Overview of Section II of the Annual Report
The purpose of Section II of the Annual Report is to assure that health departments continue to build a continuous quality improvement (QI) culture. As such, Section II provides an opportunity for your health department to report on quality improvement activities and to receive feedback from the PHAB Evaluation and QI Committee. In Section II you will also be asked to discuss preparations made by your health department to position itself to seek reaccreditation.

Section II is divided into 4 parts:
• Performance management and quality improvement
• Description of a quality improvement project
• Continuing processes
• Emerging issues

Timeline for Submitting Section II of the Annual Report to PHAB
Your health department will be granted access to Section II of the Annual Report when Section I has been accepted by PHAB. Once you gain access to Section II, you will have 30 days to submit the completed Section II form in e-PHAB.

Step 3: Downloading and Completing Section II Annual Report Template
Similar to Section I, you can download the template for Section II from the Accredited HD website and fill it out. (Please see instructions for accessing the Annual Report Section I template provided on page 1. Use the same instructions to download the Section II template.)

In this guidelines document, the text in blue boxes are the questions that appear in each of the 4 parts of the template. Where appropriate, additional instructions, background information (e.g., definitions) or guidance (e.g., examples of the types of items you might discuss in your response to the question) are included in the white boxes in the table below.

<table>
<thead>
<tr>
<th>Performance Management and Quality Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>How has the health department implemented and/or changed its performance management system over the past year?</strong> Please provide an example of how the health department has tracked its performance. <strong>(Word limit: 500)</strong></td>
</tr>
<tr>
<td><strong>Background:</strong> 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.1</td>
</tr>
<tr>
<td><strong>Instructions:</strong> Describe why the health department made any changes and what process was used to make the change. In addition, to illustrate how the performance management system works, please select one example of how the health department has monitored progress on a specific performance measure.</td>
</tr>
<tr>
<td><strong>Guidance:</strong> Examples of implementing or changing a performance management system include tracking performance of agency quality improvement projects, community health improvement plan measures, or strategic plan performance measures. Other areas to consider are changes to organizational objectives or metrics or the process for monitoring them.</td>
</tr>
<tr>
<td>2. <strong>How has the health department implemented and/or changed its quality improvement (QI) plan over the past year?</strong> <strong>(Word limit: 500)</strong></td>
</tr>
<tr>
<td><strong>Background:</strong> 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.2</td>
</tr>
<tr>
<td>**Quality improvement in public health is the use of a deliberate and defined improvement process, such as Plan-Do-Check-Act, which is focused on activities that are responsive to community needs and improving population health. It refers to a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes, and other indicators of quality in services or processes which achieve equity and improve the health of the community.**1</td>
</tr>
</tbody>
</table>
### Performance Management and Quality Improvement (continued)

**Guidance:** Examples of implementing or changing the health department's quality improvement plan may include a change or update to the quality improvement framework being used throughout the agency and/or a change in the quality improvement structure for approval of quality improvement projects.

3. **Which of the following most accurately characterizes the QI culture in the health department?** (See [http://qiroadmap.org/assess/](http://qiroadmap.org/assess/) for a description of these phases. Place an X in the column to the left of the phase that best applies.)

| Phase 1: No knowledge of QI | Phase 2: Not involved with QI activities | Phase 3: Informal or ad hoc QI | Phase 4: Formal QI implemented in specific areas | Phase 5: Formal agency-wide QI | Phase 6: QI culture |

**Background:** Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.³

Understanding of your organization’s QI culture may help you identify strengths and weaknesses as well as barriers to sustain QI efforts. An assessment would include leadership support of quality, staff engagement in the quality process, and the ability of an organization to manage change, which provides the context for an effective QI program that may evolve over time. There are many QI assessments available for health departments to assess their level of QI culture in the organization. This form uses the *Roadmap to a Culture of Quality Improvement*, developed by the National Association of County and City Health Officials (NACCHO).

**Instructions:** Health departments may use their best judgment to select the phase that seems most applicable to them and then place an “X” in the column next to that phase. The table below includes excerpts from [http://qiroadmap.org/assess/](http://qiroadmap.org/assess/) (accessed November 25, 2014) that describe each of the phases of a culture of quality.

