



Additional Publications and Reports Related to Public Health Accreditation December 2020

Note: This list is not meant to be exhaustive. It includes resources relevant to accreditation, each of which has been categorized in one of the following topic areas:

- **[Impact of accreditation](#)**

This relates to [PHAB Research Agenda](#) questions:

- What are the benefits and proximate/intermediate outcomes associated with accreditation for the health departments that undergo the process?
- How do accredited health departments differ from non-accredited health departments?
- How does accreditation affect the broader public health system, including health departments that do not apply for accreditation?
- What impact, if any, does health department accreditation have on health outcomes and health equity?

- **[Applicant characteristics, facilitators, incentives, and barriers](#)**

This relates to [PHAB Research Agenda](#) question:

- What are the barriers and facilitators to seeking and obtaining accreditation?

- **[Stories from health departments](#)**

- **[Standards & Measures](#)**

This relates to [PHAB Research Agenda](#) question:

- Do the PHAB standards and the review process capture what is most meaningful for evaluating the performance of health departments? How could they be improved?

Focus areas:

- [Community health assessment/community health improvement plan \(CHA/CHIP\)](#)
- [Quality improvement/performance management \(QI/PM\)](#)

- **[Research and academics](#)**

- **[Related initiatives](#)**

- **[Background and history of accreditation](#)**

Articles with an * can be found in the 2014 *JPHMP* issue on accreditation.

Articles with an + can be found in the 2018 *JPHMP* supplement on the impact of accreditation.

Impact of Accreditation:

Allen P, Mazzucca S, Parks RG, Robinson M, Tabak RG, Brownson R. Local health department accreditation is associated with organizational supports for evidence-based decision making. *Front Public Health*. 2019;7(374).

Beitsch LM, Kronstadt J, Robin N, Leep C. Has voluntary public health accreditation impacted health department perceptions and activities in quality improvement and performance management? Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S10-S18.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Has_Voluntary_Public_Health_Accreditation_Impacted.3.aspx

Davis MV. Declining trends in local health department preparedness capacities. *Am J Public Health*. 2014;104(11):2233-8. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4202994/>

Davis M, Wood B, Mays GP, Wayne J, Marti C, Bellamy J; North Carolina Preparedness and Emergency Response Research Center. Local public health department accreditation associated with preparedness response. Published June 2011. Revised February 2012.

<https://sph.unc.edu/files/2015/07/nciph-perrc-accred-prep.pdf>

Erwin PC, Padek MM, Allen P, Smith R, Brownson RC. The association between evidence-based decision making and accreditation of state health departments. *J Public Health Manag Pract*. 2020; 26(5): 419-427.

Feng W, Martin EG. Fighting obesity at the local level? an analysis of predictors of local health departments' policy involvement. *Prev Med*. 2020;133.

Heffernan M, Kennedy M, Gonick SA, Siegfried AL. Impact of accreditation on health department financial resources. *J Public Health Manag Pract*. 2020.

Heffernan M, Kennedy M, Siegfried A, Meit M. Benefits and perceptions of public health accreditation among health departments not yet applying. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S102-S108.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Benefits_and_Perceptions_of_Public_Health.24.aspx

Ingram RC, Mayes GP, Kussainov N. Changes in local public health system performance before and after attainment of national accreditation standards. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S25-S34.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Changes_in_Local_Public_Health_System_Performance.6.aspx

Ishcomer J, Hewlett NW, Coffman J. Public health accreditation and collaborative partnerships. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S51-S54. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/Public_Health_Accreditation_and_Collaborative.10.aspx

Kittle A, Liss-Levinson R. State health agencies' perceptions of the benefits of accreditation. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S98-S101. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/State_Health_Agencies_Perceptions_of_the_Benefits.23.aspx

Kronstadt J, Bender K, Beitsch LM. The impact of public health accreditation: 10 years of lessons learned. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S1-S2. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/The_Impact_of_Public_Health_Department.1.aspx

Kronstadt J, Meit M, Siegfried A, Nicolaus T, Bender K, Corso L. Evaluating the impact of national public health department accreditation — United States, 2016. *MMWR Morb Mortal Wkly Rep.* 2016;65:803–806. <https://www.cdc.gov/mmwr/volumes/65/wr/mm6531a3.htm>

Mays GP. Stimulating public health improvement in complex and constrained delivery systems: findings from the public health PBRNs. *Front Public Health Serv Syst Res.* 2012;1(3).

<https://uknowledge.uky.edu/cgi/viewcontent.cgi?article=1046&context=frontiersinphssr>

National Association of County & City Health Officials. Benefits of national accreditation for local health departments. December 2014. <https://www.naccho.org/uploads/downloadable-resources/Benefits-of-Accreditation-Research-Brief-NA636PDF.pdf>

Siegfried A, Heffernan M, Kennedy M, Meit M. Quality improvement and performance management benefits of public health accreditation: national evaluation findings. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S3-S9. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/Quality_Improvement_and_Performance_Management.2.aspx

Singh SR, Bekemeier B, Leider JP. Local health departments' spending on the foundational capabilities. *J Public Health Manag Pract.* 2020;26(1):52-56.

Sreedhara M, Goins KV, Frisard C, Rosal MC, Lemon SC. Stepping up active transportation in community health improvement plans: findings from a national probability survey of local health departments. *J Phys Act Health*. 2020;16(9):772-779.

