Introduction

This document explains the alignment between the revised 10 Essential Public Health Services (EPHS) language and the suite of skills, programs, and activities that supports implementation of the foundational public health services (FPHS).

10 Essential Public Health Services Overview

The original 10 EPHS framework was developed in 1994 by a federal working group and serves as the description of the activities that **the public health system (including governmental and non-governmental system partners)** should undertake in all communities. Organized around the three core functions of public health – assessment, policy development, and assurance – the colorful, circular framework is a familiar graphic in the public health field and has provided a roadmap of goals for carrying out the mission of public health in communities around the nation. However, the public health landscape has shifted dramatically over the past 25 years, and many public health leaders agreed it was time to revisit how the framework can better reflect current and future practice and how it can be used to create communities where people can achieve their best possible health.

The Futures Initiative, a partnership between the de Beaumont Foundation, PHNCI, and a Task Force of public health experts, formed in spring 2019 to bring the Essential Services national framework in line with current and emerging public health practice needs. This effort engaged the public health field through a variety of input opportunities, including live crowdsourcing events, in-person and virtual townhalls, think tank discussions, and open questionnaires. All direct feedback on the Essential Services and how they might be revised was considered, resulting in a revised version of the 10 EPHS that now centers equity and incorporates concepts relevant to current and future public health practice.

Foundational Public Health Services Overview

FPHS are the public health infrastructure and programs that no **governmental public health department** should be without and for which costs can be estimated. Public health infrastructure consists of the foundational capabilities, which are the cross-cutting skills and capacities needed to support basic public health protections and other programs and activities that are key to ensuring the community's health and achieving equitable health outcomes. Public health programs, or foundational areas, are those basic public health, topic-specific programs that are aimed at improving the health of the community affected by certain diseases or public health threats. Examples of these include, but are not limited to, chronic disease prevention, community disease control, environmental public health, and maternal, child, and family health. Local protections and services unique to a community's needs are those determined to be of additional critical significance to a specific community's health and are supported by the public health infrastructure and programs. This work is essential to a given community and cannot be visually depicted because it varies by jurisdiction.

Alignment between the 10 EPHS and FPHS

The 10 EPHS and FPHS were developed for different reasons. The 10 EPHS was developed to describe the activities the public health system should undertake in all communities, while FPHS was developed to represent a minimum package of governmental public health services to make the case for sustainable funding and to describe what is needed everywhere for public health to function anywhere. Despite this difference, the 10 EPHS and FPHS were both developed by the

field for the field and describe core elements of public health practice. There is significant alignment between the two as outlined in the following tables and the relevant components of each foundational capability and area (which may relate to more than one Essential Service) are included and aligned with the corresponding EPHS. Table 1 provides an overview of alignment at the statement level and Table 2 provides more details on the components of each foundational capability and area.

Table 1. Alignment Summary

ES	Revised EPHS	Foundational Capability	Foundational Area
1	Assess and monitor population health status, factors that influence health, and community needs and assets	– Assessment/Surveillance – Emergency Preparedness and Response	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
2	Investigate, diagnose, and address health problems and hazards affecting the population	– Assessment/Surveillance – Emergency Preparedness and Response	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
3	Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it	– Communications – Emergency Preparedness and Response	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
4	Strengthen, support, and mobilize communities and partnerships to improve health	– Community Partnership Development	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
5	Create, champion, and implement policies, plans, and laws that impact health	– Policy Development and Support	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health

6	Utilize legal and regulatory actions designed to improve and protect the public's health	– Policy Development and Support	– Access to and Linkage with Clinical Care – Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
7	Assure an effective system that enables equitable access to the individual services and care needed to be healthy	Organizational/Administrative Competencies – Health Equity – Information Technology Services, including Privacy and Security – Human Resources Services	– Access to and Linkage with Clinical Care – Communicable Disease Control
8	Build and support a diverse and skilled public health workforce	Organizational/Administrative Competencies – Leadership and Governance – Human Resources Services	– Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health
9	Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement	Accountability/Performance Management – Quality Improvement	
10	Build and maintain a strong organizational infrastructure for public health	Organizational/Administrative Competencies – Leadership and Governance – Health Equity – Information Technology Services, including Privacy and Security – Human Resources Services – Financial Management, Contract, and Procurement Services, including Facilities and Operations – Legal Services and Analysis	– Access to and Linkage with Clinical Care – Chronic Disease and Injury Prevention – Communicable Disease Control – Environmental Public Health – Maternal, Child, and Family Health

