (AAR) following events (including outbreaks, environmental public health risks, natural disasters, or other events that threaten the public's health)
<b>Guidance:</b>
Health departments must be able to act on information concerning health problems and environmental public health hazards that was obtained through public health investigations. Health departments must have the ability to contain or mitigate health problems and hazards. The containment or mitigation of health problems and environmental public health hazards must be coordinated with other levels of government, other government departments, and other stakeholders.

<b><i>2.3 Ensure access to laboratory and epidemiological/environmental public health expertise and capacity to investigate and contain/mitigate public health problems and environmental public health hazards.</i></b>
<b>Measures:</b>
a. Maintain provisions for 24/7 emergency access to epidemiological and environmental public health resources capable of providing rapid detection, investigation, and containment/mitigation of public health problems and environmental public health hazards
b. Maintain 24/7 access to laboratory resources capable of providing rapid detection, investigation and containment of health problems and environmental public health hazards
c. Maintain access to laboratory and other support personnel and infrastructure capable of providing surge capacity
d. Demonstrate that Tribal, state, and local health departments work together to build capacity and share resources to address Tribal, state, and local efforts to provide for rapid detection, investigation, and containment/mitigation of public health problems and environmental public health hazards
<b>Guidance:</b>
Successful investigation and mitigation of public health problems and environmental hazards will often depend upon laboratory testing, epidemiologist involvement, and environmental public health expertise. These areas of expertise provide vital support to an investigation and are a part of the capacity that a department should have to

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respond to health problems and environmental public health hazards.

***2.4 Maintain a plan with policies and procedures for urgent and non-urgent communications.***

**Measures:**

a. Maintain written protocols for urgent 24/7 communications

b. Implement a system to receive and provide health alerts and to coordinate an appropriate public health response

c. Provide timely communication to the general public during public health emergencies

**Guidance:**

Reliable and timely communications with partners and the public is important to ensure informed and appropriate responses to public health problems and environmental public health hazards.



**Standard #3: Inform, educate, and empower people about health issues.**

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

**Measures:**

a. Provide information to the public on protecting their health

b. Implement health promotion strategies to protect the population from preventable health conditions

**Guidance:**

Health education is an important component of encouraging the adoption of healthy behaviors by the population served by the health department. Health education provides the information needed by the population to improve and protect their health. Health education involves gathering knowledge about the health issue and the target population and sharing that information in a manner and format that can be used effectively by the population.

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

**Measures:**

a. Implement health promotion strategies to protect the population from preventable health conditions

b. Establish and maintain communication procedures to provide information outside the health department

c. Maintain written risk communication plan

d. Make information available through a variety of methods

e. Provide accessible, accurate, actionable, and current information in culturally sensitive and linguistically appropriate formats for populations served by the health department

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**Guidance:**

Health departments must have processes and procedures for communications. Processes and procedures should address both accessing information from outside sources and communicating to people outside of the department. Effective public health communication requires a variety of methods and formats. Health departments should provide information to the public about the mission, processes, programs, and interventions of the health department so that the public understands the role and value of public health in its community and the resources available. Also included are plans to communicate with the public in times of a crisis, disaster, outbreak or other threats to the public's health.

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

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<b><i>4.1 Engage with the Public Health System and the Community in Identifying and Addressing Health Problems Through Collaborative Processes</i></b>
<b>Measures:</b>
a. Establish and/or actively participate in partnerships and/or coalitions to address specific public health issues or populations
b. Link stakeholders and partners to technical assistance regarding models of engaging with the community
<b>Guidance:</b>
Health improvement efforts will be most effective if the community has contributed to the dialogue, deliberated on the options and alternatives, and taken ownership of the decisions. Collaboration with other members of the public health system and with representatives of the community develops a sense of shared responsibility and leads to better coordination of the use of resources. Collaboration provides the health department with various perspectives and additional expertise. Collaboration allows the community's assets to be mobilized and coordinated for increased community efficacy in dealing with public health issues and concerns.