Ye J, Verma P, Leep C, Kronstadt J. Public health employees' perception of workplace environment and job satisfaction: the role of local health departments' engagement in accreditation. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S72-S79. †

https://journals.lww.com/jphmp/Fulltext/2018/05001/Public_Health_Employees_Perception_of_Workplace.16.aspx

Yeager VA, Balio CP, Kronstadt J, Beitsch LM. The relationship between health department accreditation and workforce satisfaction, retention, and training needs. *J Public Health Manag Pract*. 2019;25(suppl 2):S113-S123.

Applicant characteristics, facilitators, incentives, and barriers

Beatty KE, Erwin PC, Brownson RC, Meit M, Fey J. Public health agency accreditation among rural local health departments: Influencers and barriers. *J Public Health Manag Pract*. 2018;24(1):49-56.

Beatty K, Mayer J, Elliot M, Brownson RC, Abdulloeva S, Wojciehowski K. Barriers and incentives to rural health department accreditation. *J Public Health Manag Pract*. 2016;22(2):138-148.

Beatty K, Mayer J, Elliot M, Brownson RC, Wojciehowski K. Patterns and predictors of local health department accreditation in Missouri. *J Public Health Manag Pract*. 2015;21(2):116-125.

Carman AL, Scutchfield DF, McGladrey ML, Vorbeck J. Pursuing public health accreditation: a focus on HOW [Published online November 28, 2018]. *J Public Health Manag Pract*. 2018. doi: 10.1097/PHH.0000000000000884.

Chen LW, Nguyen A, Jacobson JJ, Gupta N, Bekmuratova S, Palm D. Relationship between quality improvement implementation and accreditation seeking in local health departments. *Am J Public Health*. 2015;105(suppl 2):S295-302.

Corso LC, Russo P. Accelerating momentum: the impact of CDC and RWJF investments in support of public health accreditation and quality improvement. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S114-S116. †

https://journals.lww.com/jphmp/Fulltext/2018/05001/Accelerating_Momentum_The_Impact_of_CDC_and_RWJF.26.aspx

Gregg A, Bekmuratova S, Palm D, et al. Rurality, quality improvement maturity, and accreditation readiness: A comparison study of Colorado, Kansas, and Nebraska local health departments. *J Public Health Manag Pract*. 2018;24(6):E15-E22.

Hernandez AM, Finkbonner J. Supporting accreditation in tribal settings. *J Public Health Manag Pract*. 2014;20(1):20-22.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Supporting_Accreditation_in_Tribal_Settings.7.aspx

Koester D. Comparison of health factors and outcomes between accredited and nonaccredited health departments. Dissertation. Walden University. 2020.

Kovach KA, Lipnicky A. An analysis of how characteristics of local health department jurisdictions influence involvement in PHAB accreditation: implications for health equity. *J Public Health Manag Pract*. 2020.

Madamala, K, Sellers K, Beitsch LM. Quality improvement and accreditation readiness in state public health agencies. *J Public Health Manag Pract*. 2012;18(1):9-18.

Matthews GW, Markiewicz M, Beitsch LM. Legal frameworks supporting public health department accreditation: lessons learned from 10 states. *J Public Health Manag Pract*. 2012;18(1):E8-E16.

Melton JJ, Shirey LA, Barraza EM, Bullock SH. Public health accreditation of army preventive medicine departments: improving military medical treatment facility practice to impact force readiness. *Mil Med*. Published online: November 21, 2018.

<https://academic.oup.com/milmed/advance-article/doi/10.1093/milmed/usy308/5194151>

Meyerson B, King J, Comer K, Liu S, Miller L. It's not just a yes or no answer: expressions of local health department accreditation. *Front Public Health*. 2016; 4(21).

<https://www.frontiersin.org/articles/10.3389/fpubh.2016.00021/full>

Monteiro E, Fisher JS, Daub T, Zamperetti MC. CDC/NACCHO Accreditation Support Initiative: advancing readiness for local and tribal health department accreditation. *J Public Health Manag Pract*. 2014;20(1):14-19.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/CDC_NACCHO_Accreditation_Support_Initiative_.6.aspx

National Association of County & City Health Officials. Local health departments' level of engagement in accreditation. http://nacchoprofilestudy.org/wp-content/uploads/2014/03/NACCHO9315_Accreditation_Research_Brief_final-1.pdf. Published March 2014.

Ostovari M, Liu S, Yih Y, Yu D. Understanding local health departments decision to pursue/defer the accreditation: a mixed-method systems thinking approach. *IISE Transactions on Healthcare Systems Engineering*. 2020. Access December 2, 2020.

Pezzino G, Libbey P, Nicola B. Cross-jurisdictional approaches to meeting PHAB standards and achieving accreditation. *J Public Health Manag Pract*. 2014;20(1):138-140.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Cross_Jurisdictional_Approaches_to_Meeting_PHAB.36.aspx

Shah G, Corso L, Sotnikov S, Leep C. Impact of local boards of health on local health department accreditation, community health assessment, community health improvement planning, and strategic planning [published online ahead of print August 31, 2018]. *J Public Health Manag Pract*.

Shah G, Leep CJ, Ye J, Sellers K, Liss-Levinson R, Williams KS. Public health agencies' level of engagement in and perceived barriers to PHAB national voluntary accreditation. *J Public Health Manag Pract*. 2015;21(2):107-115.

