

Version 2022 Lessons Learned

Administration, Management, and Governance of Health Departments – What Have We Learned from Accredited Health Departments?

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This document summarizes what PHAB has learned about how health departments (HDs) participating in accreditation are addressing administration, management, and governance activities. In particular, it focuses on the reasons that HDs struggled with measures that relate to administration, management, and governance.

Below is a summary of the distribution of assessments for related measures. These data are for 179 HDs assessed under Version 1.0 and 185 HDs assessed under Version 1.5.

Measure	% Fully Demonstrated	% Largely Demonstrated	% Slightly Demonstrated	% Not Demonstrated	N
11.1.1	68.10%	31.0%	0.8%	0.0%	364
11.1.2 (v1.5 only)	27.60%	39.5%	26.5%	6.5%	185
11.1.3 (was 11.1.2 in v1.0)	65.90%	31.3%	2.7%	0.0%	364
11.1.3 (v1.0)	53.60%	40.8%	5.6%	0.0%	179
11.1.4 (v1.5)	43.20%	50.3%	5.9%	0.5%	185
11.1.5 (v1.0)	61.50%	36.3%	2.2%	0.0%	179
11.1.4 (v1.0)	76.00%	21.2%	2.8%	0.0%	179
11.1.5 (v1.5)	45.90%	50.8%	3.2%	0.0%	185
11.1.6 (v1.0)	90.50%	8.4%	1.1%	0.0%	179
11.1.6 (v1.5)	56.80%	38.9%	4.3%	0.0%	185
11.1.7	56.90%	40.7%	2.2%	0.3%	364
11.2.1 (v1.0)	88.30%	9.5%	2.2%	0.0%	179
11.2.1 (v1.5)	82.70%	16.2%	1.1%	0.0%	185
11.2.2	73.10%	17.9%	2.5%	6.6%	364
11.2.3	87.40%	11.8%	0.8%	0.0%	364
11.2.4	80.20%	18.1%	1.6%	0.0%	364
12.1.1	90.90%	7.7%	1.4%	0.0%	364
12.1.2	94.00%	4.1%	1.9%	0.0%	364
12.2.1 (v1.0)	85.50%	7.8%	4.5%	2.2%	179
12.2.1 (v1.5)	56.80%	28.6%	11.9%	2.7%	185
12.2.2 (v1.0)	84.40%	3.4%	6.1%	6.1%	179
12.3.1	93.10%	5.5%	1.1%	0.3%	364
12.3.2	34.10%	16.8%	27.2%	22.0%	364
12.3.3	61.00%	23.1%	11.3%	4.7%	364

Data are presented separately for health departments assessed under Version 1.0 and Version 1.5 of the Standards & Measures if there was a substantive change in the requirements. If the two versions are substantively the same, the aggregate data are presented. As shown in the table above, there are instances where the numbering changed between Versions 1.0 and 1.5. For example, a new Measure 11.1.2 was added in Version 1.5. As a result, the numbering for most of the rest of the measures in Standard 11.1 do not align.

To better understand HDs' performance on these Measures, PHAB conducted an analysis of the conformity comments of HDs that were

assessed as Slightly or Not Demonstrated (SD/ND) in at least 5% of the Site Visit Reports. The results of those analyses are shown below. For each Measure, the most common reasons for the assessment are listed, including the number of HDs for which that reason was indicated. One HD could have multiple reasons listed. The reasons are linked to specific required documentation (RD) listed in the PHAB Standards and Measures. For reference, please see [PHAB Standards & Measures Version 1.5](#).

Measure 11.1.2: Ethical issues identified and ethical decisions made (version 1.5 only)

Of the 56 HDs assessed as SD/ND, documentation failed to demonstrate the following:

- RD1: An opportunity for input from affected stakeholders and consideration of their interests (34 HDs)
- RD1: Consideration of best evidence available (31 HDs)
- RD1: Opportunities to evaluate decisions as new evidence becomes available (30 HDs)
- RD1: Identification/resolution of ethical issues (28 HDs)
- RD1: Provision for accountability of the decision makers (26 HDs)
- RD2: Deliberation/resolution of the ethical issue (22 HDs)
- RD2: Example linked to process described in RD1 (10 HDs)

Measure 11.1.4 Policies, processes, programs, and interventions provided that are socially, culturally, and linguistically appropriate to specific populations with higher health risks and poorer health outcomes

Of the 12 HDs reviewed under Version 1.5 of the Standards & Measures that were assessed as SD/ND, documentation failed to demonstrate:

- RD1: Health equity incorporated in the development of policies, processes, and programs (8 HDs)
- RD2: Culturally or linguistically appropriate processes, programs, or interventions (5 HDs)
- RD3: An assessment of cultural or linguistic competence (4 HDs)

Measure 11.2.2: Written agreements with entities from which the health department purchases, or to which the health department delegates, services, processes, programs, and/or interventions

Of the 33 HDs assessed as SD/ND, the most common challenges were:

- Agreements were not for services provided by others (19 HDs)
- Agreements were out of scope (9 HDs)
- Agreements were not for provision of services (8 HDs)
- Documentation was out of the date range/agreement not renewed (7 HDs)

Measure 12.2.1: Communication with the governing entity regarding the responsibilities of the public health department and of the responsibilities of the governing entity

Of the 37 HDs assessed as SD/ND, documentation failed to demonstrate:

- Communication of the health department's responsibilities (18 HDs)
- Public health governing entity's public health related roles and responsibilities (14 HDs)
- Provision of orientation (11 HDs)
- Authenticated communication to the governing entity (10 HDs)

Measure 12.3.2: Actions taken by the governing entity tracked and reviewed

At the time of this analysis, 170 HDs were assessed as SD/ND. **79 seemed to just generally miss the intent of the measure.** Other frequent issues were failure to document:

- Review of positions, issues, opinions (48 HDs)
- Review conducted consistently or at least annually (42 HDs)

- Identification of increased communications needs (31 HDs)
- Review of patterns of issues (27 HDs)
- Review of positions taken (20 HDs)
- Comprehensive review (i.e., reviewed just one issue) (20 HDs)
- Review of opinions of governing entity members (16 HDs)

Measure 12.3.3: Communication with the governing entity about health department performance assessment and improvement

At the time of this analysis, 56 HDs were assessed as SD/ND. Common challenges were:

- RD1: Discussion was not with governing entity (27 HDs)
- RD2: Missed the intent (20 HDs)
- RD2: Communication was not about the result of a performance improvement process/activity (20 HDs)
- RD1: Missed the intent (17 HDs)