



Missouri's

## Foundational Public Health Services Model

Health isn't just about the absence of illness. It's about living our healthiest lives – physically, mentally, spiritually, and emotionally. It is the mission of public health to make sure we all have what we need to reach our full potential and help our communities thrive.

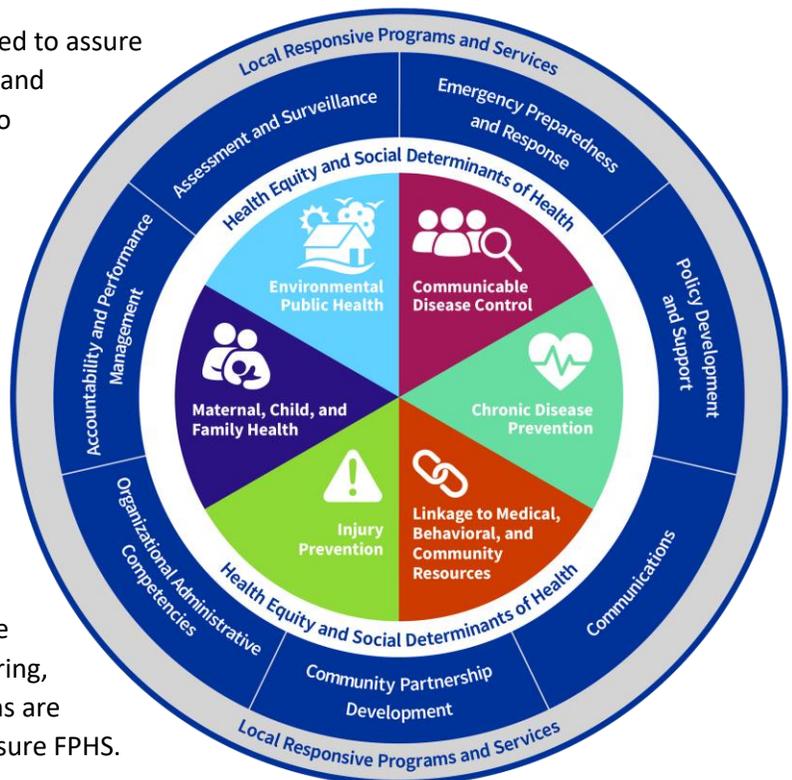
Public health experts are trained to diagnose the health of a community by listening to the people who live there and by analyzing data to identify patterns and problems. Instead of waiting to treat people who are sick, public health brings together everyone who has a role in community wellness to develop strategies, policies, and programs that will prevent injuries and disease. This early investment in building a strong foundation for community health saves our communities money and ensures we all have the opportunity to thrive.

Like a building relies on a strong foundation, we depend on foundational public health services to assure safe food and water, prevent injuries, stop the spread of disease, improve health for our families, and connect us to local resources. This public health framework, together with quality education, safe and affordable housing, accessible healthcare, and employment opportunities, creates a healthier environment for all of us.

Missouri's **Foundational Public Health Services (FPHS) model** defines a minimum set of fundamental public health services and capabilities that must be available in every community. The model builds on the 10 Essential Services and Core Public Health Functions to achieve a simplified operational framework upon which public health agencies can explain the vital role of governmental public health in a thriving community, identify capacity gaps, determine the cost for assuring foundational public health capabilities and areas, and justify funding requests.

The model defines seven cross-cutting skills required to assure the delivery of foundational public health services and achieve equitable health outcomes. The model also identifies six interconnected areas of public health expertise best provided by governmental public health agencies.

Rather than focusing on individual programs defined by limited funding streams, Missouri's FPHS model describes a minimum set of measurable capabilities under each area that are truly essential in every Missouri community. These capabilities will be further defined in a capacity assessment and then attached to a measurable cost for delivery. Each public health agency determines the best strategy to achieve the capabilities in their own jurisdiction. Resource sharing, collaborative partnerships, and innovative solutions are just some of the strategies at use in Missouri to assure FPHS.



