# Essential Service 9: Evaluate Effectiveness, Accessibility, and Quality of Personal and Population-Based Health Services

**Are we meeting the needs of the population we serve?**

**Are we doing things right?**

**Are we doing the right things?**

Evaluating effectiveness, accessibility, and quality of personal and population-based health services encompasses the following:

- Assessing program effectiveness through monitoring and evaluating implementation, outcomes, and effect.

- Providing information necessary for allocating resources and reshaping programs.

Partners gathered to discuss the performance of the local public health system (LPHS) in evaluating effectiveness, accessibility, and quality of personal and population-based health services include:

☐ The local health department or other governmental public health agency.

☐ The local board of health or other local governing entity.

☐ Hospitals.

☐ Service providers.

☐ Service recipients.

☐ Managed care organizations.

☐ Non-profit organizations/advocacy groups.

☐ Consultants.

☐ Public and private schools.

☐ Faith-based organizations.

☐ Foundations.

☐ Federally Qualified Health Centers or community health centers.

## Model Standard 9.1: Evaluating Population-Based Health Services

The LPHS evaluates population-based health services, which are aimed at disease prevention and health promotion for the entire community. Many different types of population-based health services are evaluated for their quality and effectiveness in targeting underlying risks. The LPHS uses nationally recognized resources to set goals for their work and identify best practices for specific types of preventive services (e.g., *Healthy People 2020* or *The Guide to Community Preventive Services*). The LPHS uses data to evaluate whether population-based services are meeting the needs of the community and the satisfaction of those they are serving. Based on the evaluation, the LPHS may make changes and may reallocate resources to improve population-based health services.

To accomplish this, members of the LPHS work together to:

- Evaluate how well population-based health services are working, including whether the goals that were set for programs and services were achieved.

- Assess whether community members, including vulnerable populations, are receiving services and are satisfied with the approaches to promoting health and preventing disease, illness, and injury.

- Identify gaps in providing population-based health services.

- Use evaluation findings to improve plans and services.

| Discussion Questions for Model Standard 9.1 | |
| --- | --- |
| **Frequency**<br><br>(a) How often is each of the population-based health services evaluated?<br><br>**Quality and Comprehensiveness**<br><br>(a) How does the LPHS evaluate population-based health services?<br><br>(b) What are the service elements to be evaluated?<br><br>(c) How does the LPHS determine community satisfaction with population-based health services? | **Usability**<br><br>(a) How are the results of population-based health services evaluations used by LPHS organizations in developing strategic and operational plans?<br><br>(b) How does the LPHS identify gaps in health service delivery?<br><br>(c) Do evaluations look at the extent to which program goals are achieved for population-based health services (i.e., access, quality, and effectiveness of population-based health services)? |

## Performance Measures for Model Standard 9.1

At what level does the LPHS...

**9.1.1 Evaluate how well population-based health services are working, including whether the goals that were set for programs and services were achieved?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**9.1.2 Assess whether community members, including vulnerable populations, are satisfied with the approaches taken toward promoting health and preventing disease, illness, and injury?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**9.1.3 Identify gaps in the provision of population-based health services?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**9.1.4 Use evaluation findings to improve plans, processes, and services?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

## Discussion Notes for Model Standard 9.1

| Strengths | Weaknesses | Short-Term Improvement Opportunities | Long-Term Improvement Opportunities |
|---|---|---|---|
| | | | |

## Model Standard 9.2: Evaluating Personal Health Services

The LPHS regularly evaluates the accessibility, quality, and effectiveness of personal health services. These services range from preventive care, such as mammograms or other preventive screenings or tests, to hospital care, to care at the end of life. The LPHS sees that the personal health services in the area match the needs of the community, with available and effective care for all ages and groups of people. The LPHS works with communities to measure satisfaction with personal health services through multiple methods, including surveys with persons who have received care and others who might have needed care or who may need care in the future. The LPHS uses findings from the evaluation to improve services and program delivery, using technological solutions, such as electronic health records, when indicated, and modifying organizational strategic plans, as needed.
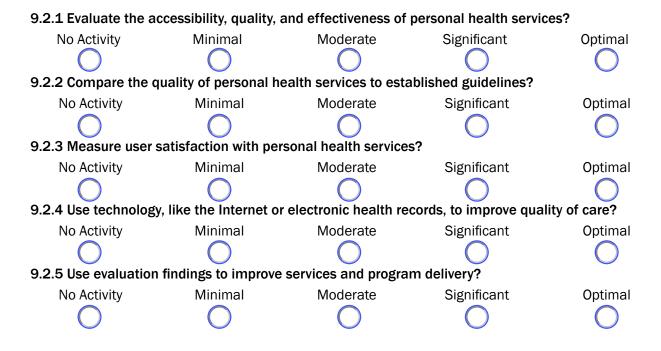
To accomplish this, members of the LPHS work together to:

- Evaluate the accessibility, quality, and effectiveness of personal health services.