**NOTE:** Phase 1 (No knowledge of QI) and Phase 2 (Not involved with QI activities) are part of NACCHO’s *Roadmap to a Culture of Quality Improvement*. However, they have been greyed out on the template and are not included here because, by virtue of having gone through the accreditation process, it should not be possible for a health department to be in either of those phases.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 3: Informal or ad hoc QI</td>
<td>Executives and senior leaders may value QI, but expectations are not consistently communicated to staff. Because some financial and human resources are dedicated to QI, a few staff have the knowledge, skills, abilities, resources, and support to lead small QI projects. Staff meet informally to solve problems and innovate, but opportunities for peer sharing are limited. Typically one or two staff are responsible for QI and performance management activities. While some performance data is collected, monitored, and shared, it is not used consistently for decision making. Staff may view QI as a passing fad or added responsibility.</td>
</tr>
<tr>
<td>Phase 4: Formal QI implemented in specific areas</td>
<td>Executives encourage employees to engage in QI, and most senior leaders hold staff accountable to that expectation. Most teams have staff capable of leading formal QI projects as QI is included in workforce development plans and training and resources are made available as needed. Teams are commonly formed to solve problems and innovate using basic QI techniques. Efforts are made to link organizational performance measures to the organization's strategic plan, and team performance is measured, monitored, and reported in some parts of the organization. It is possible that a formal governance body meets regularly and a QI plan has been created. However, the results of QI projects are not always documented and improvements do not always spread throughout the organization due to limited peer sharing opportunities. Leaders anticipate, explore, and address staff resistance.</td>
</tr>
</tbody>
</table>
Phase 5: Formal agency-wide QI

Executives and senior leaders hold staff accountable to expectations related to performance management and QI. This commitment is demonstrated by the dedication of sufficient financial and human resources to training, infrastructure, and support for collecting, monitoring, reporting, and improving individual, team, and organizational performance. Most staff value QI as a strategy for improving their work. QI is incorporated into job descriptions, employee orientation, and the performance appraisal process. Formal QI teams are formed on a regular basis, and the results of these efforts are consistently disseminated. As a result, processes are becoming clearly defined, efficient, effective, and standardized across the organization. A formal process for implementing, monitoring, and evaluating the QI plan is in place. Performance measures are linked to strategic goals. All teams have performance management plans, including data collection, analysis, and reporting and a centralized system for storing and accessing that data exists. Problem solving and decision making are driven by data.

Phase 6: QI culture

Executives and senior leaders fully embrace quality and ensure the sustainability of the culture by maintaining necessary resources. Leadership turnover has minimal negative impact on the organizational culture. Performance management and QI are fully embedded into the way business is done at the individual, team, and organization levels. The use of formal and informal QI tools and methods to solve problems and create improvements is second nature to employees. Performance data drives all decision making across the organization. The organization is regarded as quality-driven and innovative. Employees are granted autonomy to fulfill their QI responsibilities. Staff understand how they contribute to the organizations’ overall mission, vision, and strategic plan.

4. Has there been a change in the health department’s phase of QI culture in the past year? If so, what has changed and why? (Word limit: 500)

Background: Assessing where the culture of the organization is currently may help determine where to aim efforts to improve the level of QI understanding and knowledge for the future. Progressing through the six phases identified above helps move a health department toward a quality culture, presenting common organizational characteristics and strategies for transitioning to the next phase.

Progression may be due to increased knowledge of QI in leadership and staff because of the increase in QI projects conducted throughout the year. An increase in customer focus and decisions made using performance data may also increase your level of assessment.

A health department may not always move through the QI phases progressing to building a culture of quality. This may be due to a change in leadership, a shift in organizational priorities, reduction in training dollars, and a change in staff who were previously QI champions.

Instructions: Indicate whether the health department changed from one phase in the Roadmap to another in the past year. If there has been a change, briefly describe the change as well as why the organization made the change.

Guidance: An example explanation is: “The health department changed from Phase 3 to Phase 4. Previously, only a few staff were involved in QI; now a larger number of staff have been trained in and have experience with QI. Two of the program areas have begun systematically monitoring their performance. The health department focused more attention on QI because another health department in the state presented on their QI plan and it inspired our staff to be more involved.”