<b><i>4.2 Promote the Community's Understanding of and Support for Policies and Strategies That will Improve the Public's Health</i></b>
<b>Measures:</b>
a. Engage with the community about policies and/or strategies that will promote the public's health
b. Engage with governing entities, advisory boards, and elected officials about policies and/or strategies that will promote the public's health
<b>Guidance:</b>
Community understanding and support is critical to the implementation of public health policies and strategies. Community input and support is an important public health tool in developing and implementing policies and strategies. It is important to gain community input to ensure that a policy or strategy is appropriate, feasible and effective.

### **Standard #5: Develop public health policies and plans**

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#### ***5.1 Serve As a Primary and Expert Resource for Establishing and Maintaining Public Health Policies, Practices, and Capacity***

##### **Measures:**

- a. Monitor and track public health issues that are being discussed by individuals and entities that set public health policies and practices
- b. Engage in activities that contribute to the development and/or modification of public health policy
- c. Inform governing entities, elected officials, and/or the public of potential public health impacts, both intended and unintended, from current and/or proposed policies

##### **Guidance:**

Health departments possess knowledge and expertise on current public health science, evidence-based interventions, and promising practices that are required to develop sound public health policies, practices, and capacities. Health departments should play a central and active role in establishing policies and practices, whenever governing entities, elected officials, and others set policies and practices with public health implications.

#### ***5.2 Conduct a Comprehensive Planning Process Resulting in a Community Health Improvement Plan***

##### **Measures:**

- a. Conduct a process to develop community health improvement plan
- b. Produce a community health improvement plan as a result of a participatory planning process reflective of the community health assessment
- c. Implement elements and strategies of the health improvement plan, in partnership with others
- d. Monitor progress on implementation of strategies in the community health improvement plan in collaboration with broad participation from stakeholders and

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partners
<b>Guidance:</b>
<p>The community health improvement plan is a long-term, systematic plan to address issues identified in the community health assessment. The purpose of the community health improvement plan is to describe how the health department and the community it serves will work together to improve the health of the population of the jurisdiction that the health department serves. The plan is more comprehensive than the roles and responsibilities of the health department alone, and the plan's development must include participation of a broad set of stakeholders and partners. The planning and implementation process is community-driven. The plan reflects the results of a participatory planning process that includes significant involvement by a variety of community sectors. Stakeholders and partners can use a solid community health improvement plan to set priorities, direct the use of resources, and develop and implement projects and programs.</p> <p>The local health department's community health improvement plan addresses the needs of the citizens within the jurisdiction it serves.</p>

<b><i>5.3 Develop and Implement a Health Department Organizational Strategic Plan</i></b>
<b>Measures:</b>
a. Conduct a department strategic planning process
b. Adopt a department strategic plan
c. Implement the department strategic plan
<b>Guidance:</b>
<p>Strategic planning is a process for defining and determining an organization's roles, priorities, and direction over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department. Health department programs may have program-specific strategic plans that complement and support the health department's organizational strategic plan.</p>

<b>5.4 Maintain an All Hazards Emergency Operations Plan</b>
<b>Measures:</b>
a. Participate in the process for the development and maintenance of an All Hazards Emergency Operations Plan (EOP)
b. Adopt and maintain a public health emergency operations plan (EOP)
<b>Guidance:</b>
Health departments play important roles in preparing for and responding to disasters, including preventing the spread of disease, protecting against environmental public health hazards, preventing injuries, assisting communities in recovery, and assuring the quality and accessibility of health and health care services following a disaster. Disasters include: natural disasters (such as floods, earthquakes, and tornadoes), manmade or technological disasters (such as bridge or building collapses, nuclear accidents, and chemical releases), and terrorism (such as anthrax or other biological or chemical terrorism, or bombings). Plans for responding to emergencies are critical to being prepared for effective action during disasters and similar emergency events.

**Standard #6: Inform about and enforce public health laws**

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

**Measures:**

a. Review laws to determine the need for revisions

b. Inform governing entity and/or elected/appointed officials of needed updates/amendments to current laws and/or proposed new laws

**Guidance:**

Public health laws should be current with public health knowledge, practices and emerging issues in public health. Laws may also need to be revised to be current with societal actions and behaviors that place individuals or groups at health risk. Health departments must have the legal capacity to review laws, as well as the ability to assess them for changes. Health departments should collaborate and work with the appropriate entities to effect changes to a law, when needed.