Foundational Capabilities



Foundational Areas

# FOUNDATIONAL CAPABILITIES AND AREAS OF EXPERTISE

## Foundational Capabilities

Assessment and Surveillance	Capacity to collect, analyze, and utilize data to identify and address health priorities
Emergency Preparedness and Response	Capacity to promote ongoing community resilience and preparedness, issue and enforce public health orders, share information with key partners and the general public, and lead the health and medical response to emergencies
Policy Development and Support	Capacity to serve as an expert for influencing and developing policies that support community health and are evidence-based, grounded in law, and legally defensible
Communications	Capacity to build trust and engage internal and external audiences with clear, transparent, and timely sharing, receiving, and interpretation of information
Community Partnership Development	Capacity to create, convene, and sustain strategic collaborative relationships with partners at the local, regional, and state level
Organizational Administrative Competencies	Capacity to demonstrate competence in cross-cutting skills required for governmental public health leadership
Accountability and Performance Management	Capacity to follow accepted business standards, integrate evidence-based practices, and maintain an organizational culture of continuous quality improvement

## Foundational Areas of Expertise

Communicable Disease Prevention	Capacity to prevent and stop the spread of disease through strategies such as surveillance, investigation, education, and interventions
Chronic Disease Prevention	Capacity to work with community partners to share information, develop policies, and create environments that prevent chronic disease and support chronic disease management
Environmental Public Health	Capacity to reduce harmful exposures and foster safe and healthy environments that protect communities
Maternal, Child, and Family Health	Capacity to address conditions that affect health behaviors among women, support family health, and ensure children the healthiest start in life
Injury Prevention	Capacity to analyze trends, research causes, develop strategies, and create policies in order to reduce preventable injuries
Linkage to Medical, Behavioral, and Community Resources	Capacity to develop a strong network of partners with diverse expertise and resources to build a strong foundation for community health

In addition, Missouri's FPHS model highlights Health Equity and Social Determinants of Health as a lens through which all public health programs and services should be provided. It also includes Local Responsive Programs and Services that may not be foundational statewide, but are vital to meet identified needs in specific communities.

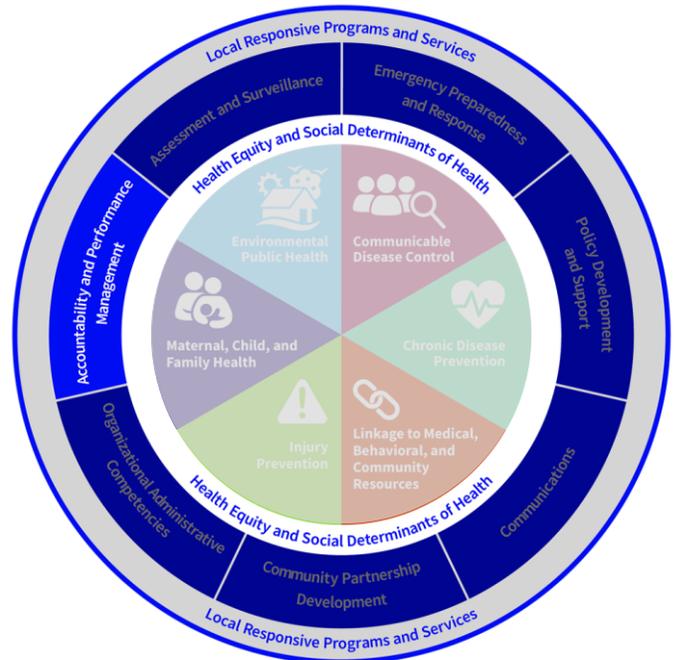
Public health agencies depend on a network of partners to assure communities have equitable access to the expertise and resources necessary to address many of the underlying causes of poor health – like transportation, housing, access to healthy food, health literacy, and health insurance. Missouri's public health agencies have a rich history of creatively solving the challenge of increasing demand for services with shrinking resources. The FPHS model offers a framework upon which to lead communities through strategic planning and implementation of solutions that assure a stronger public health system and offer every Missourian the opportunity to reach their full potential and live a healthier life.