5. The table below lists several characteristics of a QI culture. Please complete the table below to indicate one concrete step the health department has taken over the past year to improve each characteristic listed and one step it plans to take next year. If the health department has not worked on a characteristic or has no plans to work on it in the coming year, leave that part of the table blank. (See http://qiroadmap.org/assess/ for a description of these characteristics. Two characteristics – QI model/plan and performance management system - have been omitted from the table because they were previously described in questions 1 and 2.) (Word limit: 100 words per row)
Performance Management and Quality Improvement (continued)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Steps Taken Last Year</th>
<th>Steps Planned for Next Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
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<tr>
<td>QI champions</td>
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<tr>
<td>QI training</td>
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<tr>
<td>Staff engagement</td>
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<tr>
<td>Resources</td>
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<tr>
<td>Data</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Guidance: The list below includes brief descriptions of the characteristics, along with examples of the types of activities you may describe as steps that the health department took in the last year or plans to take in the next year to improve QI culture. You do not need to limit yourself to the examples listed below and may describe other relevant activities as well.

Leadership: There are two critical factors for leadership involvement in QI. The first one is Culture: Leaders actively establish the environment, personally model the behaviors, and lead the transformation to a culture of quality. The second is Resourcing and Structure: Leaders provide the resources and team structure to drive quality throughout the organization. The health department may want to provide examples about how leaders have either supported culture (e.g., by sponsoring QI projects or making QI agenda items at key meetings) or resources and structure.

QI champions: Identifying QI champions helps to promote the health department’s quality agendas and to elicit broader staff participation. QI champions are often respected among their peers and have project management experience as well as a passion for improvement. Health departments can support QI champions by investing in training to create “true believers” in quality improvement.

QI training: Health departments may want to consider a succession plan in place for their quality leaders to identify new staff who need to be exposed and educated on QI. For example, health departments may add QI training to new employee orientation or develop different levels of QI training (e.g., beginning, intermediate, etc.) to further develop staff on the continuum of QI knowledge.

Staff engagement: Examples of steps to engage staff may be providing information about the organization and its work processes that enable understanding and use in QI; setting clear expectations around organizational goals, work units, and individuals including the need for involvement in QI; establishing feedback systems that allow everyone to understand and acknowledge the progress of the organization, work units, and individuals; developing reliable work processes and resources that enable an individual to perform; developing the QI and work related knowledge, skills, and abilities to succeed; and delegating authority to make decisions and take action to improve their performance.

Resources: This may include providing financial resources, staff time, or technical assistance to support QI (e.g., by inviting a consultant to come in the health department as a resource for a QI project team or shifting responsibilities from one staff resource to another to allow subject matter experts to participate in QI activities).

Data: Examples a health department may want to consider are the steps to collect, use, eliminate, and/or expand the use of data from year to year. It may also include re-examining how the health department is using data and eliminating data collection that does not provide valuable information.

6. Please provide a brief overview of QI projects conducted in the past year. Include the number of projects, their type (administrative or programmatic), and the proportion of health department program areas/offices that engaged in one or more of them. Please indicate whether this is an expansion over the past year (e.g., the number and/or type, extent of participation, etc). (Word limit: 500)

Guidance: An example of a brief overview is: “The health department conducted three administrative and five programmatic QI projects in the last year which represents 8 out of the 22 major program areas of the health department. Of the organization’s 1000 employees, 80 employees participated in the eight QI projects. Each of the eight QI projects had an Executive Sponsor, a QI facilitator, a QI project lead, a scribe, and various subject matter experts.

“This is an expansion from our previous year’s QI efforts. Previously we conducted a total of three (one administrative and two programmatic) QI projects and only involved approximately 20 staff members. We have progressed to having a QI facilitator and scribe for each QI project.”
SELECT ONE QI PROJECT TO DESCRIBE IN GREATER DETAIL BELOW

7. **What issue did this QI project address? How was that need determined (e.g., Accreditation Committee, Site Visit Report, customer survey, audit, etc.)? What was the QI initiative aim (including the specific measurable goals set for the activity)? (Word limit: 500)**

**Guidance:** QI projects may address administrative and programmatic areas within the organization. Examples of administrative QI projects include improvement of the organization’s hiring process, grants management, travel reimbursements, and legislative tracking processes. Examples of QI programmatic projects are to increase physical activity in the population, reduce tobacco use, and increase immunization rates. Health departments may want to consider choosing QI projects based on what they learned through the accreditation process, their performance management system, or from other data sources. Based on those data, QI teams create an aim statement or mission statement with specific measurable goals for the project. Specific measurable goals are created by using the SMART criteria: Specific, Measurable, Attainable, Realistic, and Timely. The principal advantage of SMART objectives is that they are easier to understand, to do, and then be reassured that they have been done.