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Table 2. Detailed Alignment

ES	Revised EPHS Language	Foundational Capability Language	Foundational Area Language
1	Assess and monitor population health status, factors that influence health, and community needs and assets – Maintaining an ongoing understanding of health in the jurisdiction by collecting, monitoring, and analyzing data on health and factors that influence health to identify threats, patterns, and emerging issues, with a particular emphasis on disproportionately affected populations. – Using data and information to determine the root causes of health disparities and inequities. – Working with the community to understand health status, needs, assets, key influences, and narrative. – Collaborating and facilitating data sharing with partners, including multi-sector partners. – Using innovative technologies, data collection methods, and data sets. – Utilizing various methods and technology to interpret and communicate data to diverse audiences. – Analyzing and using disaggregated data (e.g., by race) to track issues and inform equitable action. – Engaging community members as experts and key partners.	Assessment/Surveillance – Ability to collect sufficient foundational data to develop and maintain electronic information systems to guide public health planning and decision making at the state and local level. Foundational data include Behavioral Risk Factor Surveillance Survey (BRFSS), a youth survey (such as YRBS), and vital records, including the personnel and software and hardware development that enable the collection of foundational data. – Ability to access, analyze, and use data from (at least) seven specific information sources, including (1) U.S. Census data, (2) vital statistics, (3) notifiable conditions data, (4) certain health care clinical and administrative data sets including available hospital discharge, insurance claims data, and Electronic Health Records (EHRs), (5) BRFSS, (6) nontraditional community and environmental health indicators, such as housing, transportation, walkability/green space, agriculture, labor, and education, and (7) local and state chart of accounts. – Ability to prioritize and respond to data requests, including vital records, and to translate data into information and reports that are valid, statistically accurate, and accessible to the intended audiences.	Chronic Disease and Injury Prevention – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on chronic disease and injury prevention and control. – Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop, and implement a prioritized prevention plan, and seek funding for high priority initiatives.

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		– Ability to conduct a community and statewide health assessment and identify health priorities arising from that assessment, including analysis of health disparities.	
		Emergency Preparedness and Response – Ability and capacity to develop, exercise, and maintain preparedness and response strategies and plans, in accordance with established guidelines, to address natural or other disasters and emergencies, including special protection of vulnerable populations. – Ability and capacity to lead the Emergency Support Function 8 – Public Health & Medical for the county, region, jurisdiction, and state. – Ability to activate the emergency response personnel and communications systems in the event of a public health crisis; coordinate with federal, state, and local emergency managers and other first responders; and operate within, and as necessary lead, the incident management system. – Ability to maintain and execute a continuity of operations plan that includes a plan to access financial resources to execute an emergency and recovery response. – Ability to establish and promote basic, ongoing community readiness, resilience,	Communicable Disease Control – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control. – Identify statewide and local communicable disease control community partners and their capacities, develop, and implement a prioritized communicable disease control plan, and seek funding for high priority initiatives. Environmental Public Health – Provide timely, statewide, and locally relevant and accurate information to the state, health care system, and community on environmental public health issues and health impacts from common environmental or toxic exposures. – Identify statewide and local community environmental public health partners and their capacities, develop, and implement a prioritized plan, and seek action funding for high priority initiatives. Maternal, Child, and Family Health

		and preparedness by enabling the public to take necessary action before, during, or after a disaster. – Ability to issue and enforce emergency health orders. – Ability to be notified of and respond to events on a 24/7 basis.	– Provide timely, statewide, and locally relevant and accurate information to the health care system and community on emerging and on-going maternal child health trends. – Identify local maternal and child health community partners and their capacities; using life course expertise and an understanding of health disparities, develop a prioritized prevention plan; and seek funding for high priority initiatives.
2	Investigate, diagnose, and address health problems and hazards affecting the population – Anticipating, preventing, and mitigating emerging health threats through epidemiologic identification. – Monitoring real-time health status and identifying patterns to develop strategies to address chronic diseases and injuries. – Using real-time data to identify and respond to acute outbreaks, emergencies, and other health hazards. – Using public health laboratory capabilities and modern technology to conduct rapid screening and high-volume testing. – Analyzing and utilizing inputs from multiple sectors and sources to consider social, economic, and environmental root causes of health status.	Assessment/Surveillance – Ability to collect sufficient foundational data to develop and maintain electronic information systems to guide public health planning and decision making at the state and local level. Foundational data include Behavioral Risk Factor Surveillance Survey (BRFSS), a youth survey (such as YRBS), and vital records, including the personnel and software and hardware development that enable the collection of foundational data. – Ability to access, analyze, and use data from (at least) seven specific information sources, including (1) U.S. Census data, (2) vital statistics, (3) notifiable conditions data, (4) certain health care clinical and administrative data sets including available hospital discharge, insurance claims data, and Electronic Health Records (EHRs), (5) BRFSS, (6) nontraditional community and	Chronic Disease and Injury Prevention – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on chronic disease and injury prevention and control. – Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop, and implement a prioritized prevention plan, and seek funding for high priority initiatives. – Reduce statewide and community rates of tobacco use through a program that conforms to standards set by state or local laws and CDC's Office on Smoking and Health, including activities to reduce youth initiation, increase cessation, and reduce secondhand smoke exposure, as well as exposure to harmful substances.

