INTRODUCTION

Background

In September 2015, a group of KALHD members met to set a vision for local public health in the state. Their vision was defined as:

"KALHD’s vision is a system of local health departments committed to helping all Kansans achieve optimal health by providing Foundational Public Health Services (FPHS)."

This vision statement was adopted by the KALHD board, and a list of next steps was identified. Shortly after the adoption of this vision statement by KALHD, the Public Health Systems Group (PHSG) organized its work to support the exploration and implementation of the FPHS. As part of these efforts, the Kansas Health Institute (KHI), in partnership with KALHD and the PHSG is conducting an assessment of the FPHS in Kansas. The aim of this assessment is to: 1) Define the FPHS for Kansas and 2) Assess the system’s capacity for implementation of the FPHS. The assessment began with a literature review of other states’ FPHS models and compared them to the RESOLVE model. The literature review also examined how other states went about defining the FPHS for their state. Based on the results of that literature review, KHI compiled a list of possible FPHS components, and that list was distributed as a survey to 19 key informants (14 LHD, and 5 KDHE personnel). Interviews were held to discuss the survey responses, and based on the information gathered in the survey and interviews, the list was revised. This list was shared with stakeholders for feedback, and further edits were made.

About the FPHS

The FPHS are the suite of skills, programs, and activities that should be available in every community in Kansas through state or local public health agencies as basic components to keep the public safe and healthy. The FPHS are primarily population-based preventive health services that are best addressed by governmental public health and may be mandated by state or Federal law. The model consists of Foundational Capabilities and Foundational Areas. The Foundational Capabilities are the cross-cutting skills that need to be present everywhere for the system to work anywhere. They are the essential skills and capacities tended to support the Foundational Areas. Foundational Areas are the substantive areas of expertise or program-specific activities. Within each Foundational Capability and Foundational Area, there is a list of components that further define what it means to fully implement that capability or area.

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There may be additional programs and activities that are of critical significance to meet a specific community’s needs. These services are not included in the FPHS model because they are not present in all communities. However, they are still important services.

Criteria

When identifying what should be provided by state or local public health agencies in the FPHS for Kansas model, the components were evaluated against the following criteria:

1. Population-based preventive health services that target specific communities defined by geography, race, ethnicity, gender, illness, or other health conditions (e.g., water fluoridation, creation of walkable communities)

2. Governmental public health is the only or best potential provider of service (e.g., disease surveillance and epidemiology)

3. Mandated service provided by the public health authority (e.g., communicating reportable disease cases to the state health department)

The criteria are adapted from a similar process conducted in Washington State (see Figure 1, below). Priority is given to the services that fall in the far right column.

**FPHS Decision Matrix**

<table>
<thead>
<tr>
<th>Population-based</th>
<th>Governmental public health</th>
<th>Mandatory</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent is this a population-based service without individually identifiable beneficiaries?</td>
<td>To what extent is governmental public health the only or primary provider of this service?</td>
<td>Is it mandated by law or contingent on legal powers granted only to the local health officer/board of health?</td>
</tr>
<tr>
<td>Mainly provides individual benefits</td>
<td>Partially population based, such as an individual health care service the absence of which would pose a significant community health threat</td>
<td>Never – many other entities provide this service and they are the most appropriate provider</td>
</tr>
<tr>
<td>A population-based preventive health service addressing an important health problem, using methods that are evidence-based or best-practices</td>
<td>Sometimes</td>
<td>Partially or sometimes</td>
</tr>
<tr>
<td>Definitely mandated</td>
<td>Often – it has to be addressed by governmental public health to be effectively addressed at all</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 1.** Washington State FPHS Decision Matrix
Please Note

As you become familiar with this list, please keep in mind the following:

- The components in this model constitute what SHOULD be provided by state or local public health agencies when KALHD’s vision is achieved, not what currently IS provided.
- Only services and capabilities that should be available in EVERY community in Kansas are included in this list.
- Functions are not always exclusive to an individual health department (i.e., some services may be shared between the state and local public health agencies or between local agencies in multiple jurisdictions).
- Services and capabilities that are not found on this list may still be important to individual communities (and therefore be provided by some public health departments) based on identified needs for their communities, but may not be available statewide.

