

**DOCUMENTATION COVER SHEET TEMPLATES**

For use with PHAB Standards and Measures v1.5

March 2020

**DOMAIN 11**

For each example submitted as documentation, complete the appropriate cover sheet template. Ensure that each required element for the measure is specified with a PDF page number and include any brief explanatory notes, if needed.

The documentation cover sheet templates do not take the place of the Standards and Measures. Remember, each example must fit within the context of the Domain and standard and meet the intent of the measure, as described in the Purpose and Significance statements.

Throughout the templates, specific words and phrases are underlined. These words and phrases are requirements that have been frequently missed. These underlines are intended to direct the reader to the element, but do not indicate that the word or phrase is more important than any other element of the requirement.

Some measures include a “NOTE.” These notes are from PHAB’s Accreditation Specialists and are intended to help with the interpretation of the requirement.

Please direct any measure interpretation questions to your assigned Accreditation Specialist.

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| **Measure # 11.1.1** | Policies and procedures regarding health department operations, reviewed regularly, and accessible to staff | |
| RD # 1 | Policy and procedure manual or individual policies | 1 Manual or, if a Table of Contents or list is provided, 2 example policies are also required |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide written operations policies/ procedures.  Note: These are operational policies, not human resource or program policies (see measure guidance for appropriate examples of operational policies). |  |  |

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| Evidence of Authenticity and Date are required within the documentation itself.  If this evidence is difficult to locate or is found within supporting documentation, please provide a brief explanation of the location here and/or provide the supporting documentation to demonstrate the date and/or evidence of authenticity. |
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| **Measure # 11.1.1** | Policies and procedures regarding health department operations, reviewed regularly, and accessible to staff | |
| RD # 2 | Health department organizational chart | 1 organizational chart |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide its health department organizational chart. |  |  |
| The health department’s organizational chart must show leadership, upper management positions, and the organization of programs. It need not detail every staff person.  Position titles or program names are required. |  |  |

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| **Measure # 11.1.1** | Policies and procedures regarding health department operations, reviewed regularly, and accessible to staff | |
| RD # 3 | Review of policies and procedures | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must document the review of policies and procedures. |  |  |
| Note: These are operational policies and procedures, not human resource or program policies. |  |  |

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| **Measure # 11.1.1** | Policies and procedures regarding health department operations, reviewed regularly, and accessible to staff | |
| RD # 3 | Review of policies and procedures | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must document the review of policies and procedures. |  |  |
| Note: These are operational policies and procedures, not human resource or program policies. |  |  |

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| **Measure # 11.1.1** | Policies and procedures regarding health department operations, reviewed regularly, and accessible to staff | |
| RD # 4 | Methods for staff access to policies | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must document how staff access policies. |  |  |

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| **Measure # 11.1.2** | Ethical issues identified and ethical decisions made | |
| RD # 1 | Strategies for decision making relative to ethical issues | 1 process or set of policies and procedures |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must document the identification of issues with ethical considerations and a strategic deliberative process for consideration and resolution of ethical issues. |  |  |
| The policies and procedures must set forth a transparent process that provides an opportunity for input from affected stakeholders and considers their interests. |  |  |
| The policies and procedures must provide for the consideration of the best evidence available. |  |  |
| There must be opportunities to evaluate decisions as new information becomes available and |  |  |
| there must be a provision for accountability of the decision makers. |  |  |
| Note: If the Public Health Code of Ethics is adopted, the health department must still provide policies that demonstrate the required elements listed in the guidance. |  |  |

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| **Measure # 11.1.2** | Ethical issues identified and ethical decisions made | |
| RD # 2 | Ethical issues reviewed and resolved | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document the consideration, deliberation, and resolution of ethical issues. |  |  |
|  | Note: If no ethical issue occurred within the 5-year time frame an exercise may be submitted.  Note: The department must demonstrate use of the process in RD1; the example in RD2 should not pre-date the process in RD1. |  |  |

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| **Measure # 11.1.3** | Policies regarding confidentiality, including applicable HIPAA requirements | |
| RD # 1 | Confidentiality policies | 1 policy or a set of policies |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide written confidentiality policies and procedures. |  |  |
| Policies must define the health department’s processes for protecting customer confidentiality, both personal (directed toward the individual) and informational (directed at their health data and records). |  |  |

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| **Measure # 11.1.3** | Policies regarding confidentiality, including applicable HIPAA requirements | |
| RD # 2 | Training staff on the implementation of confidentiality policies | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document that staff has been trained on confidentiality policies, including training content and names of those who received the training. |  |  |
| The health department must have a record of who attended the training. |  |  |