– Identifying, analyzing, and distributing information from new, big, and real-time data sources.	environmental health indicators, such as housing, transportation, walkability/green space, agriculture, labor, and education, and (7) local and state chart of accounts. – Ability to prioritize and respond to data requests, including vital records, and to translate data into information and reports that are valid, statistically accurate, and accessible to the intended audiences. – Ability to access 24/7 laboratory resources capable of providing rapid detection.	– Work actively with statewide and community partners to increase statewide and community rates of healthy eating and active living through a prioritized approach focusing on best and emerging practices aligned with national, state, and local guidelines for healthy eating and active living.
	Emergency Preparedness and Response – Ability and capacity to develop, exercise, and maintain preparedness and response strategies and plans, in accordance with established guidelines, to address natural or other disasters and emergencies, including special protection of vulnerable populations. – Ability and capacity to lead the Emergency Support Function 8 – Public Health & Medical for the county, region, jurisdiction, and state. – Ability to activate the emergency response personnel and communications systems in the event of a public health crisis; coordinate with federal, state, and local emergency managers and other first responders; and operate within, and as	**Communicable Disease Control** – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control. – Identify statewide and local communicable disease control community partners and their capacities, develop, and implement a prioritized communicable disease control plan, and seek funding for high priority initiatives. – Receive laboratory reports and other relevant data, conduct disease investigations, including contact tracing and notification, and recognize, identify, and respond to communicable disease outbreaks for notifiable conditions in accordance with local, national, and state mandates and guidelines.

	necessary lead, the incident management system. – Ability to maintain and execute a continuity of operations plan that includes a plan to access financial resources to execute an emergency and recovery response. – Ability to establish and promote basic, ongoing community readiness, resilience, and preparedness by enabling the public to take necessary action before, during, or after a disaster. – Ability to issue and enforce emergency health orders. – Ability to be notified of and respond to events on a 24/7 basis. – Ability to function as a Laboratory Response Network (LRN) Reference laboratory for biological agents and as an LRN chemical laboratory at a level designated by CDC.	– Assure the availability of partner notification services for newly diagnosed cases of syphilis, gonorrhea, and HIV according to CDC guidelines. – Assure the appropriate treatment of individuals who have active tuberculosis, including the provision of directly-observed therapy in accordance with local and state laws and Centers for Disease Control and Prevention (CDC) guidelines. – Support the recognition of outbreaks and other events of public health significance by assuring capacity for the identification and characterization of the causative agents of disease and their origin, including those that are rare and unusual, at the appropriate level. Environmental Public Health – Provide timely, statewide, and locally relevant and accurate information to the state, health care system, and community on environmental public health issues and health impacts from common environmental or toxic exposures. – Identify statewide and local community environmental public health partners and their capacities, develop, and implement a prioritized plan, and seek action funding for high priority initiatives. – Conduct mandated environmental public health laboratory testing, inspections, and

oversight to protect food, recreation sites, and drinking water; manage liquid and solid waste streams safely; and, identify other public health hazards related to environmental factors in accordance with federal, state, and local laws and regulations.

Maternal, Child, and Family Health
– Provide timely, statewide, and locally relevant and accurate information to the health care system and community on emerging and on-going maternal child health trends.
– Identify local maternal and child health community partners and their capacities; using life course expertise and an understanding of health disparities, develop a prioritized prevention plan; and seek funding for high priority initiatives.
– Identify, disseminate, and promote emerging and evidence-based information about early interventions in the prenatal and early childhood period that promote lifelong health and positive social-emotional development.
– Assure newborn screening as mandated by a state or local governing body including wraparound services, reporting back, following up, and service engagement activities.