Shah GH, Sotnikov S, Leep CJ, Ye J, Corso L. Local boards of health characteristics influencing support for health department accreditation. *J Public Health Manag Pract*. 2017;24(3):263-270.

Thielen L, Dauer E, Burkhardt D, Lampe S, VanRaemdonck L. An examination of state laws and policies regarding public health agency accreditation prerequisites. *J Public Health Manag Pract*. 2014;20(1):111-118.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/An_Examination_of_State_Laws_and_Policies.31.aspx

Thielen L, Leff M, Corso L, Monteiro E, Fisher JS, Pearsol J. A study of incentives to support and promote public health accreditation. *J Public Health Manag Pract*. 2014;20(1):98-103.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/A_Study_of_Incentives_to_Support_and_Promote.29.aspx

Yeager VA, Leider JP, Saari CK, Kronstadt J. Supporting increased local health department accreditation: qualitative insights from accredited small local health departments. *Journal of Public Health Management & Practice*. 2020; 00(00):1-5. Accessed December 2, 2020.

Yeager V, Ye J, Kronstadt J, Robin N, Leep C, Beitsch L. National voluntary public health accreditation: are more local health departments intending to take part? *J Public Health Manag Pract*. 2016;22(2):149-156.

Yeager VA, Ferdinand AO, Beitsch LM, Menachemi N. Local public health department characteristics associated with likelihood to participate in national accreditation. *Am J Public Health*. 2015;105(8):1653-1659.

Stories from health departments

Cain, KL. Collins RP. Using quality improvement to improve internal and external coordination and referrals. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S69-S71.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Using_Quality_Improvement_to_Improve_Internal_and.15.aspx

D'Amore D, Bretherton J. Norwalk Health Department: Coleading a community health assessment and improvement plan with Norwalk Hospital. *J Public Health Manag Pract*. 2014;20(1):73-75.*

https://journals.lww.com/jphmp/Fulltext/2014/01000/Norwalk_Health_Department_Coleading_a_Community.20.aspx

Dircksen J, Choucair B, Bocskay K. Chicago Department of Public Health: Leadership and communication to support accreditation. *J Public Health Manag Pract*. 2014;20(1):85-86.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Chicago_Department_of_Public_Health_Leadership.24.aspx

Emer L, Cowling M, Mowlds E, O'Connor J. Oregon Public Health Division: building a collaborative approach to accreditation across a state public health system. *J Public Health Manag Pract*. 2014; 20(1):93-95.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Oregon_Public_Health_Division_Building_a.27.aspx

Hagos KM, Pirani S, Hanchett D, Shah NR, Birkhead G. New York State Department of Health: approaching the documentation selection process from an improvement perspective. *J Public Health Manag Pract*. 2014;20(1):87-89.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/New_York_State_Department_of_Health_Approaching.25.aspx

Hotchkiss C. Missoula City-County Health Department: Accreditation preparation in the preapplication phase. *J Public Health Manag Pract*. 2014;20(1):90-92.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Missoula_City_County_Health_Department.26.aspx

Joly B, Davis MV. Introduction to case reports: One goal—many journeys. *J Public Health Manag Pract*. 2014;20(1):64-65.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Introduction_to_Case_Reports_One_Goal_Many.17.aspx

LaFrance M. Tooele County Health Department: Building on the beta test to prepare for accreditation. *J Public Health Manag Pract.* 2014;20(1):96-97.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Tooele_County_Health_Department_Building_on_the.28.aspx

Lopez X. Strengthening a community's culture of health through public health accreditation. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S123-S124.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Strengthening_a_Community_s_Culture_of_Health.30.aspx

Marone KP, Joly BM, Birkhimer N, Ricker VJ, Riley B. Maine Center for Disease Control and Prevention: Accreditation readiness review. *J Public Health Manag Pract.* 2014;20(1):76-78.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Maine_Center_for_Disease_Control_and_Prevention_.21.aspx

Marshall J. Oklahoma State Department of Health: insights from a newly accredited state health department. *J Public Health Manag Pract.* 2014;20(1):70-72.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Oklahoma_State_Department_of_Health_Insights.19.aspx

Marthy V. *A Set of Smart Practices for Public Health Department Accreditation by PHAB.* [master's thesis]. Dayton, OH: Wright State University; 2016.

<https://corescholar.libraries.wright.edu/cgi/viewcontent.cgi?article=1179&context=mph>

Mason AE, Archer R, Swingle RA. Developing a culture of health: addressing health inequities through a health department and community organizer partnership. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S122-S123.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Developing_a_Culture_of_Health_Addressing_Health.29.aspx

Mason, P. Clackamas County Public Health: employee engagement in quality improvement and performance management activities. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S22-S24.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Clackamas_County_Public_Health_Employee.5.aspx

Morrow CB, Nguyen QV, Shultz RG, Murphy JM, Mignano MA. A local health department's journey to the summit: a case study of a decade of quality improvement. *J Public Health Manag Pract.* 2012;18(1):63–69.