- Compare the quality of personal health services to established guidelines.

- Measure satisfaction with personal health services.

- Use technology, like the Internet or electronic health records, to improve quality of care or communication among healthcare providers.

- Use evaluation findings to improve services and program delivery and modify organizational strategic plans, as needed.

| Discussion Questions for Model Standard 9.2 | |
|---|---|
| **Awareness**<br><br>(a) How have organizations within the LPHS evaluated personal health services for the community? What has been evaluated in the past?<br><br>**Usability**<br><br>(a) How is information technology used by the LPHS to ensure quality of personal health services?<br><br>(b) How is information technology used to facilitate communication among healthcare providers (e.g., Health Information Exchange or Regional Health Information Organizations) and improve quality of care?<br><br>(c) How are the results of the evaluation used by organizations in the LPHS in developing strategic and operational plans? | **Quality and Comprehensiveness**<br><br>(a) Which personal health services in the community are evaluated against established clinical standards (e.g., The Joint Commission, State licensure, Healthcare Effectiveness Data and Information Set (HEDIS))?<br><br>(b) How is client satisfaction with personal health services determined? What opportunities are there for clients to comment on the effectiveness of health services? Do the clients who provide input represent past, current, and potential users of services?<br><br>**Frequency**<br><br>(a) How often are accessibility, quality, and effectiveness of personal health services evaluated? |

**Performance Measures for Model Standard 9.2**

At what level does the LPHS...

**9.2.1 Evaluate the accessibility, quality, and effectiveness of personal health services?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**9.2.2 Compare the quality of personal health services to established guidelines?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**9.2.3 Measure user satisfaction with personal health services?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**9.2.4 Use technology, like the Internet or electronic health records, to improve quality of care?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**9.2.5 Use evaluation findings to improve services and program delivery?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

| Discussion Notes for Model Standard 9.2 | | | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Short-Term Improvement Opportunities** | **Long-Term Improvement Opportunities** |
| | | | |

## Model Standard 9.3: Evaluating the Local Public Health System

The LPHS evaluates itself to see how well it is working as a whole. Representatives from all groups (public, private, and voluntary) that provide all or some of the 10 Essential Public Health Services gather to conduct a systems evaluation. Together, using guidelines (such as this Local Instrument) that describe a model LPHS, participants evaluate LPHS activities and identify areas of the LPHS that need improvement. The results of the evaluation are also used during a community health improvement process.

To accomplish this, members of the LPHS work together to:

- Identify all public, private, and voluntary organizations that contribute to providing the 10 Essential Public Health Services.

- Evaluate how well the LPHS activities meet the needs of the community at least every five years, using guidelines that describe a model LPHS and involving all entities contributing to the delivery of the 10 Essential Public Health Services.

- Assess how well the organizations in the LPHS are communicating, connecting, and coordinating services.

- Use results from the evaluation process to improve the LPHS.

| Discussion Questions for Model Standard 9.3 | |
| --- | --- |
| **Awareness**<br><br>(a) Have all the community organizations or entities that contribute to the delivery of the 10 Essential Public Health Services been identified as part of the community's LPHS?<br><br>**Frequency**<br><br>(a) Is a comprehensive evaluation of the LPHS, such as this assessment, conducted every three to five years? | **Quality and Comprehensiveness**<br><br>(a) Has a partnership assessment been conducted that evaluates the relationships among organizations that comprise the LPHS?<br><br>(b) How is the exchange of information among the organizations in the LPHS assessed?<br><br>(c) How are linkage mechanisms among the providers of population-based services and personal health services assessed (e.g., referral systems, memoranda of understanding)?<br><br>**Usability**<br><br>(a) How is the use of resources (e.g., staff, communication systems) to support the coordination among LPHS organizations assessed?<br><br>(b) How does the LPHS use results from the evaluation process to guide community health improvements? |

**Performance Measures for Model Standard 9.3**

At what level does the LPHS...