3	Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it	Communications	Chronic Disease and Injury Prevention
	– Developing and disseminating accessible health information and resources, including through collaboration with multi-sector partners. – Communicating with accuracy and necessary speed. – Using appropriate communications channels (e.g., social media, peer-to-peer networks, mass media, and other channels) to effectively reach the intended populations. – Developing and deploying culturally and linguistically appropriate and relevant communications and educational resources, which includes working with stakeholders and influencers in the community to create effective and culturally resonant materials. – Employing the principles of risk communication, health literacy, and health education to inform the public, when appropriate. – Actively engaging in two-way communication to build trust with populations served and ensure accuracy and effectiveness of prevention and health promotion strategies. – Ensuring public health communications and education efforts are asset-based when appropriate and do not reinforce narratives	– Ability to maintain ongoing relations with local and statewide media including the ability to write a press release, conduct a press conference, and use electronic communication tools to interact with the media. – Ability to write and implement a routine communication plan that articulates the health department's mission, value, role, and responsibilities in its community, and support department and community leadership in communicating these messages. – Ability to develop and implement a risk communication strategy, in accordance with Public Health Accreditation Board Standards, to increase visibility of a specific public health issue and communicate risk. This includes the ability to provide information on health risks and associated behaviors. – Ability to transmit and receive routine communications to and from the public in an appropriate, timely, and accurate manner, on a 24/7 basis. – Ability to develop and implement a proactive health education/health prevention strategy (distinct from other risk communications) that disseminates timely and accurate information to the public in culturally and linguistically appropriate (i.e.,	– Provide timely, statewide, and locally relevant and accurate information to the health care system and community on chronic disease and injury prevention and control.

	that are damaging to disproportionately affected populations.	508 compliant) formats for the various communities served, including through the use of electronic communication tools.	
		Emergency Preparedness and Response – Ability and capacity to lead the Emergency Support Function 8 – Public Health & Medical for the county, region, jurisdiction, and state. – Ability to activate the emergency response personnel and communications systems in the event of a public health crisis; coordinate with federal, state, and local emergency managers and other first responders; and operate within, and as necessary lead, the incident management system. – Ability to establish and promote basic, ongoing community readiness, resilience, and preparedness by enabling the public to take necessary action before, during, or after a disaster. – Ability to issue and enforce emergency health orders. – Ability to be notified of and respond to events on a 24/7 basis.	Communicable Disease Control – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control. Environmental Public Health – Provide timely, statewide, and locally relevant and accurate information to the state, health care system, and community on environmental public health issues and health impacts from common environmental or toxic exposures. Maternal, Child, and Family Health – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on emerging and on-going maternal child health trends. – Identify, disseminate, and promote emerging and evidence-based information about early interventions in the prenatal and early childhood period that promote lifelong health and positive social-emotional development.

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4	Strengthen, support, and mobilize communities and partnerships to improve health – Convening and facilitating multi-sector partnerships and coalitions that include sectors that influence health (e.g., planning, transportation, housing, education, etc.). – Fostering and building genuine, strengths-based relationships with a diverse group of partners that reflect the community and the population. – Authentically engaging with community members and organizations to develop public health solutions. – Learning from, and supporting, existing community partnerships, and contributing public health expertise.	Community Partnership Development – Ability to create, convene, and sustain strategic, non-program specific relationships with key health-related organizations; community groups or organizations representing populations experiencing health disparities or inequities; private businesses and health care organizations; and relevant federal, tribal, state, and local government agencies and non-elected officials. – Ability to create, convene, and support strategic partnerships. – Ability to maintain trust with and engage community residents at the grassroots level. – Ability to strategically select and articulate governmental public health roles in programmatic and policy activities and coordinate with these partners. – Ability to convene across governmental agencies, such as departments of transportation, aging, substance abuse/mental health, education, planning and development, or others, to promote health, prevent disease, and protect residents of the health department's geopolitical jurisdiction. – Ability to engage members of the community in a community health improvement process that draws from community health assessment data and establishes a plan for addressing priorities.	Chronic Disease and Injury Prevention – Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop, and implement a prioritized prevention plan, and seek funding for high priority initiatives. – Work actively with statewide and community partners to increase statewide and community rates of healthy eating and active living through a prioritized approach focusing on best and emerging practices aligned with national, state, and local guidelines for healthy eating and active living. Communicable Disease Control – Identify statewide and local communicable disease control community partners and their capacities, develop, and implement a prioritized communicable disease control plan, and seek funding for high priority initiatives. Environmental Public Health – Identify statewide and local community environmental public health partners and their capacities, develop, and implement a prioritized plan, and seek action funding for high priority initiatives. Maternal, Child, and Family Health – Identify local maternal and child health community partners and their capacities;