Nicolaus T. Perspectives on the impact of accreditation on the work of governing boards. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S89-S91.⁺

https://journals.lww.com/jphmp/Fulltext/2018/05001/Perspectives_on_the_Impact_of_Accreditation_on_the.20.aspx

Philip C, Wells KT, Eggert R, et al. Accreditation's role in bolstering resilience in the face of zika virus outbreak. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S92-S94.⁺

https://journals.lww.com/jphmp/Fulltext/2018/05001/Accreditation_s_Role_in_Bolstering_Resilience_in.21.aspx

Riccardo J, Parent C, DeSalvo K. New Orleans Health Department: using the accreditation framework to transform a local health department. *J Public Health Manag Pract.* 2014;20(1):66-69.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/New_Orleans_Health_Department_Using_the.18.aspx

Saari CK. Kent County Health Department: using an agency strategic plan to drive improvement. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S95-S97.⁺

https://journals.lww.com/jphmp/Fulltext/2018/05001/Kent_County_Health_Department_Using_an_Agency.22.aspx

Smith T. Priority Spokane: a culture of health winner. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S124-S125.⁺

https://journals.lww.com/jphmp/Fulltext/2018/05001/Priority_Spokane_A_Culture_of_Health_Winner.31.aspx

Tilgner S, Himes L, Allan T, Wasowski K, Bickford B, Burden W. Ohio statewide efforts to align public health/health care population health planning. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S66-S68. ⁺

https://journals.lww.com/jphmp/Fulltext/2018/05001/Ohio_Statewide_Efforts_to_Align_Public_Health.14.aspx

Vack C, Mullen J, Tummala P. Arizona Department of Health Services: Achieving early accreditation milestones through county collaboration. *J Public Health Manag Pract.*

2014;20(1):82-84.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Arizona_Department_of_Health_Services_Achieving.23.aspx

Walker C. Cabarrus Health Alliance: Experiences with state and national accreditation. *J Public Health Manag Pract*. 2014;20(1):79-81.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Cabarrus_Health_Alliance_Experiences_With_State.22.aspx

Wooten WJ, Julien J, Werth J. How public health accreditation helped one local health department integrate and promote health equity. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S60-S65. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/How_Public_Health_Accreditation_Helped_One_Local.13.aspx

Standards & Measures

Bender K, Kronstadt J, Wilcox R, Tilson H. Public health accreditation addresses issues facing the public health workforce. *Am J Prev Med*. 2014;47(5):S346 - S351.

[http://www.ajpmonline.org/article/S0749-3797\(14\)00387-0/fulltext](http://www.ajpmonline.org/article/S0749-3797(14)00387-0/fulltext)

Bernheim RG, Stefanak M, Brandenburg T, Pannone A, Melnick A, Erwin P. Public health accreditation and metrics for ethics: a case study on environmental health and community engagement. *J Public Health Manag Pract*. 2013;19(1):4-8.

Bialek R. From talk to action: the impact of public health department accreditation on workforce development. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S80-S82. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/From_Talk_to_Action_The_Impact_of_Public_Health.17.aspx

Brownson RC, Allen P, Duggan K, Stamatakis KA, Erwin PC. Fostering more-effective public health by identifying administrative evidence-based practices: a review of the literature. *American Journal of Preventive Medicine*. 2012;43(3):309-319.

Dunn K. Do accredited state health agency public health workforce development plans align with the Public Health Workforce Interests and Needs Survey? Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S83-S85. +

https://journals.lww.com/jphmp/Fulltext/2018/05001/Do_Accredited_State_Health_Agency_Public_Health.18.aspx

Gerding J, Bender K, Corso LM. Public health department accreditation and environmental public health: a decade of collaboration. *J Environ Health*. 2020;82(6):30-32.

Halverson PK, Ostermann E, Rice J. Moving governance forward. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S86-S88.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Moving_Governance_Forward.19.aspx

Honoré P, Lamprecht L, Stefanak. An examination of public health financial management system accreditation standards. *J Health Care Finance*. 2016;43(2):211-224.

Jarrah S, Khaldun J, Sellers K, Rich N. Bringing the essential public health services to life. *Journal of Public Health Management & Practice*. 2021; 27(1):97-98. Accessed December 2, 2020.

<https://journals.lww.com/jphmp/pages/articleviewer.aspx?year=2021&issue=01000&article=00016&type=Fulltext&context=LatestArticles>.

Koo D, Miner KR, Tilson HH, Halverson PK. Workforce standards as part of health department accreditation—necessary but not yet sufficient. *J Public Health Manag Pract*. 2014;20(1):125-127.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Workforce_Standards_as_Part_of_Health_Department.33.aspx

Samoff E, Macdonald PD, Fangman MT, Waller AE. Local surveillance practice evaluation in North Carolina and value of new national accreditation measures. *J Public Health Manag Pract*. 2013;19(2):146-152.

Tilson H, Bender K, Kronstadt J. Health department accreditation as a catalyst to foster the development of a future public health workforce. *Front Public Health*. 2015;3(20).

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4313594/>

Wallace H, Tilson H, Carlson VP, Valasek T. Instrumental roles of governance in accreditation: responsibilities of public health governing entities. *J Public Health Manag Pract*. 2014;20(1):61-63.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Instrumental_Roles_of_Governance_in_Accreditation_.16.aspx

Yeager VA, Wharton KM, Beitsch LM. Maintaining a competent public health workforce: Lessons learned from experiences with Public Health Accreditation Domain 8 Standards and Measures. [published online January 10, 2018]. *J Public Health Manag Pract*. 2018. doi: 10.1097/PHH.0000000000000750

Standards & Measures – CHA/CHIP

Carlton EL, Singh SR. Joint community health needs assessment as a path for coordinating community-wide health improvement efforts between hospitals and local health departments. *Am J Public Health*. 2018;108(5):676-682.