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

**Measures:**

a. Maintain agency knowledge and apply public health laws in a consistent manner

b. Ensure that laws and permit/license application requirements are accessible to the public

c. Provide information or education to regulated entities regarding their responsibilities and methods to achieve full compliance with public health related laws

**Guidance:**

Public health laws impact all members of the community. Health departments have the responsibility to educate the public about public health laws and to inform members of the community about the meaning behind the law, the purpose for the law, the benefits of the law, and compliance requirements. Educational efforts should be aimed at

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individuals and organizations that are a part of the jurisdiction served, including schools, civic organizations, human service organizations, other government units and agencies, and the medical community.

**6.3 Conduct and Monitor Public Health Enforcement Activities and Coordinate Notification of Violations among Appropriate Agencies**

**Measures:**

a. Maintain current written procedures and protocols for conducting enforcement actions

b. Conduct and monitor inspection activities of regulated entities according to mandated frequency and/or a risk analysis method that guides the frequency and scheduling of inspections of regulated entities

c. Follow procedures and protocols for both routine and emergency situations requiring enforcement activities and complaint follow- up

d. Determine patterns or trends in compliance from enforcement activities, and complaints

e. Coordinate notification of violations to the public, when required, and coordinate the sharing of information among appropriate agencies about enforcement activities, follow- up activities, and trends or patterns

**Guidance:**

Health departments have a role in ensuring that public health laws are enforced. In some cases, the health department has the enforcement authority. In other cases, the health department works with those who have the legal authority to enforce the laws. When other state agencies, local departments, or levels of government have enforcement authority, the role of the health department is to collaborate, assist, and share information. In either case, the health department needs to know about enforcement activities and violations in their jurisdiction, since violations and enforcement can impact the public's health. The department should be coordinating and sharing information with agencies that have public health related enforcement authority. The health department is responsible for follow-up communication and education on public health impacts and protection.

As with all of the standards and measures, accountability for meeting the measures



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rests with the health department being reviewed for accreditation. Documentation that provides evidence of meeting the measure must be provided, even if the documentation is produced by a partner organization, another governmental agency, or another level of government, and not by the health department seeking accreditation. The health department must partner with enforcement agencies to ensure that the laws and their enforcement protect and promote the public's health.

**Standard #7: Promote strategies to improve access to health care services.**

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<b><i>7.1 Assess Health Care Service Capacity and Access to Health Care Services</i></b>
<b>Measures:</b>
a. Convene and/or participate in a collaborative process to assess the availability of health care services
b. Identify populations who experience barriers to health care services
c. Identify gaps in access to health care services
<b>Guidance:</b>
Public health services should link with health care services to ensure that there is continuity of services for the population. Health departments should work with the health care system to (1) understand the capacity of the health care system, (2) identify barriers to health care, and (3) identify populations who experience barriers to health care services.

<b><i>7.2 Identify and Implement Strategies to Improve Access to Health Care Services</i></b>
<b>Measures:</b>
a. Convene and/or participate in a collaborative process to establish strategies to improve access to health care services
b. Collaborate to implement strategies to increase access to health care services
c. Lead or collaborate in culturally competent initiatives to increase access to health care services for those who may experience barriers due to cultural, language, or literacy differences
<b>Guidance:</b>
There are many factors that can contribute to lack of access to health care, including insurance status, transportation, travel distance, availability of a regular source of care,

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wait time for appointments, and office wait times. Social conditions also influence access to health care, including education and literacy level, language barriers, knowledge of the importance of symptoms, trust in the health care system, and employment leave flexibility. Once the barriers and gaps in service are identified, strategies may be developed and implemented to address them and improve access to health care services.

At times, the health department may provide direct health care services when other strategies or options are not feasible.