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		The community health improvement plan can serve as the basis for partnership development and coordination of effort and resources.	using life course expertise and an understanding of health disparities, develop a prioritized prevention plan; and seek funding for high priority initiatives.
5	Create, champion, and implement policies, plans, and laws that impact health – Developing and championing policies, plans, and laws that guide the practice of public health. – Examining and improving existing policies, plans, and laws to correct historical injustices. – Ensuring that policies, plans, and laws provide a fair and just opportunity for all to achieve optimal health. – Providing input into policies, plans, and laws to ensure that health impact is considered. – Continuously monitoring and developing policies, plans, and laws that improve public health and preparedness and strengthen community resilience. – Collaborating with all partners, including multi-sector partners, to develop and support policies, plans, and laws. – Working across partners and with the community to systematically and continuously develop and implement health improvement strategies and plans, and evaluate and improve those plans.	Policy Development and Support – Ability to serve as a primary and expert resource for establishing, maintaining, and developing basic public health policy recommendations that are evidence-based, grounded in law, and legally defendable. This ability includes researching, analyzing, costing out, and articulating the impact of such policies and rules where appropriate, as well as the ability to organize support for these policies and rules and place them before an entity with the legal authority to adopt them. – Ability to effectively inform and influence polices being considered by other governmental and non-governmental agencies within your jurisdiction that can improve the physical, environmental, social, and economic conditions affecting health but are beyond the immediate scope or authority of the governmental public health department.	Chronic Disease and Injury Prevention – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on chronic disease and injury prevention and control. – Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop, and implement a prioritized prevention plan, and seek funding for high priority initiatives. – Work actively with statewide and community partners to increase statewide and community rates of healthy eating and active living through a prioritized approach focusing on best and emerging practices aligned with national, state, and local guidelines for healthy eating and active living. Communicable Disease Control – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control. – Identify statewide and local communicable disease control community partners and

			their capacities, develop, and implement a prioritized communicable disease control plan, and seek funding for high priority initiatives.
			Environmental Public Health – Provide timely, statewide, and locally relevant and accurate information to the state, health care system, and community on environmental public health issues and health impacts from common environmental or toxic exposures. – Identify statewide and local community environmental public health partners and their capacities, develop, and implement a prioritized plan, and seek action funding for high priority initiatives.
6	Utilize legal and regulatory actions designed to improve and protect the public's health – Ensuring that applicable laws are equitably applied to protect the public's health. – Conducting enforcement activities that may include, but are not limited to sanitary codes, especially in the food industry; full protection of drinking water supplies; and timely follow-up on hazards, preventable injuries, and exposure-related diseases identified in occupational and community settings.	Policy Development and Support – Ability to serve as a primary and expert resource for establishing, maintaining, and developing basic public health policy recommendations that are evidence-based, grounded in law, and legally defensible. This ability includes researching, analyzing, costing out, and articulating the impact of such policies and rules where appropriate, as well as the ability to organize support for these policies and rules and place them before an entity with the legal authority to adopt them.	Access to and Linkage with Clinical Care – Inspect and license healthcare facilities, and license, monitor, and discipline healthcare providers, where applicable. Chronic Disease and Injury Prevention – Reduce statewide and community rates of tobacco use through a program that conforms to standards set by state or local laws and CDC's Office on Smoking and Health, including activities to reduce youth initiation, increase cessation, and reduce secondhand smoke exposure, as well as exposure to harmful substances.