Kronstadt J, Chime C, Bhattacharya B, Pettenati N. Accredited health department partnerships to improve health: an analysis of community health assessments and improvement plans. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S35-S43.*

https://journals.lww.com/jphmp/Fulltext/2018/05001/Accredited_Health_Department_Partnerships_to.7.aspx

Kuehnert P, Graber J, Stone D. Using a web-based tool to evaluate a collaborative community health needs assessment. *J Public Health Manag Pract.* 2014;20(2):175-187.

Marshall D, Pyron T, Jimenez J, Coffman J, Pearsol J, Koester D. Improving public health through state health improvement planning: a framework for action. *J Public Health Manag Pract.* 2014;20(1):23-28.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Improving_Public_Health_Through_State_Health.8.aspx

Rabarison KM, Timsina L, Mays GP. Community health assessment and improved public health decision-making: a propensity score matching approach. *Am J Public Health.* 2015;105(12):2526–33.

Singh SR, Carlton EL. Exploring the link between completion of accreditation prerequisites and local health departments' decision to collaborate with tax-exempt hospitals around the community health assessment. *J Public Health Manag Pract.* 2017;23(2):138-147.

Wetta RE, Pezzino G, LaClair B, Orr S, Brown MB. Voices across Kansas: community health assessment and improvement efforts among local health departments. *J Public Health Manag Pract.* 2014;20(1):39-42.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Voices_Across_Kansas_Community_Health_Assessment.11.aspx

Wilson KD, Mohr LB, Beatty KE, Ciecior A. Describing the continuum of collaboration among local health departments with hospitals around the community health assessments. *J Public Health Manag Pract.* 2014;20(6):617–25.

Standards & Measures – QI/PM

Beaudry ML, Bialek R, Moran JWJ. Using quality improvement tools and methods throughout the accreditation lifecycle. *J Public Health Manag Pract.* 2014;20(1):49-51.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Using_Quality_Improvement_Tools_and_Methods.13.aspx

Beitsch LM, Carretta H, McKeever J, Pattnaik A, Gillen S. The quantitative story behind the quality improvement storyboards: a synthesis of quality improvement projects conducted by the multi-state learning collaborative. *J Public Health Manag Pract.* 2013;19(4):330–40.

Beitsch, LM, Yeager VA, Moran JW. Paving the way for the road taken: accreditation and quality improvement. *J Public Health Manag Pract.* 2019;25(1):12-13.

Beitsch LM, Riley W, Bender K. Embedding quality improvement into accreditation: evolving from theory to practice. *J Public Health Manag Pract.* 2014;20(1):57-60.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Embedding_Quality_Improvement_Into_Accreditation_.15.aspx

Bender K, Halverson PK. Quality improvement and accreditation: what might it look like? *J Public Health Manag Pract.* 2010;16(1) 79–82.

Chapman RW. Public health accreditation impact: the performance management system. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S22-S24.+

https://journals.lww.com/jphmp/Fulltext/2018/05001/Public_Health_Accreditation_Impact_The.4.aspx

Crawley-Stout LA, Ward KA, Herring See C, Randolph G. Lessons learned from measuring return on investment in public health quality improvement initiatives. *Journal of Public Health Management and Practice.* 2016;22(2), E28–E37.

Joly BM, Booth M, Mittal P, Shaler G. Measuring quality improvement in public health: the development and psychometric testing of a QI maturity tool. *Eval Health Prof.* 2012;35(2):119-147.

McKeever J, Rider N. Quality improvement coaching to build capacity within health departments: reflections and recommendations. *J Public Health Manag Pract.* 2014;20(1):52-56.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Quality_Improvement_Coaching_to_Build_Capacity.14.aspx

Riley W, Lownik B, Halverson P. Developing a taxonomy for the science of improvement in public health. *J Public Health Manag Pract.* 2012;18(6):506–14.

Smith L. Developing a QI culture in accredited local health departments: use of normalization process theory. Master's Theses. University of Connecticut Graduate School. 2020.

Verma P, Moran JWJ. Sustaining a quality improvement culture in local health departments applying for accreditation. *J Public Health Manag Pract.* 2014;20(1):43-48.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Sustaining_a_Quality_Improvement_Culture_in_Local.12.aspx

Research and academics

A Consortium from Altarum Institute, the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation, and the National Coordinating Center for Public Health Services and Systems Research. National research agenda for public health services and systems. *Am J Prev Med*. 2012;42(5S1):S72–S78.

AcademyHealth. *The Public Health Systems & Services Research Community Informs the Research Agenda for Accreditation*.

<http://hcfo.org/files/hcfo/ResearchInsightsAccreditation.pdf> Published 2010.

Allen P, Jacob R, Lakshman M, Best L, Bass K, Brownson R. Lessons learned in promoting evidence-based public health: perspectives from managers in state public health departments. *J Community Health*. 2018;43(5):856-863.

Berman M. Combining accreditation and education: an interdisciplinary public health law course. *J Law Med Ethics*. 2016;44(s1): 18-23.

Carman AL. Collective impact through public health and academic partnerships: a Kentucky public health accreditation readiness example. *Front Public Health*. 2015;3(44).

<https://www.frontiersin.org/articles/10.3389/fpubh.2015.00044/full>

Erwin PC, Parks RG, Mazzucca S, Allen P, Baker EA, Hu H, Davis-Joyce J, Brownson RC. Evidence-based public health provided through local health departments: importance of academic–practice partnerships. *Am J Public Health*. 2019; 109(5):739-747.