8. **How was the QI project implemented? What QI methods and tools were used? Was a pilot conducted? (Word limit: 500)**

**Instructions:** In this section, briefly describe how the project was implemented, including information about who was involved and what the main activities were. Please indicate if any QI methods and tools were used, such as: Kaizen, flow chart, cause and effect diagrams, pareto chart, check sheet, histogram, scatter diagram and control chart. There are many other methods and tools for a health department to consider using with their QI project.

**Guidance:** As part of a QI project, health departments may pilot a project by implementing the project on a small scale (the “do” part of a plan, do, study, act (PDSA) cycle) before rolling it out more broadly. If the QI project included a pilot, please describe it here.

9. **Did the health department gain information and/or understanding in the course of implementing the QI project that led the health department to make changes in this project or in other QI work? (Word limit: 500)**

**Guidance:** If the health department conducted a pilot (or the “do” part of the PDSA cycle) did you change the rollout of the project (the “act” part)? Conducting a pilot of the QI project provides the health department an opportunity to compile and compare to initial targets for improvement, debrief on what strategies did or did not work, and make program decisions based on evidence to incorporate successes into the program, to adjust and retry strategies, and to eliminate ineffective strategies.

In addition, did you learn anything from going through the process that will change how the health department approaches QI going forward?

10. **What are the outcomes of the QI project (including progress towards the measurable goals that were set)? Please provide specific data. (Word limit: 500)**

**Guidance:** Outcomes and progress toward the measurable goals can be the assessment of the benefits of the QI project intervention. Measuring QI outcomes may help a health department address the efficacy and efficiency of the department’s programs and services.

A QI project outcome example may look like this: “Prior to the start of the project, childhood obesity rates in the jurisdiction were higher than the state average and students reported being physically active for an average of less than 60 minutes per day. After the program was implemented, there was a 71% increase in physical activity rates over 5 months.”

11. **Does the health department plan to do additional work related to this QI project next year? This could include standardizing the initiative or replicating it to other units, service lines, or organizations. (If yes, please describe below. If no, please leave the next box blank.) (Word Limit: 500)**

12. **To which PHAB measure(s) does this QI project apply?**
### Continuing Processes

<table>
<thead>
<tr>
<th>13. Describe how the health department has updated and/or expanded the community health assessment over the past year. Include information about the process as well as the resultant changes. (Word limit: 500)</th>
</tr>
</thead>
</table>
| **Background:** In Version 1.5 of the Standards and Measures, Measure 1.1.2, requires “the ongoing monitoring, refreshing, and adding of data and data analysis.”2  
**Instructions:** Describe health department activities related to engaging partners and the community at large in the CHA; collecting additional data and information; or analyzing data.  
**Measures to which this applies:** 1.1.1 & 1.1.2 |

<table>
<thead>
<tr>
<th>14. Describe how the health department has implemented and/or revised the community health improvement plan over the past year. Include information about the process as well as the resultant changes. (Word limit: 500)</th>
</tr>
</thead>
</table>
| **Background:** In Version 1.5 of the Standards and Measures, Measure 5.2.4, requires health departments to "monitor and revise as needed, the strategies in the community health improvement plan in collaboration with broad participation from stakeholders and partners.”2  
**Instructions:** Describe health department activities related to engaging partners and stakeholders in revising the CHIP; taking action to implement parts of the CHIP; and tracking implementation and progress towards objectives.  
**Measures to which this applies:** 5.2.1, 5.2.2, 5.2.3 & 5.2.4 |

<table>
<thead>
<tr>
<th>15. If the health department has observed improvements in any of the health status measures in the community health improvement plan, please provide examples here. (Word limit: 500)</th>
</tr>
</thead>
</table>
| **Instructions:** List specific examples of progress made towards reaching specific health status measures that are outlined in the CHIP, if available. Please include both baseline information and updated information to indicate the progress made.  
**Measure to which this applies:** 5.2.4 |

<table>
<thead>
<tr>
<th>16. Describe how the health department has implemented the strategic plan over the past year. (Word limit: 500)</th>
</tr>
</thead>
</table>
| **Instructions:** Describe how the health department has taken defined steps to reach the targets that are outlined in the strategic plan.  
**Measure to which this applies:** 5.3.3 |