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| **Measure # 11.1.3** | Policies regarding confidentiality, including applicable HIPAA requirements | |
| RD # 2 | Training staff on the implementation of confidentiality policies | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document that staff has been trained on confidentiality policies, including training content and names of those who received the training. |  |  |
| The health department must have a record of who attended the training. |  |  |

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| **Measure # 11.1.3** | Policies regarding confidentiality, including applicable HIPAA requirements | |
| RD # 3 | Signed employee confidentiality form, as required by policies | 1 form and 1 example of a tracking form or log |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide a confidentiality form or agreement that is signed by employees.  Example must be 1 form and  1 example of a tracking form or log. |  |  |

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| **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. | |
| RD # 1 | Policy or procedure for the development of interventions and materials that address areas of health inequity among the specific populations and are culturally and linguistically appropriate for the population the health department serves in its jurisdiction | 1 policy or procedure |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide a policy or procedure that demonstrates how health equity is incorporated as a goal into the development of policies, processes, and programs. |  |  |
| A policy or procedure must ensure that social, cultural, and linguistic characteristics of the various populations groups of the population it serves are incorporated into processes, programs, and interventions. |  |  |

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| **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. | |
| RD # 2 | Processes, programs, or interventions provided in a culturally or linguistically competent manner | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document the provisions of processes, programs, or interventions that are culturally or linguistically appropriate, as defined above. |  |  |
| If oral communication is used to ensure that programs, processes, and interventions are culturally competent, the health department must provide documentation of its use, for example, plans, protocols, or objectives for focus groups, community gatherings, roundtables, talking circles, digital storytelling, or other activities. |  |  |
| The two examples must come from two different program areas of the health department. |  |  |

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| **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. | |
| RD # 2 | Processes, programs, or interventions provided in a culturally or linguistically competent manner | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document the provisions of processes, programs, or interventions that are culturally or linguistically appropriate, as defined above. |  |  |
| If oral communication is used to ensure that programs, processes, and interventions are culturally competent, the health department must provide documentation of its use, for example, plans, protocols, or objectives for focus groups, community gatherings, roundtables, talking circles, digital storytelling, or other activities. |  |  |
| The two examples must come from two different program areas of the health department. |  |  |

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| **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. | |
| RD # 3 | Assessment of the health department’s cultural competence and knowledge of health equity | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide an assessment of cultural and linguistic competence. |  |  |

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| **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. | |
| RD # 4 | Health equity and cultural competency training provided to health department staff | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 4 | The health department must document staff training on health equity and cultural competence, including social, cultural, and/or linguistic aspects of policies, processes and programs. |  |  |
| Documentation must show the content of the training. |  |  |
| The health department must provide a record of who attended the training. |  |  |

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| **Measure # 11.1.5** | A human resources function | |
| RD # 1 | Human resource (HR) policies and procedures | 1 set of HR policies and procedures |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide a human resource manual or set of policies and procedures.  The policies and procedures must address all of the following: |  |  |
| Employment and human resources legal requirements that pertain to the jurisdiction served by the health department (Tribal, state, and/or local) |  |  |
| Personnel recruitment, selection, and appointment |  |  |
| Employee confidentiality  Note: The requirement “employee confidentiality” is referring to HR’s policy on employee records. |  |  |
| Equal opportunity employment |  |  |
| Salary structure |  |  |
| Hours of work |  |  |
| Benefits package |  |  |
| Performance evaluation process based on job/position descriptions and individualized development plans |  |  |
| Problem solving and complaint handling, including sexual harassment |  |  |

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| **Measure # 11.1.5** | A human resources function | |
| RD # 2 | Staff access to human resource policies and procedures | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document how department staff access human resource policies and procedures. |  |  |

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| **Measure # 11.1.5** | A human resources function | |
| RD # 3 | Employment working relationship agreements | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide documents in use to establish working relationships. |  |  |
| NOTE: This may be an employment contract but does not include a purchase of service contracts. |  |  |

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| **Measure # 11.1.5** | A human resources function | |
| RD # 4 | A human resource function that supports management, the workforce, and workforce development by being a responsive partner to programs | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 4 | The health department must document that the human resource function demonstrates a responsive partnership with management, programs, services, and staff to enable staff that provide public health programs, services, and products. |  |  |