Foster A, King LR, Bender K. Are public health academia, professional certification, and public health practice on the same page? Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S47-S50.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Are_Public_Health_Academia,_Professional.9.aspx

Kronstadt J, Beitsch L, Bender K. Marshaling the evidence: the prioritized public health accreditation research agenda. *Am J Public Health*. 2015;105(s2):s153-158.

<http://ajph.aphapublications.org/doi/full/10.2105/AJPH.2014.302247>

Lee A, Quade T, Dwinnells R. Evolution of the academic health department through public health academic and practice collaborations. *J Public Health Manag Pract*. 2014;20(3):290-296.

Mays GP. Untangling desirable and undesirable variation in public health practice: accreditation and research working together. *J Public Health Manag Pract*. 2014;20(1):149-151.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Untangling_Desirable_and_Undesirable_Variation_in.39.aspx

Riley WJ, Lownik EM, Scutchfield FD, Mays GP, Corso LC, Beitsch LM. Public health department accreditation: setting the research agenda; *Am J Prev Med*. 2012;42(3):263-271.

Scutchfield FD, Perez DJ, Monroe JA, and Howard AF. New public health services and systems research agenda: directions for the next decade. *Am J PrevMed*. 2012;42(5S1):S1–S5.

Related initiatives

Bekemeier B, Singh S, Schoemann A. A uniform chart of accounts for public health agencies: an essential ingredient for a strong public health system. *J Public Health Manag Pract*. 2018;24(3):289-291.

Bommersbach T, Borger K, Steverman S, Manderscheid RW, Sarfstein J, Everett A. Behavioral health, local health department accreditation, and Public Health 3.0: leveraging opportunities for collaboration. *Am J Public Health*. 2018;108(10):1334-1340.

Center for Disease Control and Prevention. Advancing public health: The story of the National Public Health Improvement Initiative.

<https://www.cdc.gov/stltpublichealth/docs/nphii/Compendium.pdf>. Published 2017.

Corso LC, Thomas CW. Driving change and reinforcing expectations by linking accreditation with programmatic and strategic priorities. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S109-S113.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Driving_Change_and_Reinforcing_Expectations_by.25.aspx

Daub T, Doshi S, Elligers JJ, Pavletic D, Pyron T. Leveraging the revised national public health performance standards to meet today's ever-changing public health system landscape *J Public Health Manag Pract*. 2014;20(1):135-137.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Leveraging_the_Revised_National_Public_Health.35.aspx

DeSalvo KB, Wang YC. Public Health 3.0: supporting local public health in addressing behavioral health. *Am J Public Health*. 2018;108(10):1279-1280.

DeSalvo K, Wang Y, Harris A, Auerbach J, Koo D, O'Carroll P. Public Health 3.0: a call to action for public health to meet the challenges of the 21st century. *Prev Chron Dis*. 2017;14:170017.

Fisher JS. Public Health Accreditation Board's innovation center continues the mission to advance the quality and performance of health departments. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract*. 2018;24(suppl 3):S117-S119. †

https://journals.lww.com/jphmp/Fulltext/2018/05001/Public_Health_Accreditation_Board_s_Innovation.27.aspx

Fulford R, Bender K. How can health departments better serve populations with intellectual disabilities? Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S55-S57. †

https://journals.lww.com/jphmp/Fulltext/2018/05001/How_Can_Health_Departments_Better_Serve.11.aspx

Gorenflo GG, Klater DM, Mason M, Russo P, Rivera L. Performance management models for public health: Public Health Accreditation Board/Baldrige connections, alignment, and distinctions. *J Public Health Manag Pract.* 2014;20(1):128-134.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Performance_Management_Models_for_Public_Health_.34.aspx

McLees AW, Thomas CW, Nawaz S, Young AC, Rider N, Davis M. Advances in public health accreditation readiness and quality improvement: evaluation findings from the national public health improvement initiative. *J Public Health Manag Pract.* 2014;20(1):29-35.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Advances_in_Public_Health_Accreditation_Readiness.9.aspx

Mercer SL, Banks SM, Verma P, Fisher JS, Corso LC, Carlson V. Guiding the way to public health improvement: exploring the connections between the Community Guide's evidence-based interventions and health department accreditation standards. *J Public Health Manag Pract.* 2014;20(1):104-110.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Guiding_the_Way_to_Public_Health_Improvement_.30.aspx

Monroe J, Collins J, Ikeda R, Khabbaz R. Institutionalizing public health department accreditation through CDC opportunities. *J Public Health Manag Pract.* 2014;20(1):141-144.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Institutionalizing_Public_Health_Department.37.aspx

National Academy of Medicine. Vital signs: Core metrics for health and health care progress.

<http://nationalacademies.org/HMD/reports/2015/vital-signs-core-metrics.aspx>. Released April 28, 2015.

Resnick BA, Fisher JS, Colrick IP, Leider JP. The Foundational Public Health Services as a framework for estimating spending. *Am J Prev Med.* 2017;53(5):646-651.

[http://www.ajpmonline.org/article/S0749-3797\(17\)30252-0/fulltext](http://www.ajpmonline.org/article/S0749-3797(17)30252-0/fulltext).