## **Standard #8: Maintain a Competent Public Health Work Force**

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### ***8.1 Encourage the Development of a Sufficient Number of Qualified Public Health Workers***

#### **Measures:**

- a. Establish relationships and/or collaborations that promote the development of future public health workers

#### **Guidance:**

Maintaining a competent public health workforce requires a supply of trained and qualified public health workers sufficient to meet the needs of public health departments. As public health workers retire or seek other employment opportunities, newly trained public health workers must enter the field in such areas as epidemiology, health education, community health, public health laboratory science, public health nursing, environmental public health, and public health administration and management. Every health department has responsibilities for collaborating with others to encourage the development of a sufficient number of public health students and workers to meet the staffing needs of public health departments and other public health related organizations.

### ***8.2 Assess Staff Competencies and Address Gaps by Enabling Organizational and Individual Training and Development***

#### **Measures:**

- a. Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies
- b. Provide leadership and management development activities

#### **Guidance:**

A health department workforce development plan can ensure that staff development is addressed, coordinated, and appropriate for the health department's needs. Staff job duties and performance should be regularly reviewed to note accomplishments and areas that need improvement. This should not be a punitive process but one that

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identifies needs for employee training or education. This approach can provide workforce development guidance for the individual and may point out gaps in competencies and skills for the health department.

**Standard #9: Evaluate and continuously improve health department processes, programs, and interventions**

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***9.1 Use a Performance Management System to Monitor Achievement of Organizational Objectives***

**Measures:**

a. Engage staff at all organizational levels in establishing or updating a performance management system

b. Implement a performance management system

c. Use a process to determine and report on achievement of goals, objectives, and measures set by the performance management system

d. Implement a systematic process for assessing customer satisfaction with health department services

e. Provide staff development opportunities regarding performance management

**Guidance:**

For the health department to most effectively and efficiently improve the health of the population, it is important to monitor the quality of performance of public health processes, programs, interventions and other activities. A fully functioning performance management system that is completely integrated into health department daily practice at all levels includes: 1) setting organizational objectives across all levels of the department, 2) identifying indicators to measure progress toward achieving objectives on a regular basis, 3) identifying responsibility for monitoring progress and reporting, and 4) identifying areas where achieving objectives requires focused quality improvement processes.

Performance management is the practice of actively using performance data to improve the public's health. This practice involves strategic use of performance measures and standards to establish performance targets and goals, to prioritize and allocate resources, to inform managers about needed adjustments or changes in policy or program directions to meet goals, to frame reports on the success in meeting performance goals, and to improve the quality of public health practice.

<b><i>9.2 Develop and Implement Quality Improvement Processes Integrated Into Organizational Practice, Programs, Processes, and Interventions</i></b>
<b>Measures:</b>
a. Establish a quality improvement program based on organizational policies and direction
b. Implement quality improvement activities
<b>Guidance:</b>
<p>Performance management system concepts and practices serve as the framework to set targets, measure progress, report on progress, and make improvements. An important component of the performance management system is quality improvement and the implementation of a quality improvement program. This effort involves integration of a quality improvement component into staff training, organizational structures, processes, services, and activities. It requires application of an improvement model and the ongoing use of quality improvement tools and techniques to improve the public's health. Performance management leads to the application of quality improvement processes.</p> <p>Quality improvement is the result of leadership support. It requires staff commitment at all levels within an organization to infuse quality improvement into public health practice and operations. It also involves regular use of quality improvement approaches, methods, tools and techniques, as well as application of lessons learned from evaluation.</p>

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

***10.1 Identify and Use the Best Available Evidence for Making Informed Public Health Practice Decisions***

**Measures:**

a. Identify and use applicable evidence-based and/or promising practices when implementing new or revised processes, programs and/or interventions

**Guidance:**

Public health evidence-based practice requires that a health department use the best available evidence in making decisions and in ensuring the effectiveness of processes, programs, and interventions. Evidence-based practice assures that health department's resources are being used in the most effective manner. Health departments should access information about evidence-based practices and apply that information to their processes, programs, and interventions.