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| **Measure # 11.1.5** | A human resources function | |
| RD # 4 | A human resource function that supports management, the workforce, and workforce development by being a responsive partner to programs | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 4 | The health department must document that the human resource function demonstrates a responsive partnership with management, programs, services, and staff to enable staff that provide public health programs, services, and products. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 1 | Information technology infrastructure that supports public health functions | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must document that information technology supports public health and administrative functions of the department. |  |  |
|  | The two examples must be from different areas. The health department may select the areas. They may be program and/or administrative areas. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 1 | Information technology infrastructure that supports public health functions | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must document that information technology supports public health and administrative functions of the department. |  |  |
|  | The two examples must be from different areas. The health department may select the areas. They may be program and/or administrative areas. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 2 | Secure information systems | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document information vulnerability audits, security policies, and/or internal controls to ensure the privacy and security of information. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 3 | Maintenance of confidentiality of data | 1 policy |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide a policy that the department adheres to federal, state, and local privacy protection regulations for handling data. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 4 | Maintenance of information management system | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 4 | The health department must provide a written process for reviewing and developing information management business system requirements to guide systems changes and development. |  |  |

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| **Measure #11.1.6** | Information management function that supports the health department’s mission and workforce by providing infrastructure for data storage, protection, and management; and data analysis and reporting | |
| RD # 5 | Management of information assets | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 5 | The health department must provide an inventory of data or data systems (either collected by the health department or by others) available to the health departments.  Note: A hardware inventory does not meet the intent of the measure – this should be about data or data systems used by the health department (rather than just the computers used). |  |  |

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| **Measure # 11.1.7** | Facilities that are clean, safe, accessible, and secure | |
| RD # 1 | Licenses for laboratory | As needed |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide copies of licenses to meet national or state requirements appropriate for the laboratory services provided. |  |  |
| Access to a laboratory that has Select Agent certification is required. |  |  |
| Note: Lab certifications must not be expired at the time of submission to PHAB. |  |  |

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| **Measure # 11.1.7** | Facilities that are clean, safe, accessible, and secure | |
| RD # 2 | Inspection reports | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide examples of inspection reports, for example, OSHA, internal (department conducted), or external (an independent organization) inspection reports, cleaning and maintenance policies, logs, records, certificate of occupancy, contracts or orders. |  |  |

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| **Measure # 11.1.7** | Facilities that are clean, safe, accessible, and secure | |
| RD # 2 | Inspection reports | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide examples of inspection reports, for example, OSHA, internal (department conducted), or external (an independent organization) inspection reports, cleaning and maintenance policies, logs, records, certificate of occupancy, contracts or orders. |  |  |

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| **Measure # 11.1.7** | Facilities that are clean, safe, accessible, and secure | |
| RD # 3 | Assurance of accessibility to the health department’s facilities | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide documentation that it is in compliance with Federal/state/local laws concerning accessibility. |  |  |

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| **Measure # 11.2.1** | Financial and programmatic oversight of grants and contracts | |
| RD # 1 | Audited financial statements | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide regular (as defined by the health department) department-wide financial audit reports. |  |  |

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| **Measure # 11.2.1** | Financial and programmatic oversight of grants and contracts | |
| RD # 1 | Audited financial statements | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide regular (as defined by the health department) department-wide financial audit reports. |  |  |

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| Evidence of Authenticity and Date are required within the documentation itself.  If this evidence is difficult to locate or is found within supporting documentation, please provide a brief explanation of the location here and/or provide the supporting documentation to demonstrate the date and/or evidence of authenticity. |
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| **Measure # 11.2.1** | Financial and programmatic oversight of grants and contracts | |
| RD # 2 | Program reports | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide program reports that it has submitted to funding organizations. |  |  |
| Contracts or agreements between state, local, and/or Tribal health departments to provide services may show the expectations for funding but might not show the compliance with funding agency requirements. If such contracts are used, they must be combined with follow-up reports that validate compliance. |  |  |

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| **Measure # 11.2.1** | Financial and programmatic oversight of grants and contracts | |
| RD # 2 | Program reports | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide program reports that it has submitted to funding organizations. |  |  |
| Contracts or agreements between state, local, and/or Tribal health departments to provide services may show the expectations for funding but might not show the compliance with funding agency requirements. If such contracts are used, they must be combined with follow-up reports that validate compliance. |  |  |