Rider N, Frazier CM, McKasson S, Corso L, McKeever J. Achieving public health standards and increasing accreditation readiness: Findings from the National Public Health Improvement Initiative. *J Public Health Manag Pract.* 2018;24(4):392-399.

Russo PG. Connections in communities between accreditation and achieving a culture of health. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S120-S121.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Connections_in_Communities_Between_Accreditation.28.aspx

Singleton C-M, Corso L, Koester D, Carlson V, Bevc CA, Davis MV. Accreditation and emergency preparedness: linkages and opportunities for leveraging the connections. *J Public Health Manag Pract.* 2014;20(1):119-124.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Accreditation_and_Emergency_Preparedness_.32.aspx

Thomas CW, Pietz H, Corso L, Erlwein B, Monroe J. Advancing accreditation through the national public health improvement initiative. *J Public Health Manag Pract.* 2014;20(1):36-38.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Advancing_Accreditation_Through_the_National.10.aspx

US Department of Health and Human Services. Public Health 3.0: A Call to Action to Create a 21st Century Public Health Infrastructure. Washington, DC: US Department of Health and Human Services Office of the Assistant Secretary for Health; 2016.

<https://www.healthypeople.gov/sites/default/files/Public-Health-3.0-White-Paper.pdf>

Varnadore HB. Working together for healthy people and sustainable communities: a commentary on how the alignment of public health standards and sustainable communities certification can lead to improvements in quality of life for all. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S44-S46.†

https://journals.lww.com/jphmp/Fulltext/2018/05001/Working_Together_for_Healthy_People_and.8.aspx

Background and history of accreditation

Beitsch LM, Corso LC, Davis MV, Joly BM, Kronstadt J, Riley WJ. Transforming public health practice through accreditation (a user guide for the special accreditation issue). *J Public Health Manag Pract.* 2014;20(1):2-3.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Transforming_Public_Health_Practice_Thorough.2.aspx

Beitsch LM, Thielen L, Mays G, et al. The Multistate Learning Collaborative, states as laboratories: informing the national public health accreditation dialogue. *J Public Health Manag Pract.* 2006;12(3):217-231.

Bender K, Beitsch L, Kronstadt J. Development of a national public health accreditation program: a case study in strategic change management and sustainability. *J Public Health Manag Pract.* 2017;23(3):315-324.

Also available as:

Bender K, Beitsch L, Kronstadt J. Development of a national public health accreditation program: a case study in strategic change management and sustainability. In Novick L, ed. *JPHMP's 21 Public Health Case Studies on Policy & Administration*. Philadelphia, PA: Lippincott Williams & Wilkins; 2017:230-247.

Bender K, Benjamin G, Carden J, et al. Final recommendations for a voluntary national accreditation program for state and local health departments: steering committee report. *J Public Health Manag Pract.* 2007;13(4):342-348.

Bender K, Kronstadt J, Nicola B. Looking ahead: applying foresight principles to public health accreditation. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S126-128.*

https://journals.lww.com/jphmp/Fulltext/2018/05001/Looking_Ahead_Applying_Foresight_Principles_to.32.aspx

Bender K, Kronstadt J, Wilcox R, Lee TP. Overview of the Public Health Accreditation Board. *J Public Health Manag Pract.* 2014;20(1):4-6.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Overview_of_the_Public_Health_Accreditation_Board.3.aspx

Bender K, Moehrle C. PHAB: Reflections from the first year of accreditation. *J Public Health Manag Pract.* 2014;20(1):7-8.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/PHAB_Reflections_From_the_First_Year_of.4.aspx

Bender K. Accreditation. In Fallon LF, Zgodzinski EJ, eds. *Essentials of Public Health Management*. Sudbury, MA: Jones & Bartlett Learning, LLC; 2011:305-320.

Bender K. National accreditation of public health departments. In Holsinger J, ed. *Contemporary Public Health*. Lexington: University of Kentucky Press; 2012:155-169.

Canniff B. Public health accreditation: history, implications, and opportunities for tribal public health. Supplement, Impact of Public Health Accreditation. *J Public Health Manag Pract.* 2018;24(suppl 3):S58-S59.*

https://journals.lww.com/jphmp/Fulltext/2018/05001/Public_Health_Accreditation_History.12.aspx

Cannon M, Davis M. North Carolina Institute for Public Health - Evaluation Services. Accreditation outcomes: getting to the right indicators. Published June 2010.

Davis MV, Cannon M, Corso L, Lenaway D, Baker E. Incentives to encourage participation in the national public health accreditation model: a systematic investigation. *Am J Public Health*. 2009;99(9):1705-1711.

Davis MV, Cannon MM, Stone D, Wood BW, Reed J, Baker EL. Informing the national public health accreditation movement: lessons from NC accredited local health departments. *Am J Public Health*. 2011;101(9):1543-1548.

Erwin P. A self-assessment process for accreditation preparedness: a practical example for local health departments. *J Public Health Manag Pract*. 2009;15(6):503-508.

Exploring Accreditation Project. Final recommendations for a voluntary national accreditation program for state & local public health departments: summary document.

<http://www.phaboard.org/wp-content/uploads/ExploringAccreditationFinalRecommendations.pdf>. Published September 12, 2006.

Exploring Accreditation Project. Final recommendations for a voluntary national accreditation program for state & local public health departments: full report. <http://www.phaboard.org/wp-content/uploads/ExploringAccreditationFullReport.pdf>. Published Winter 2016-2017.