<table>
<thead>
<tr>
<th>17. Sharing Your Work - Please indicate how the health department has provided support to other health departments or shared its experiences with others outside of the department, related to quality improvement, performance management, or accreditation. (Select all that apply. Place an X in the column to the left of the activity.)</th>
</tr>
</thead>
</table>
| **Instructions:** Please select as many of the following options as apply:  
- Submitted an example to PHQIX [Public Health Quality Improvement Exchange - https://www.phqix.org]  
- Provided one-time consultation to staff at another health department  
- Published an article in a journal  
- Submitted an example to NACCHO’s Toolbox [http://www.naccho.org/toolbox/]  
- Gave a presentation at a meeting  
- Provided ongoing assistance to staff at another health department  
- None |
## Continuing Processes (continued)

### 18. If the health department provided support or shared its experience with other health departments in a way not listed in question 17 above, please list it below.

**Instructions:** If your health department has assisted others in the public health community in the areas of quality improvement, performance management, or accreditation in a way not mentioned in the question above, briefly indicate it here.

### 19. Please describe one of the activities above (questions 17-18) of which the health department is most proud.

**Instructions:** Select one of the activities that your health department has engaged in to provide support or share quality improvement, performance management, or accreditation experiences with the field to describe in more detail here.

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## Emerging Public Health Issues and Innovations

Several issues have been identified, as PHAB works with the field, as emerging public health issues that will be increasingly emphasized in the future. PHAB understands that these areas are evolving and as such, new concepts, strategies, and initiatives will change over time.

PHAB encourages accredited health departments, however, to consider how their work either addresses these emerging issues or is informing the development of best and promising practices in these areas. While no decisions have been made about another revised version of the standards and measures to further address these areas, PHAB expects these to continue to be significant topics in the future.

### Informatics

Public health informatics is an emerging issue for Tribal, state, local, and territorial health departments because of the increase in the amount of available data and because the implications for the use of data to drive decision-making have received stronger emphasis in the past several years. As new and more sophisticated technology emerges, health departments will need to be actively engaged in ensuring that their work is supported by and contributes to sound informatics principles, practices, and techniques. PHAB's Informatics Think Tank participants identified an informatics-savvy public health department in the future as one that:

- Creates an informatics strategic vision.
  - Demonstrates evidence that information systems planning is included in the agency strategic plan.
  - Information systems planning elements should support the agency’s overall scope of service and include some stretch.
- Leverages data standards.
- Ensures interoperability among information systems.
- Evaluates and improves information systems and applications.
- Ensures effective management of information systems and of IT operations.
  - Demonstrates evidence of plans to address emergent issues in informatics (such as meaningful use, ICD-10, etc.) based on scope of services.
  - Demonstrates evidence of a process for developing business requirements prior to implementation of systems change or new systems implementation.
  - Demonstrates evidence of an agency data inventory.
- Ensures confidentiality, security, and integrity of data.
  - Demonstrates evidence of information systems vulnerability audits, policies, and internal controls related to the privacy of information and the security of information systems consistent with scope of services.
- Integrates clinical health, environmental health, and population health data.
  - Demonstrates evidence of plans to link individual data and population data based on scope of services.
- Provides training in informatics to staff on an ongoing basis as changes emerge.
- Communicates with policy makers, staff, and the public.
- Ensures knowledge, information, and data needs are met.
# PHAB Annual Report Guidelines for Accredited Health Departments - Section II

January 2015

## Emerging Public Health Issues and Innovations (continued)

### Health Equity

Health equity is noted as an emerging public health issue because best and promising practices are moving the science and practice of public health beyond the traditional considerations of minority health and health disparities to more comprehensive concepts associated with ensuring deliberate consideration of the multiple determinants of health. Participants in the PHAB Health Equity Think Tank recommended that accredited health departments in the future consider a very broad-based approach to their work, using a health equity lens to plan and assess their work. Accredited health departments in the future should:

- Understand the root causes of health inequities and historical injustices in their jurisdictions.
- Be proficient at working with community partnerships (e.g., ensure transparency).
- Work to understand the community power structure and how decision making creates inequities (e.g., how hiring and promotion policies foster inequities).
- Understand how funds are distributed to communities and develop processes for affecting same.
- Use a social epidemiology basis for determining health department priorities.
- Maintain an emphasis on human rights in public policies and health department practices.
- Develop a special emphasis on opportunities for children and youth to be healthy.
- Maximize and work with grassroots power in developing and implementing public health priorities.
- Monitor and track institutions that create inequities in their decision making; engage them in different alternatives that include community input.
- Seek ways to democratize data, in its collection (“street science”), its dissemination, and its use.
- Include health equity as part of the community health assessment, community health improvement plan, and strategic plan, at a minimum. Plans should address health equity on three levels: programmatic, community, and policy.
- Identify health equity indicators: ensure that they are community driven, involve grassroots and the community, and use local data. Update plans regularly, on an as needed basis, or as issues arise.
- Include analysis of accumulated burden in specific neighborhoods. That is, “place matters.”
- Support the idea of a health equity impact assessment for policies and programs.
- Educate policy makers concerning how current statutory authority supports the health department's ability to influence health equity.
- Consider requirements related to health equity in regulations that the health department enforces.
- Educate elected and appointed officials, as well as their staff about health equity.

### Communication Science

Communication science was identified as an emerging public health issue because communication technology and vehicles have changed significantly over the past few years. There are now multiple modes of communication that are not only used by the public, but the expectation of communities served by health departments is that those varied means of communication will also be used and valued by their health departments. Additionally, the population is more diverse than ever before, creating both challenges and opportunities for health departments to interact with their communities. Recommendations for health departments to consider for the future to strengthen their communication strategies include:

- Development and implementation of a strategic approach to communication that is comprehensive and science-based (including internal and external multi-modal distribution to reach different audiences).
- Planning and deliberate implementation of strategies that uniquely brand the health department. This category also includes regular, systematic evaluation of the branding techniques chosen, with planned changes that can be expedited as appropriate.
- Planning and implementation of broad-based strategies for dissemination of public health information (website, large media outlets, and social media).
| **Communication Science (continued)** | • Planning and implementation of crisis communication, including consideration of communication technology disruption. This category includes consideration of a 24/7 communications infrastructure that is not just for emergencies.  
• Implementation of a planned approach to health education, including both population-wide education as well as targeted health education focused on specific population groups.  
• Communications and health education strategies and initiatives planned, implemented, and evaluated in partnership with the communities served by the health department.  
• Ongoing vigilance in providing culturally and linguistically appropriate information to the diverse communities served by health departments. |

| **Public Health Chart of Accounts (COA)** | A chart of accounts is a created list of the accounts used by a business entity to define each class of items for which money or the equivalent is spent or received. ([http://en.wikipedia.org/wiki/Chart_of_accounts](http://en.wikipedia.org/wiki/Chart_of_accounts))  
In April 2012, the Institute of Medicine recommended creation of a COA to provide a common framework and system for tracking the flow of funds across the U.S. governmental public health system, similar to the systems that have been developed for other health and social service sectors. (Institute of Medicine, *For the Public’s Health: Investing in a Healthier Future*, April 2012). |

| **Climate Change** | Changes occurring in the world’s climate are affecting our health and well-being, and will have even greater impacts in the future. Although scientific understanding of the effects of climate change is still emerging, there is a pressing need to prepare for potential health risks. ([http://www.cdc.gov/climateandhealth/](http://www.cdc.gov/climateandhealth/))  
Climate change is a complex phenomenon and a range of unanticipated ecological effects may result. Many of these ecosystem effects could have indirect health effects. Increased concentrations of ground-level carbon dioxide and longer growing seasons could result in higher pollen production, worsening allergic and respiratory disease. Increased carbon dioxide concentrations in sea water may cause oceans to grow more acidic and is likely to contribute to adverse ecosystem changes in the world’s tropical oceans. This would have potentially dramatic implications for fisheries and the food supply in certain regions of the world. Major regional ecosystem stresses may result in mass population movement and conflict, with significant health effects. Some of these concerns are low-probability high-impact events, and could have significant health impacts on a global scale. ([http://www.cdc.gov/climateandhealth/effects/default.htm](http://www.cdc.gov/climateandhealth/effects/default.htm)) |

| **Emergency Preparedness** | Emergency preparedness and response will continue to be an emerging public health issue as long as there are natural and man-made disasters. PHAB, along with accredited health departments, expects to keep this topic high on the list for monitoring best and promising practices as the realities and needs of communities change. The concept of community resilience will continue to be developed and explored. Community resilience is a measure of the sustained ability of a community to utilize available resources to respond to, withstand, and recover from adverse situations. ([http://www.rand.org/topics/community-resilience.html](http://www.rand.org/topics/community-resilience.html)) |