– Licensing and monitoring the quality of healthcare services (e.g., laboratory, nursing homes, and home healthcare). – Reviewing new drug, biologic, and medical device applications. – Licensing and credentialing the healthcare workforce. – Including health considerations in laws from other sectors (e.g., zoning).	– Ability to effectively inform and influence polices being considered by other governmental and non-governmental agencies within your jurisdiction that can improve the physical, environmental, social, and economic conditions affecting health but are beyond the immediate scope or authority of the governmental public health department.	Communicable Disease Control – Assure the appropriate treatment of individuals who have active tuberculosis, including the provision of directly-observed therapy in accordance with local and state laws and Centers for Disease Control and Prevention (CDC) guidelines.
		Environmental Public Health – Conduct mandated environmental public health laboratory testing, inspections, and oversight to protect food, recreation sites, and drinking water; manage liquid and solid waste streams safely; and, identify other public health hazards related to environmental factors in accordance with federal, state, and local laws and regulations. – Protect workers and the public from chemical and radiation hazards in accordance with federal, state, and local laws and regulations – Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes (e.g. housing and urban development, recreational facilities, and transportation systems) and resilient communities.

7	Assure an effective system that enables equitable access to the individual services and care needed to be healthy – Connecting the population to needed health and social services that support the whole person, including preventive services. – Ensuring access to high-quality and cost-effective healthcare and social services, including behavioral and mental health services, that are culturally and linguistically appropriate. – Engaging health delivery systems to assess and address gaps and barriers in accessing needed health services, including behavioral and mental health. – Addressing and removing barriers to care. – Building relationships with payers and healthcare providers, including the sharing of data across partners to foster health and well-being. – Contributing to the development of a competent healthcare workforce.	Organizational/Administrative Competencies – Health Equity: Ability to strategically coordinate health equity programming through a high level, strategic vision and/or subject matter expertise which can lead and act as a resource to support such work across the department. – Information Technology Services, including Privacy and Security: Ability to maintain and procure the hardware and software needed to access electronic health information and to support the department's operations and analysis of health data. Ability to support, use, and maintain communication technologies needed to interact with community residents. Ability to have the proper systems in place to keep health and human resources data confidential. – Human Resources Services: Ability to develop and maintain a competent workforce, including recruitment, retention, and succession planning; training; and performance review and accountability.	Access to and Linkage with Clinical Care – Provide timely, statewide, and locally relevant and accurate information to the health care system and community on access and linkage to clinical care (including behavioral health), healthcare system access, quality, and cost. – Inspect and license healthcare facilities, and license, monitor, and discipline healthcare providers, where applicable. – In concert with national and statewide groups and local providers of health care, identify healthcare partners and competencies, develop prioritized plans for increasing access to health homes and quality health care, and seek funding for high priority policy initiatives. – Coordinate and integrate categorically-funded clinical health care. Communicable Disease Control – Assure the availability of partner notification services for newly diagnosed cases of syphilis, gonorrhea, and HIV according to CDC guidelines. – Assure the appropriate treatment of individuals who have active tuberculosis, including the provision of directly-observed therapy in accordance with local and state laws and Centers for Disease Control and Prevention (CDC) guidelines.

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8	Build and support a diverse and skilled public health workforce – Providing education and training that encompasses a spectrum of public health competencies, including technical, strategic, and leadership skills. – Ensuring that the public health workforce is the appropriate size to meet the public's needs. – Building a culturally competent public health workforce and leadership that reflects the community and practices cultural humility. – Incorporating public health principles in non-public health curricula. – Cultivating and building active partnerships with academia and other professional training programs and schools to assure community-relevant learning experiences for all learners. – Promoting a culture of lifelong learning in public health. – Building a pipeline of future public health practitioners. – Fostering leadership skills at all levels.	Organizational/Administrative Competencies – Leadership and Governance: Ability to lead internal and external stakeholders to consensus, with movement to action, and to serve as the public face of governmental public health in the department's jurisdiction. Ability to directly engage in health policy development, discussion, and adoption with local, state, and national policymakers, and to define a strategic direction of public health initiatives. Ability to engage with the appropriate governing entity about the department's public health legal authorities and what new laws and policies might be needed. – Human Resources Services: Ability to develop and maintain a competent workforce, including recruitment, retention, and succession planning; training; and performance review and accountability.	Chronic Disease and Injury Prevention – Coordinate and integrate categorically-funded chronic disease and injury prevention programs and services. Communicable Disease Control – Coordinate and integrate categorically-funded communicable disease programs and services. Environmental Public Health – Protect workers and the public from chemical and radiation hazards in accordance with federal, state, and local laws and regulations – Coordinate and integrate categorically-funded environmental public health programs and services. Maternal, Child, and Family Health – Coordinate and integrate categorically funded maternal, child, and family health programs and services.
9	Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement – Building and fostering a culture of quality in public health organizations and activities.	Accountability/Performance Management – Quality Improvement: Ability to perform according to accepted business standards and to be accountable in accordance with applicable relevant federal, state, and local laws and policies and to assure compliance	