Please contact Sarah Hartsig at 785-233-5443 or shartsig@khi.org with any questions.
FOUNDATIONAL CAPABILITIES

The Foundational Capabilities are the cross-cutting skills and capacities needed to support the foundational areas and other programs and activities. Presence of these capabilities is key to protecting the community’s health and achieving equitable health outcomes. Each Foundational Capability has components that further define the Capability. The following components should be present in state or local public health agencies in Kansas.

Assessment

The Assessment capability includes activities for the collection and analysis of public health data.

- Ability to participate in the collection of primary public health data.
- Ability to access and utilize secondary data from key sources, including U.S. Census data, vital statistics, Behavioral Risk Factor Surveillance Survey (BRFSS), etc.
- Ability to interpret, display, and communicate public health data and its analysis.
- Ability to identify patterns, causes, and effects of chronic and communicable diseases (epidemiology).
- Ability to lead or participate in a community health assessment, including health disparity analysis and identification of health priorities.
- Ability to respond to data requests with meaningful reports (valid, statistically accurate, and readable by intended audiences).
- Ability to evaluate efficiency and effectiveness of public health programs.
- Ability to access and utilize electronic health information systems.

All Hazards Preparedness/Response

The All Hazards Preparedness/Response capability includes activities critical to prepare for and respond to public health emergencies.

- Ability to develop and rehearse emergency response strategies and plans.
- Ability to coordinate with emergency response partners from both private and governmental sectors.
- Ability to serve as the local primary or coordinating agency for Emergency Support Function 8 – Public Health and Medical.
- Ability to operate within the National Incident Management System as well as within any local emergency response processes.
- Ability to promote community preparedness and resilience by communicating with the public, in advance of an emergency, preparedness actions that may be taken before, during, or after a public health emergency.
Ability to maintain a continuity of operations plan (COOP) that includes access to financial resources to execute emergency responses.

Ability to conduct investigations of threats to public health.

Ability to issue emergency health orders via statutory authority (community disease containment, mandated treatment, boil water orders, etc.).

Ability to identify, prioritize, and address the needs of vulnerable populations in advance of a public health emergency.

Ability to be notified of public health emergencies on a 24/7 basis.

Ability to respond to public health emergencies on a 24/7 basis.

Ability to notify the public of a public health emergency on a 24/7 basis.

Ability to package and ship clinical specimens to the state reference laboratory (Kansas Health and Environmental Laboratory, or KHEL) for identification of threats.

Communications

The Communications capability includes activities that ensure a comprehensive communications strategy is developed and implemented.

Ability to maintain ongoing relationships with local media outlets.

Ability to develop and implement a strategic communications plan to articulate the agency's mission, vision, values, roles, and responsibilities to the community.

Ability to communicate the role of public health to the public and to policymakers.

Ability to communicate specific health or public health issues through written and verbal communication tools.

Ability to develop a communication strategy to identify a specific public health issue and/or to communicate risk (e.g., providing information on health risks, healthy behaviors, and disease prevention).

Ability to communicate in culturally and linguistically appropriate and accessible formats for various communities served, in accordance with State and Federal guidelines, such as compliance with Section 508 of the Rehabilitation Act of 1973.

Ability to facilitate two-way communications (transmit and receive) with the public via social media and other tools.

Ability to develop and implement a proactive health education strategy to support good population health.
Policy Development & Support
The Policy Development/Support capability includes activities to inform, develop, and implement public health policy.

- Ability to identify evidence-based public health policy recommendations.
- Ability to work with partners and policymakers to develop and enact public health policies.
- Ability to work with partners and policymakers to support the development of public health administrative rules, regulations, and ordinances.
- Ability to utilize health in all policies (HiAP) approaches for all policy development.
- Ability to enforce public health mandates (e.g., policies, statutes, regulations, ordinances).

Community Partnership Development
The Community Partnership Development capability includes activities to improve collaboration and interdependence within the public health system.