9.3.1 Identify all public, private, and voluntary organizations that contribute to the delivery of the 10 Essential Public Health Services?

| No Activity | Minimal | Moderate | Significant | Optimal |
|:-:|:-:|:-:|:-:|:-:|
| ○ | ○ | ○ | ○ | ○ |

9.3.2 Evaluate how well LPHS activities meet the needs of the community at least every five years, using guidelines that describe a model LPHS and involving all entities contributing to the delivery of the 10 Essential Public Health Services?

| No Activity | Minimal | Moderate | Significant | Optimal |
|:-:|:-:|:-:|:-:|:-:|
| ○ | ○ | ○ | ○ | ○ |

9.3.3 Assess how well the organizations in the LPHS are communicating, connecting, and coordinating services?

| No Activity | Minimal | Moderate | Significant | Optimal |
|:-:|:-:|:-:|:-:|:-:|
| ○ | ○ | ○ | ○ | ○ |

9.3.4 Use results from the evaluation process to improve the LPHS?

| No Activity | Minimal | Moderate | Significant | Optimal |
|:-:|:-:|:-:|:-:|:-:|
| ○ | ○ | ○ | ○ | ○ |

| Discussion Notes for Model Standard 9.3 | | | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Short-Term Improvement Opportunities** | **Long-Term Improvement Opportunities** |
|  |  |  |  |

## Essential Service 9
## Summary Notes

Use the space below to record notes on details, additional ideas, or synthesis across discussion notes that apply to the Essential Service as a whole. These notes may be helpful and applicable to some or all of the Model Standards in this Essential Service.

# Essential Service 10: Research for New Insights and Innovative Solutions to Health Problems

## Are we discovering and using new ways to get the job done?

Researching new insights and innovative solutions to health problems encompasses the following:

- Establishing full continuum of innovation, ranging from practical field-based efforts to fostering change in public health practice to more academic efforts that encourage new directions in scientific research.

- Continually linking with institutions of higher learning and research.

- Creating internal capacity to mount timely epidemiologic and economic analyses and conduct health services research.

Partners gathered to discuss the performance of the local public health system (LPHS) in researching new insights and innovative solutions to health problems may include:

- [ ] The local health department or other governmental public health agency.

- [ ] The local board of health or other local governing entity.

- [ ] Hospitals.

- [ ] Colleges and universities.

- [ ] Employers.

- [ ] Managed care organizations.

- [ ] Foundations.

- [ ] Human resources departments.

- [ ] Advocacy organizations.

## Model Standard 10.1: Fostering Innovation

LPHS organizations try new and creative ways to improve public health practice. In both academic and practice settings, such as universities and local health departments, new approaches are studied to see how well they work.

To accomplish this, members of the LPHS work together to:

- Provide staff with the time and resources to pilot test or conduct studies that test new solutions to public health problems and see how well they actually work.

- Suggest ideas about what currently needs to be studied in public health to organizations that conduct research.

- Keep up with information from other agencies and organizations at the local, state, and national levels about current best practices in public health.

- Encourage community participation in research, including deciding what will be studied, conducting research, and sharing results.

| Discussion Questions for Model Standard 10.1 | |
|---|---|
| **Frequency**<br><br>(a) During the past two years, have LPHS organizations proposed one or more public health issues for inclusion in a research organization's agenda?<br><br>**Usability**<br><br>(a) How do LPHS organizations encourage community participation in developing or conducting research?<br><br>(b) How do LPHS organizations document and share results, lessons learned, and success stories? | **Quality and Comprehensiveness**<br><br>(a) How do LPHS organizations encourage staff to develop new solutions to health problems in the community?<br><br>(b) How do LPHS organizations provide time and/ or resources for staff to pilot test or conduct studies to determine new solutions?<br><br>(c) How do LPHS organizations identify and stay current with best practices?<br><br>(d) How do LPHS organizations evaluate innovation, document success, and build an evidence base? |

**Performance Measures for Model Standard 10.1**

At what level does the LPHS...

**10.1.1 Provide staff with the time and resources to pilot test or conduct studies to test new solutions to public health problems and see how well they actually work?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**10.1.2 Suggest ideas about what currently needs to be studied in public health to organizations that conduct research?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**10.1.3 Keep up with information from other agencies and organizations at the local, state, and national levels about current best practices in public health?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

**10.1.4 Encourage community participation in research, including deciding what will be studied, conducting research, and sharing results?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ○ | ○ | ○ | ○ | ○ |

| Discussion Notes for Model Standard 10.1 | | | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Short-Term Improvement Opportunities** | **Long-Term Improvement Opportunities** |
| | | | |

## Model Standard 10.2: Linking with Institutions of Higher Learning and/or Research

The LPHS establishes relationships with colleges, universities, and other research organizations. The LPHS is strengthened by ongoing communication between academic institutions and LPHS organizations. They freely share information and best practices and set up formal or informal arrangements to work together. The LPHS connects with other research organizations, such as federal and state agencies, associations, private research organizations, and research departments or divisions of business firms. The LPHS does community-based participatory research that includes community members and those organizations representing community members as full partners from selection of the topic of study, to design, to sharing of findings. The LPHS works with one or more colleges, universities, or other research organizations to co-sponsor continuing education programs.