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| **Measure # 11.2.1** | Financial and programmatic oversight of grants and contracts | |
| RD # 3 | Communications from federal or state funding agencies or organizations | All, as appropriate |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 3 | The health department must provide any formal communications from state or federal funders that indicate the health department is a “high-risk grantee.” |  |  |
| Disclosure and documentation must be provided in the following types of instances: the department being put on manual draw-down; the department being put on a corrective action plan; placement on a ‘do not fund’ list; receivership status; and instances of malfeasance or misappropriations of funds. |  |  |
| Documentation must also include a description of follow-up actions and internal controls that have occurred to remedy the situation. |  |  |
| If there have been no communications regarding “high-risk grantee” status, the health department director must provide a signed statement attesting to that fact. |  |  |

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| **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 | |
| RD # 1 | Contracts/MOUs/ MOAs or other written agreements for the provision of services, processes, programs, and/or interventions | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide contracts or MOU/MOAs or other written agreements that have been executed with other organizations or departments. |  |  |
| State health department documentation could be, for example, a written agreement with a local or district health department for one of the examples. The other example must be with another agency or organization. |  |  |
| Local health department documentation could be a written agreement with the state health department for one of the examples. The other example must be with another agency or organization. |  |  |
| Tribal health department documentation could be a written agreement with a local, district, or state health department for one of the examples. The other example must be with another agency or organization. |  |  |
| The examples must be from two different program/administrative areas featuring written agreements with different entities. |  |  |
|  | NOTE: The health department must not be the entity providing the service in these examples. The examples should demonstrate that the health department has purchased or delegated a service to another entity. |  |  |

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| **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 | |
| RD # 1 | Contracts/MOUs/ MOAs or other written agreements for the provision of services, processes, programs, and/or interventions | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide contracts or MOU/MOAs or other written agreements that have been executed with other organizations or departments. |  |  |
| State health department documentation could be, for example, a written agreement with a local or district health department for one of the examples. The other example must be with another agency or organization. |  |  |
| Local health department documentation could be a written agreement with the state health department for one of the examples. The other example must be with another agency or organization. |  |  |
| Tribal health department documentation could be a written agreement with a local, district, or state health department for one of the examples. The other example must be with another agency or organization. |  |  |
| The examples must be from two different program/administrative areas featuring written agreements with different entities. |  |  |
|  | NOTE: The health department must not be the entity providing the service in these examples. The examples should demonstrate that the health department has purchased or delegated a service to another entity. |  |  |

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| **Measure # 11.2.3** | Financial management systems | |
| RD # 1 | Approved health department budget | 1 budget |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide the approved budget that is in effect when the documentation for accreditation is submitted to PHAB. |  |  |
| If a new budget is approved between the submission of documentation to PHAB and the site visit, the health department must provide a copy of the new budget to the Site Visit Team. |  |  |

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| **Measure # 11.2.3** | Financial management systems | |
| RD #2 | Financial reports | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide quarterly financial reports.  Note: These should be department wide and not single program financial reports. |  |  |

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| **Measure # 11.2.3** | Financial management systems | |
| RD #2 | Financial reports | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must provide quarterly financial reports.  Note: These should be department wide and not single program financial reports. |  |  |

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| Evidence of Authenticity and Date are required within the documentation itself.  If this evidence is difficult to locate or is found within supporting documentation, please provide a brief explanation of the location here and/or provide the supporting documentation to demonstrate the date and/or evidence of authenticity. |
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| **Measure # 11.2.4** | Resources sought to support agency infrastructure and processes, programs, and interventions | |
| RD # 1 | Formal efforts to seek additional financial resources | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide grant applications (funded or unfunded) or must document the leveraging funds to obtain additional resources (for example, providing matching funds). |  |  |

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| **Measure # 11.2.4** | Resources sought to support agency infrastructure and processes, programs, and interventions | |
| RD # 1 | Formal efforts to seek additional financial resources | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 1 | The health department must provide grant applications (funded or unfunded) or must document the leveraging funds to obtain additional resources (for example, providing matching funds). |  |  |

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| **Measure # 11.2.4** | Resources sought to support agency infrastructure and processes, programs, and interventions | |
| RD # 2 | Communications concerning the need for financial support to maintain and improve public health infrastructure and services | Example # 1 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document its communication concerning the need for additional investment in public health. |  |  |

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| **Measure # 11.2.4** | Resources sought to support agency infrastructure and processes, programs, and interventions | |
| RD # 2 | Communications concerning the need for financial support to maintain and improve public health infrastructure and services | Example # 2 |

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| **Required Elements from Guidance** (including bulleted items) | | PDF Page Number(s) | Explanatory Notes |
| 2 | The health department must document its communication concerning the need for additional investment in public health. |  |  |

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