- Ability to create and maintain relationships with key partners, including health care and other health-related organizations, organizations representing populations experiencing health disparities, governmental agencies, and public health champions.
- Ability to strategically select and articulate governmental public health roles in programmatic and policy activities.
- Ability to coordinate with governmental public health partners to support programmatic and policy activities.
- Ability to work with community members and organizational partners to identify community assets and resources.
- Ability to engage community members (including those who experience health disparities) to develop and implement community health improvement plans to address priorities identified in health assessments.
- Ability to convene a broad, multi-sector assembly of public health and medical stakeholders to promote health, prevent disease, and protect residents within the community.

Organizational Competencies
The Organizational Competencies include activities to support the business, management, and leadership functions within the public health system.

- Ability to serve as the public face of governmental public health in the community.

Updated: 10/17/2016
Ability to define and communicate strategic direction for public health initiatives through agency strategic planning processes.

Ability to uphold business practices in accordance with local, state, and federal laws, and professional standards.

Ability to develop and maintain a performance management system to monitor achievement of organizational and programmatic objectives.

Ability to continuously evaluate and improve organizational processes, including using planning tools such as Plan-Do-Study-Act (PDSA) cycles.

Ability to systematically apply computer literacy skills and information technology to public health practice and learning.

Ability to have proper systems in place to keep protected health information (PHI) and confidential organizational data restricted.

Ability to recruit and retain a competent public health workforce with considerations for succession planning.

Ability to develop and maintain a competent public health workforce through workforce development and training, performance review, and staff accountability.

Ability to comply with federal, state, and local standards and policies for fiscal management, including within budgeting, auditing, billing, and charts of accounts (revenue and expense) processes.

Ability to comply with federal, state, and local standards and policies for contracting.

Ability to procure, maintain, and manage resources to support agency operations (e.g. funding, assets, supplies, and hardware/software).

Ability to procure, maintain, and manage safe facilities to support agency operations.

Ability to access appropriate governmental legal services to support agency operations.

Ability to engage with the public health governing entity to advocate for public health funding & initiatives.

Ability to coordinate and integrate categorically funded programs and services.

**Addressing Health Equity and the Social Determinants of Health**

Health Equity and Social Determinants of Health includes activities to identify and respond to health disparities and the needs of vulnerable populations.

Ability to recognize and understand the determinants of health disparities within the community.

Ability to coordinate programming to improve health disparities within the community.
- Ability to develop and advocate for policies that will promote health for all, particularly the most vulnerable
- Ability to provide services in culturally and linguistically appropriate and accessible formats for various communities served, in accordance with State and Federal guidelines, such as compliance with Section 508 of the Rehabilitation Act of 1973.
- Ability to provide public health information for the community that is stratified by demographic characteristics.
FOUNDATIONAL AREAS

The Foundational Areas are the substantive areas of expertise and program-specific activities that are provided by state or local public health agencies. Each Foundational Area has components that further define the activities within that area. The following components should be available in every community in Kansas. In some cases, the role of the public health agencies is to assure that people have reasonable access to certain services.

To ‘assure’ means that state or local public health agencies have the primary responsibility to strategically work with community partners to ensure that those who need the service have access to it and that there is a plan in place to provide the service. Components that begin with ‘assure’ should be directly provided by the state or local public health agencies if no other organizations are willing or able to provide the service in the community. In all other cases (when the term “assure” is not present) the state or local health agencies should be directly involved with providing the service listed.

Communicable Disease Control

The Communicable Disease Control area includes programs and activities to prevent and control the spread of communicable disease.

- Provide timely, accurate, and locally relevant information on communicable diseases and their control, including strategies to increase local immunization rates.
- Identify assets for communicable disease control.
- Develop and implement a communicable disease control plan prioritizing important communicable diseases.
- Advocate and seek funding for communicable disease control policies and initiatives.
- Assure availability of public health laboratory services for reference and confirmatory testing related to communicable diseases.
- Receive and promptly process laboratory and clinical reports of communicable diseases.
- Conduct disease investigations, including contact tracing and notification, in accordance with national, state, and local mandates and guidelines.
- Identify and respond to communicable disease outbreaks in accordance with national, state, and local mandates and guidelines.
- Support local screening/testing of reportable diseases, based on national and state recommendations and guidelines.
- In conjunction with appropriate partners, enforce emergency health orders via statutory authority (community disease containment, mandated treatment, boil water orders, etc.).
Assure availability of childhood, adolescent and adult immunization services, including the Vaccines for Children (VFC) program, for all vaccines recommended by the Advisory Council on Immunization Practices (ACIP).