***10.2 Promote understanding and use of the current body of research results, evaluations, and evidence-based practices with appropriate audiences.***

**Measures:**

a. Ensure human subjects are protected when the health department is involved in or supports research activities

b. Maintain access to expertise to analyze current research and its public health implications

c. Communicate research findings, including public health implications

**Guidance:**

Lack of communication or understanding between public health researchers and public health practitioners often exists. Gaps in understanding may also occur between the public health department and the general public. Communication can help bridge the areas where understanding is lacking and can strengthen the relationship and trust among researchers, public health practitioners, and the public. Communication between public health practitioners and the public, governing entities, and other audiences could encourage others to become advocates for research and to contribute



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to the science of public health. Health departments should encourage the use of research results, evaluations, and evidence-based practices.

**Standard #11: Maintain administrative and management capacity**

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<b><i>11.1 Develop and Maintain an Operational Infrastructure to Support the Performance of Public Health Functions</i></b>
<b>Measures:</b>
a. Maintain policies and procedures regarding health department operations, review policies and procedures regularly, and make them accessible to staff
b. Maintain written policies regarding confidentiality, including applicable HIPAA requirements
c. Maintain socially, culturally, and linguistically appropriate approaches in health department processes, programs, and interventions, relevant to the population served in its jurisdiction
d. Maintain a human resources system
e. Implement and adhere to the health department's human resources policies and procedures
f. Use information systems that support the health department mission and workforce by providing infrastructure for data collection/analysis, program management, and communication
g. Maintain facilities that are clean, safe, accessible, and secure
<b>Guidance:</b>
A strong operational infrastructure is necessary in order to administer public health services efficiently and effectively to meet the needs of the population. By maintaining a strong organizational infrastructure, the health department can assess and improve its operations, staffing, and program support systems.

**OREGON PUBLIC HEALTH PERSONNEL RESPONSIBILITIES AND QUALIFICATIONS**

**HEALTH OFFICER RESPONSIBILITIES AND QUALIFICATIONS:**

Statutory Authority:

<http://www.oregonlaws.org/ors/431.418>

Responsibilities:

- Provides medical direction for clinical activities, including developing and signing standing orders and protocols.
- Provides consultation on medical issues to health department personnel.
- Acts as liaison between local health department and local medical community.
- May provide direct clinical service.
- Promotes public health in the community.
- Represents the agency to community groups, other agencies, and the media.
- Consultation on public health and epidemiologic issues.
- Input into policy program development.
- Peer review quality issues for medical records.
- Involved in disaster preparedness planning and emergency responses.
- Services as liaison with state and national health organizations.

Minimum Qualifications:

The Health Officer must be Licensed in the State of Oregon as an M.D. or D.O and have two years of practice as a licensed physician (i.e. two years after internship and/or residency).

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Additional Recommendations:

Two years of full time practice after completing an ACGME or AOA accredited residency. Two years of practice in the local public health jurisdiction where the applicant will serve as Health Officer (NOTE: practice time in local public health jurisdiction may count toward the MPH preferred. Completion of, or progressive work toward, an MPH degree or certificate from a CEPH accredited school. Training and/or experience in epidemiology and public health.

Recommended Trainings:

- Completion of CD 101 (or equivalent) within 12 months of employment and CD 303 (or equivalent) within 24 months of employment. Completion of FEMA Incident Command and NIMS trainings as follows:
- 100, 200, 700 within 12 months of employment
- Completion of OHA sponsored Crisis Communication training within 12 months of employment
- Completion of a one year mentorship with another Oregon Health Officer
- Attendance at yearly OR-Epi and/or OPHA when able.
- Able to participate to the best of their ability in public health emergency as the situation

**PUBLIC HEALTH ADMINISTRATOR RESPONSIBILITIES AND QUALIFICATIONS:**

Statutory Authority:

<http://www.oregonlaws.org/ors/431.418>

Responsibilities:

- Responsible for assuring that ORS 431.416, regarding the local public health authority and public health laws and rules, is appropriately administered and enforced
- Develops and recommends public health policies; recommends the establishment and revision of rules and regulations; prepares various statistical, financial and special reports
- Plans, organizes and directs the work of professionals, technical and clerical personnel; establishes operational methods and procedures
- Develops, directs and monitors the budget and financial management systems for the local public health services
- Provides leadership with the local jurisdiction for overall health planning and

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development including assessing public health service needs in the county or health district; completes annual local health plan

- Directs operational analysis, program evaluation, standards development, research and planning programs of the department and management information systems
- Represents the county or district department in negotiation and coordination of public health services with the community, state and federal governments, and the Conference of Local Health Officials
- Insures performance of quality assurance activities, and that federal and state government regulations are met
- Represents the agency to community groups, other agencies and the media
- Participates in disaster preparedness planning and response as applicable
- Serves as liaison with state and national health organizations

Minimum Qualifications:

It is recommended that the Local Public Health Administrator have a strong foundation in public health science. The preferred education would be a Master's Degree in Public Health or related field. The Administrator at minimum must have a Bachelor's degree and significant Public Health work experience, education and resources to assure that the Health Department has the needed competencies in the areas of Biostatistics, Epidemiology, Environmental Health Sciences, Health Services Administration, and Social and Behavioral Sciences relevant to public health problems. The Administrator must have demonstrated at least five years of increasing responsibility and experience in public health or a related field.

**SUPERVISING PUBLIC HEALTH NURSE RESPONSIBILITIES AND QUALIFICATIONS:**

Responsibilities:

- Assesses the public health needs within the community and, with appropriate groups, plans and develops programs, with a primary prevention and health

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promotion focus, to meet those needs

- Analyzes services and health data and incorporates results into program planning and implementation
- Establishes standards and directs nursing practice to insure a high quality of professional service and compliance with the Nurse Practice Act
- Plans, organizes and directs the work of professional, technical and support personnel
- Interviews and hires staff or recommends for hire; orients staff to agency policies and programs
- Provides for staff development through in-service educational programs, individual guidance, performance evaluation and other staff development techniques
- Participates in determining priorities for service and allocates staff accordingly
- Participates in budget and grant preparation; monitors fiscal expenditures
- Represents the agency to community groups, other agencies and the media
- Provides education to the community on public health issues
- Participates in epidemiological investigations as applicable
- Participates in disaster preparedness planning and response as applicable
- Serves as liaison with state and national health organizations
- May provide direct public health nursing services

Minimum Qualifications:

Licensure as a registered nurse in the State of Oregon, three years of progressively responsible clinical experience in public health or related field; AND Baccalaureate

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degree in nursing or related field, with preference for a Master's degree in nursing, public health or public administration or related field.

**ENVIRONMENTAL HEALTH SUPERVISORS/SUPERVISING SANITARIAN RESPONSIBILITIES AND QUALIFICATIONS:**

Responsibilities:

- Assesses the environmental health needs of the community and, with appropriate groups, plans and develops programs to meet those needs
- Participates in disaster preparedness planning and response
- Analyzes environmental health data and incorporates results into program planning and implementation
- Responsible for professional direction and guidance of the environmental health program, including enforcement of appropriate rules and regulations
- Plans, organizes, and directs the work of professional, technical, and support staff
- Interviews and hires staff or recommends for hire; orients staff to agency policies and programs
- Provides for staff development through in-service educational programs, individual guidance and performance evaluation and other staff development techniques
- Provides interpretation of laws and administrative rules relating to environmental health
- Participates in budget and grant preparation; monitors fiscal expenditures
- Represents the agency to community groups, other agencies, and the media
- Provides education to the community on environmental health issues

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- Participates in epidemiological investigations

Minimum Qualifications:

Registration as an environmental health specialist in the State of Oregon, pursuant to ORS 700.030, with progressive supervisory experience in a public health organization OR a Master's Degree in an environmental science, public health, public administration or related field with supervisory experience and with a preference for registration as an environmental health specialist.