Hamm C. Quality improvement initiatives in accreditation: private sector examples and key lessons for public health: prepared for the Robert Wood Johnson Foundation.

<http://www.phaboard.org/wp-content/uploads/QIInitiativesinAccreditation.pdf>. Published February 1, 2007.

Ingram RC, Bender K, Wilcox R, Kronstadt J. A consensus-based approach to national public health accreditation. *J Public Health Manag Pract*. 2014;20(1):9-13.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/A_Consensus_Based_Approach_to_National_Public.5.aspx

Institute of Medicine. *For the Public's Health: Investing in a Healthier Future*. Washington, DC: National Academies Press; 2012.

Institute of Medicine. *For the Public's Health: Revitalizing Law and Policy to Meet New Challenges*. Washington, DC: National Academies Press; 2011.

Institute of Medicine. *For the Public's Health: The Role of Measurement in Action and Accountability*. Washington, DC: The National Academies Press, 2011.

Institute of Medicine. *The Future of The Public's Health in the 21st Century*. Washington, DC: National Academies Press; 2003.

Mays G, Beitsch LM, Corso L, Chang C, Brewer R. States gathering momentum: promising strategies for accreditation and assessment activities in Multistate Learning Collaborative applicant states. *J Public Health Manag Pract.* 2007;12(4):364-373.

Mays G. Can accreditation work in public health? Lessons from other service industries: working paper for the Robert Wood Johnson Foundation. <http://www.phaboard.org/wp-content/uploads/CanAccreditationWorkinPublicHealth.pdf>. Published November 30, 2004.

Meit MB, Harris K, Bushar J, Piya B, Molfino M. NORC at the University of Chicago, Walsh Center for Rural Analysis. Rural public health agency accreditation: final report. <http://www.norc.org/Research/Projects/Pages/challenges-and-opportunities-for-rural-health-departments-seeking-accreditation.aspx>. Published 2008.

Menkens AJ, Stone D, Wood BW, Reed JF. Local public health department accreditation: thoughts from North Carolina. *J Public Health Manag Pract.* 2009;15(5):443-5.

Michigan Public Health Institute. *Examining the Costs of Preparing and Applying for Accreditation: Developing Cost Measures*. Okimos, MI: Michigan Public Health Institute.

NORC at the University of Chicago. Evaluation of the Public Health Accreditation Board beta test. <http://www.phaboard.org/wp-content/uploads/EvaluationofthePHABBetaTestBriefReportAugust2011.pdf>. Published July 2011.

NORC at the University of Chicago. Initial evaluation of the Public Health Accreditation Program: final report. http://www.phaboard.org/wp-content/uploads/PHAB-Final-Report_December-2016.pdf. Published December 2016.

Novick L, ed. Beitsch LM, guest ed. Accreditation of public health departments. *J Public Health Manag Pract.* 2007;13(4, theme issue):329-434. <http://journals.lww.com/jphmp/toc/2007/07000>

Novick L, ed. Beitsch LM, Moran JW, Parsons H, Riley W, guest eds. Quality improvement in public health. *J Public Health Manag Pract.* 2010;16(1, theme issue). <http://journals.lww.com/jphmp/toc/2010/01000>.

Novick L, ed. Randolph G, Lea S, guest eds. Quality improvement in public health. *J Public Health Manag Pract.* 2012;8(1, theme issue). <http://journals.lww.com/jphmp/toc/2012/01000>.

Novick L, ed. Roundtable on the accreditation of local health agencies. *J Public Health Manag Pract.* 1998;4(4, theme issue): <http://journals.lww.com/jphmp/toc/1998/07000>.

Novick LF. Fulfilling a need: a 20-year focus on public health practice. *J Public Health Manag Pract.* 2014;20(1):1.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Fulfilling_a_Need_A_20_Year_Focus_on_Public.1.aspx

Pestronk RM, Benjamin GC, Bohlen SA, Drabczyk AL, Jarris PE. Accreditation: on target. *J Public Health Manag Pract.* 2014;20(1):152-155.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Accreditation_On_Target.40.aspx

Public Health Accreditation Board. QI leaders academy program report.

<http://www.phaboard.org/wp-content/uploads/QI-Leaders-Academy-Report.pdf>. Published 2016.

Riley W, Nwoke S. Review and analysis of quality improvement (QI) techniques in police departments. <http://www.phaboard.org/wp-content/uploads/ReviewandAnalysisofQITechniquesinPoliceDepartments.pdf>. Published

February 7, 2007.

Riley WJ, Bender K, Lownick E. Public health department accreditation implementation: transforming public health department performance. *Am J Public Health.* 2012; 102(2): 237–242. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3483990/>

Russo P, Kuehnert P. Accreditation: A lever for transformation of public health practice. *J Public Health Manag Pract.* 2014;20(1):145-148.*

http://journals.lww.com/jphmp/Fulltext/2014/01000/Accreditation_A_Lever_for_Transformation_of.38.aspx

Thielen L. Exploring public health experience with standards and accreditation: a report for the Robert Wood Johnson Foundation. <http://www.phaboard.org/wp-content/uploads/ExploringPublicHealthExperiencewithStandardsandAccreditation.pdf>.

Published October 2004.

Tilson HH. Public health accreditation: progress on national accountability. *Ann Rev Public Health.* 2008;29(1):xv-xxii.

<http://www.annualreviews.org/doi/pdf/10.1146/annurev.pu.29.031708.100021>