	– Linking public health research with public health practice. – Using research, evidence, practice-based insights, and other forms of information to inform decision-making. – Contributing to the evidence base of effective public health practice. – Evaluating services, policies, plans, and laws continuously to ensure they are contributing to health and not creating undue harm. – Establishing and using engagement and decision-making structures to work with the community in all stages of research. – Valuing and using qualitative, quantitative, and lived experience as data and information to inform decision-making.	with national and Public Health Accreditation Board Standards. Ability to maintain a performance management system to monitor achievement of organizational objectives. Ability to identify and use evidence-based and/or promising practices when implementing new or revised processes, programs and/or interventions at the organizational level. Ability to maintain an organization-wide culture of quality improvement using nationally recognized framework quality improvement tools and methods.	
10	Build and maintain a strong organizational infrastructure for public health – Developing an understanding of the broader organizational infrastructures and roles that support the entire public health system in a jurisdiction (e.g., government agencies, elected officials, and non-governmental organizations). – Ensuring that appropriate, needed resources are allocated equitably for the public's health. – Exhibiting effective and ethical leadership, decision-making, and governance.	Organizational/Administrative Competencies – Leadership and Governance: Ability to lead internal and external stakeholders to consensus, with movement to action, and to serve as the public face of governmental public health in the department's jurisdiction. Ability to directly engage in health policy development, discussion, and adoption with local, state, and national policymakers, and to define a strategic direction of public health initiatives. Ability to engage with the appropriate governing entity about the department's public health	Access to and Linkage with Clinical Care – Coordinate and integrate categorically-funded clinical health care. Chronic Disease and Injury Prevention – Coordinate and integrate categorically-funded chronic disease and injury prevention programs and services. Communicable Disease Control – Coordinate and integrate categorically-funded communicable disease programs and services. Environmental Public Health

	– Managing financial and human resources effectively. – Employing communications and strategic planning capacities and skills. – Having robust information technology services that are current and meet privacy and security standards. – Being accountable, transparent, and inclusive with all partners and the community in all aspects of practice.	legal authorities and what new laws and policies might be needed. – Health Equity: Ability to strategically coordinate health equity programming through a high level, strategic vision and/or subject matter expertise which can lead and act as a resource to support such work across the department. – Information Technology Services, including Privacy and Security: Ability to maintain and procure the hardware and software needed to access electronic health information and to support the department's operations and analysis of health data. Ability to support, use, and maintain communication technologies needed to interact with community residents. Ability to have the proper systems in place to keep health and human resources data confidential. – Human Resources Services: Ability to develop and maintain a competent workforce, including recruitment, retention, and succession planning; training; and performance review and accountability. – Financial Management, Contract, and Procurement Services, including Facilities and Operations: Ability to establish a budgeting, auditing, billing, and financial system and chart of expense and revenue accounts in compliance with federal, state, and local standards and policies. Ability to secure grants or other funding	– Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes (e.g. housing and urban development, recreational facilities, and transportation systems) and resilient communities. – Coordinate and integrate categorically-funded environmental public health programs and services. Maternal, Child, and Family Health – Coordinate and integrate categorically funded maternal, child, and family health programs and services.

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	(governmental and not) and demonstrate compliance with an audit required for the sources of funding utilized. Ability to procure, maintain, and manage safe facilities and efficient operations. – Legal Services and Analysis: Ability to access and appropriately use legal services in planning, implementing, and enforcing, public health initiatives, including relevant administrative rules and due process.	
The 10 Essential Public Health Services provide a framework for public health to protect and promote the health of <u>all people in all communities</u>. To achieve equity, the Essential Public Health Services actively promote policies, systems, and overall community conditions that enable optimal health for all and seek to remove systemic and structural barriers that have resulted in health inequities. Such barriers include poverty, racism, gender discrimination, ableism, and other forms of oppression. Everyone should have a fair and just opportunity to achieve optimal health and well-being.	The revised framework adds a new statement to elevate the importance of equity in public health practice. The concept is centered within the framework itself to highlight the overarching goal of protecting and promoting the health of all people in all communities. Equity is embedded in each essential service statement and corresponding language to address the social, structural, environmental, and political determinants of health, and to emphasize how critical authentic and active community engagement is in identifying and solving community health problems.	