***11.2 Establish Effective Financial Management Systems***

**Measures:**

a. Comply with external requirements for the receipt of program funding

b. Maintain written agreements with entities providing processes, programs and/or interventions delegated or purchased by the public health department

c. Maintain financial management systems

d. Seek resources to support agency infrastructure and processes, programs, and interventions

**Guidance:**

A strong operational infrastructure is necessary in order to administer public health services efficiently and effectively to meet the needs of the population. By maintaining a strong organizational infrastructure, the health department can assess and improve its operations, staffing, and program support systems.



**Standard #12: Engage with the public health governing entity**

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***12.1 Maintain Current Operational Definitions and Statements of the Public Health Roles, Responsibilities, and Authorities***

**Measures:**

- a. Provide mandated public health operations, programs, and services
- b. Maintain current operational definitions and/or statements of the public health governing entity's roles and responsibilities

**Guidance:**

A governmental public health department operates with specific authorities to protect and preserve the health of the population within its jurisdiction. These authorities may be set forth in state statute, rules and regulation, local ordinances, administrative code, charters, or resolutions. Authorities may be regulatory or programmatic. This standard assures that the health department understands its authority and that of its governance entity for the department's roles and responsibilities and that such authority is put into practice.

***12.1a An Organized, Identified Public Health Authority Exists for Every County and Fulfills Responsibility for Delivering Essential Functions of Public Health***

**Measures:**

- a. Involve constituents in achieving and monitoring health objectives and evaluating improvement in community health status
- b. Develop and manage a local operating budget that reflects priorities
- c. Comply with federal, state, local regulations on accounting practices and personnel management systems
- d. Identify, collect and analyze data to evaluate policies and plans and disseminate the results
- e. A local Board of Health meets regularly to approve public health policies

<b><i>12.2 Provide Information to the Governing Entity Regarding Public Health and the Official Responsibilities of the Health Department and of the Governing Entity</i></b>
<b>Measures:</b>
a. Communicate with the governing entity regarding the responsibilities of the public health department
b. Communicate with the governing entity regarding the responsibilities of the governing entity
<b>Guidance:</b>
The governing entity is the point of accountability for the health department. The governing entity is accountable for the health department achieving its mission, goals and objectives to protect and preserve the health of the population within its jurisdiction. This standard addresses the health department's capacity for keeping the governing entity updated on the department's overall legal authority, obligations and responsibilities, and on the governing entity's supporting role.

<b><i>12.3 Encourage the Governing Entity's Engagement in the Public Health Department's Overall Obligations and Responsibilities</i></b>
<b>Measures:</b>
a. Provide the governing entity with information about important public health issues facing the health department and/or the recent actions of the health department
b. Track actions taken by the governing entity
c. Communicate with the governing entity about assessing and improving the performance of the health department
<b>Guidance:</b>
Public health governing agencies exercise a wide range of responsibilities, including: advisory, statutory, personnel, property ownership, taxing authority, public health rule-making, policy-making, and budgetary. These responsibilities demand that the governing entity is well versed in public health and in the work of the health department. The governing entity and the health department should communicate regularly on health department issues, program activities, and improvement activities.

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**IMPORTANT LINKS**

Statutory Authority:

<http://public.health.oregon.gov/rulesregulations/Pages/OregonRevisedStatutes.aspx>

Oregon Administrative Rules:

<http://public.health.oregon.gov/rulesregulations/Pages/OregonAdministrativeRules.aspx>

Program Elements:

<http://public.health.oregon.gov/ProviderPartnerResources/LocalHealthDepartmentResources/Pages/program-elements.aspx>

The Office of Community Liaison:

<http://public.health.oregon.gov/PHD/Directory/Pages/program.aspx?pid=76>

Oregon Coalition of Local Health Officials:

<http://www.oregonclho.org/>

Oregon Equity & Inclusion Checklist:

[http://www.oregonclho.org/uploads/8/6/1/7/8617117/standards\\_for\\_lhds\\_with\\_health\\_equity\\_considerations\\_all\\_oei\\_final.pdf](http://www.oregonclho.org/uploads/8/6/1/7/8617117/standards_for_lhds_with_health_equity_considerations_all_oei_final.pdf)

Public Health Accreditation Board:

<http://www.phaboard.org/>