To accomplish this, members of the LPHS work together to:

- Develop relationships with colleges, universities, or other research organizations to create formal and informal arrangements to work together.

- Partner with colleges, universities, or other research organizations to conduct public health research, including community-based participatory research.

- Encourage colleges, universities, and other research organizations to work together with LPHS organizations to develop projects, including field training and continuing education.

| Discussion Questions for Model Standard 10.2 | |
|---|---|
| **Awareness** | **Quality and Comprehensiveness** |
| (a) Do any of your organizations or others within the LPHS have relationships with institutions of higher learning and/or research organizations? | (a) Does any LPHS organization partner with at least one institution of higher learning and/or research organization to conduct research related to the public health? What are the results of these efforts, if any? <br><br> (b) How does the LPHS encourage collaboration between the academic and practice communities? |

**Performance Measures for Model Standard 10.2**

At what level does the LPHS...

**10.2.1 Develop relationships with colleges, universities, or other research organizations, with a free flow of information, to create formal and informal arrangements to work together?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**10.2.2 Partner with colleges, universities, or other research organizations to conduct public health research, including community-based participatory research?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**10.2.3 Encourage colleges, universities, and other research organizations to work together with LPHS organizations to develop projects, including field training and continuing education?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

| Discussion Notes for Model Standard 10.2 | | | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Short-Term Improvement Opportunities** | **Long-Term Improvement Opportunities** |
| | | | |

## Model Standard 10.3: Capacity to Initiate or Participate in Research

The LPHS takes part in research to help improve the performance of the LPHS. This research includes examining how well LPHS organizations provide the 10 Essential Public Health Services in the community (public health systems and services research) and studying what influences healthcare quality and service delivery in the community (health services research). The LPHS has access to researchers with the knowledge and skills to design and conduct health-related studies, supports their work with funding and data systems, and provides ways to share findings. Research capacity includes access to libraries and information technology, the ability to analyze complex data, and ways to share research findings with the community and use them to improve public health practice.

To accomplish this, members of the LPHS work together to:

- Collaborate with researchers who offer the knowledge and skills to design and conduct health-related studies.

- Support research with the necessary infrastructure and resources, including facilities, equipment, databases, information technology, funding, and other resources.

- Share findings with public health colleagues and the community broadly, through journals, Web sites, community meetings, etc.

- Evaluate public health systems' research efforts throughout all stages of work from planning to effect on local public health practice.

| Discussion Questions for Model Standard 10.3 | |
|---|---|
| **Awareness**<br><br>(a) Does the LPHS have access to research support (either on staff or through other organizations)?<br><br>**Usability**<br><br>(a) How is the LPHS sharing findings from its research? | **Quality and Comprehensiveness**<br><br>(a) What types of research expertise and/or experience are available to the LPHS?<br><br>(b) What types of resources are available within the LPHS to facilitate research?<br><br>(c) How does the LPHS evaluate its research activities? |

**Performance Measures for Model Standard 10.3**

At what level does the LPHS…

**10.3.1 Collaborate with researchers who offer the knowledge and skills to design and conduct health-related studies?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**10.3.2 Support research with the necessary infrastructure and resources, including facilities, equipment, databases, information technology, funding, and other resources?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**10.3.3 Share findings with public health colleagues and the community broadly, through journals, Web sites, community meetings, etc.?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

**10.3.4 Evaluate public health systems research efforts throughout all stages of work from planning to effect on local public health practice?**

| No Activity | Minimal | Moderate | Significant | Optimal |
|:---:|:---:|:---:|:---:|:---:|
| ◯ | ◯ | ◯ | ◯ | ◯ |

| **Discussion Notes for Model Standard 10.3** | | | |
|---|---|---|---|
| **Strengths** | **Weaknesses** | **Short-Term Improvement Opportunities** | **Long-Term Improvement Opportunities** |
| | | | |

## Essential Service 10
## Summary Notes

Use the space below to record notes on details, additional ideas, or synthesis across discussion notes that apply to the Essential Service as a whole. These notes may be helpful and applicable to some or all of the Model Standards in this Essential Service.