Assure proper diagnosis and treatment for individuals with latent or active tuberculosis in accordance with national, state, and local mandates and guidelines.

Educate providers in national, state, and local communicable disease control mandates and guidelines.

Health Promotion and Chronic Disease and Injury Prevention

The Health Promotion and Disease Prevention area includes programs and activities for health promotion and chronic disease and injury prevention. Special attention should be paid to the leading causes of death in Kansas. (Current Vital Statistics Report from KDHE: http://www.kdheks.gov/hci/annsumm.html)

- Provide timely, accurate, and locally relevant information on health promotion and chronic disease and injury prevention
- Identify assets for health promotion and chronic disease and injury prevention.
- Develop and implement a health promotion and chronic disease and injury prevention plan.
- Advocate and seek funding for health promotion and chronic disease and injury prevention policies and initiatives.
- Work with partners to identify evidence-based, population-based interventions that utilize valid evaluation studies.
- Work to reduce rates of tobacco use through policies and programs that conform with local, state, and Federal laws and recommendations.
- Work to increase statewide and community rates of healthy eating and active living that utilize evidence-based practices that are aligned with local, state and national guidelines.
- Develop and implement comprehensive community-based health promotion strategies to address common risk factors and chronic diseases.
- Promote community mental health and well-being.
- Work to reduce rates of substance abuse in the community.

Environmental Health

The Environmental Health area includes programs and activities to prevent and reduce exposure to environmental hazards.

- Provide timely, accurate, and locally relevant information on environmental public health issues and health impacts from both common and toxic exposure sources.
Identify assets for environmental public health.
Advocate and seek funding for environmental public health policies and initiatives.
Develop and implement an environmental public health plan to prevent and reduce exposures to health hazards in the environment.
Assure availability of public health laboratory services for reference and confirmatory testing related to environmental public health threats.
Assure implementation of environmental public health inspections (e.g., inspection of child care facilities) in accordance with federal, state, and local laws and regulations.
Coordinate and communicate with agencies that carry out environmental public health functions at the local level (e.g., inspections of food service facilities, drinking water, and liquid and solid waste streams).
Identify and address notifiable conditions and environmental hazards.
Assure access to elevated blood lead screenings.
Support adult and child blood lead case management.
Prevent or reduce environmental public health hazards and assure abatement of nuisances.
Participate in land use planning and sustainable development (e.g., consideration of housing, urban development, recreational facilities, and transportation).
Provide the community with information on reducing unnecessary radiation exposure (e.g., radon in the home).

Maternal and Child Health
The Maternal and Child Health area includes programs and activities for the prevention of developmental impairments and life-threatening illnesses in mothers and children.

Provide timely, accurate, and locally relevant information on emerging and ongoing maternal and child health trends, including the importance of Adverse Childhood Experiences (ACEs) and health disparities.
Identify assets for maternal and child health.
Develop and implement a prioritized maternal and child health prevention plan using life course approaches and an understanding of health priorities.
Advocate and seek funding for maternal and child health policies and initiatives.
Identify, disseminate, and promote evidence-based information about early interventions in the prenatal and early childhood period that optimize lifelong health and social-emotional development.
Identify, disseminate, and promote evidence-based information about early interventions in the prenatal period to lower infant mortality and pre-term birth outcomes.
Access to Clinical Care

The Access to Clinical Care area includes programs and activities for assuring access to specific preventive and primary care clinical services.

- Provide timely, accurate, and locally relevant information on how to access and navigate the health care system.
- Assure access to family planning services.
- Assure access to maternal and infant services (e.g., maternity support, WIC)
- Assure access to STD and HIV testing and treatment.
- Link community members to existing clinical services (including oral health services) and health insurance resources in the community.
- Link community members to existing behavioral health services in the community.