| **Public Health Workforce** | The public health workforce in Tribal, state, local, and territorial health departments is a key asset to the health department’s performance. Therefore, workforce development will continue to be an emerging issue for accredited public health departments. Looking forward to 2020 with a vision for high-performing, accredited health departments, PHAB’s Workforce Think Tank described an accredited health department workforce as one that:  
• Demonstrates characteristics of a learning organization such as systems thinking/critical thinking, effective communication, management of change (situational awareness, problem solving, and forecasting), informatics savvy, working with diverse populations, and recruiting and managing a diverse workforce.  
• Demonstrates alignment between the mission, vision, values, and strategic priorities of the organization and the management of the workforce. This includes leadership as a collective enterprise; ability to effectively execute strategy; ability to manage/lead change and foster innovation; ability to address public health issues in a multiple determinants of health model and through a health equity lens; and ability to lead work across multiple programs, services, and activities. |
### Public Health Workforce (continued)

- Demonstrates alignment between the mission, vision, values, and strategic priorities of the organization and those in the community and the alignment of their respective workforces. This concept includes leadership as a collective cross-agency enterprise and staffing as a complementary effort, adjusting staffing ratios and competencies to reflect the efforts of all organizations in the system. Leadership in the public health workforce arena for the future is focused on advancing/advocating competencies and workforce accountabilities across a system that improves population health.

An additional consideration for health departments is creating an organizational culture and work environment that is supportive of the staff and their maximum productivity.

### Public Health/Health Care Integration

The core principles of public health/health care integration include a common goal of improving population health, as well as involving the community in defining and addressing its needs. Strong leadership that works to bridge disciplines, programs, and jurisdictions; sustainability; and the collaborative use of data and analysis are the other principles. When there is mutual awareness, primary care and public health are informed about each other and each other's activities. (Institute of Medicine, *Primary Care and Public Health: Exploring Integration to Improve Population Health*, March 2012).

### Public Health Ethics

Ethics are the standards of conduct that direct a group or individual. In particular, it relates to the appropriate use of the power held by a group or individual. (*Mosby's Dictionary of Complementary and Alternative Medicine*, 2005, Elsevier).

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#### 20. Has the health department conducted work in any of the following areas? (Select all that apply. Place an X in the column to the left of the issue.)

**Instructions:** Based on the descriptions provided in the table above, please indicate all of the emerging issues on which your health department has been conducting activities.

#### 21. If the health department is engaged in addressing another emerging area or developing another innovation (not included in question 20), please describe it below.

**Instructions:** Indicate if there are any other emerging areas on which your health department has been conducting activities and very briefly describe the health department's work in this area. The list of emerging public health issues may change over time to include additional areas identified by the field.

#### 22. If the health department is engaged in work in an emerging area, please tell the story of the health department's work in one area. (Word limit: 500)

**Instructions:** Select one of the emerging public health issues from questions 20 and 21 and describe the health department's efforts and achievements in this area.

#### 23. Please describe the health department's approach to pursuing innovation. (Word limit: 500)

**Instructions:** Describe how the health department develops creative approaches to address public health challenges.

#### 24. Aside from what has previously been reported in this report, has the health department made any improvements that have had a significant impact on the health department or the community it serves in the past year? (OPTIONAL, Word limit: 500)

*What has been the impact on the health department and/or the community? How was that impact measured? Please provide specific data, if available, to demonstrate measurable impact.*

**Instructions:** This optional question provides an opportunity for the health department to describe accomplishments that have not already been mentioned on this form and that the health department believes have positively affected the health department and/or its community. Please provide data (quantitative or qualitative) to demonstrate the impacts of the improvement.
**Step 4: Uploading and Submitting Section II in e-PHAB**
After you gain access to this section in e-PHAB, go to the Annual Report tab, Section II sub tab to upload the completed template as a Word document. Do not convert it to PDF. Do not submit additional documentation; it will not be reviewed.

**Review of Section II of the Annual Report**
The review of Section II of the Annual Reports is overseen by PHAB’s Research and Evaluation Department and the Evaluation and Quality Improvement (EQI) Committee. This review is aimed at supporting the maintenance and advancement of a quality improvement culture in accredited health departments. The health department will receive written feedback on Section II, focused on quality improvement. Recommendations from the EQI Committee are advisory only.

**End Notes**

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