Accountability and Performance Management focus on continuous quality improvement in the public health system. Public health agencies must be able to perform according to accepted business standards and in compliance with local, state, and federal policies, laws, and regulations.

Agencies must have the ability to use evidence-based or promising practices, maintain an organization-wide culture of quality improvement, and use nationally recognized resources to monitor progress toward achieving organizational objectives.



Foundational Capabilities Foundational Areas

## CAPACITIES

- Ability to uphold accepted business standards and assume responsibility for public health actions in accordance with relevant local, state, and federal laws and policies
- Ability to assure compliance with national and Public Health Accreditation Board Standards
- Ability to develop and maintain a performance management system to monitor achievement of organizational objectives
- Ability to continuously evaluate and improve organizational processes, including using planning tools such as Plan-Do-Study-Act (PDSA) cycles
- Ability to maintain an organization-wide culture of quality improvement using nationally recognized framework quality improvement tools and methods



The [Foundational Public Health Services] model should hold us accountable for what we do.

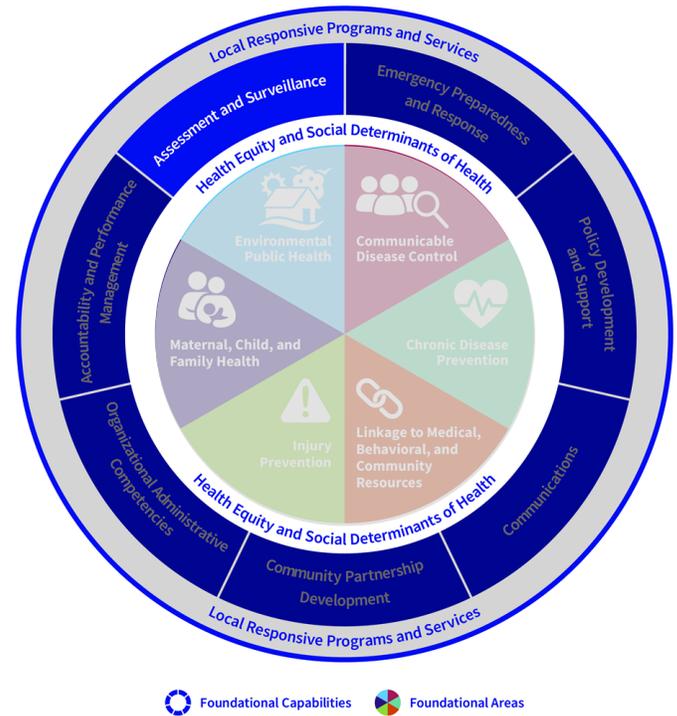
-Missouri public health professional





# FOUNDATIONAL CAPABILITY: ASSESSMENT AND SURVEILLANCE

Assessment and Surveillance include the ability to collect, access, analyze and use data to guide public health planning and decision making. It includes the ability to prioritize and respond to data requests, translate data into understandable reports, consider data through the lens of health equity and social determinants of health, and use data to identify local, regional and state public health priorities.



## CAPACITIES

- Ability to access, analyze, use and interpret data from U.S. Census, vital statistics, notifiable conditions, HER, BRFSS, health indicator, MO chart of accounts
- Ability to access, analyze, use and interpret data from the universal chart of accounts
- Ability to respond to data requests with meaningful reports (valid, statistically accurate, and accessible, understandable, and actionable by intended audiences)
- Ability to report data stratified by age, race/ethnicity, gender, and socioeconomic status
- Ability to identify health priorities arising from a community health needs assessment, including identifying health outcome disparities
- Ability to contribute local health needs assessment findings to a statewide health needs assessment
- Ability to access 24/7 laboratory resources capable of providing rapid detection of disease
- Ability to develop and maintain electronic health information systems
- Ability to access and utilize electronic health information systems
- Ability to conduct a community health needs assessment
- Ability to collect primary public health data

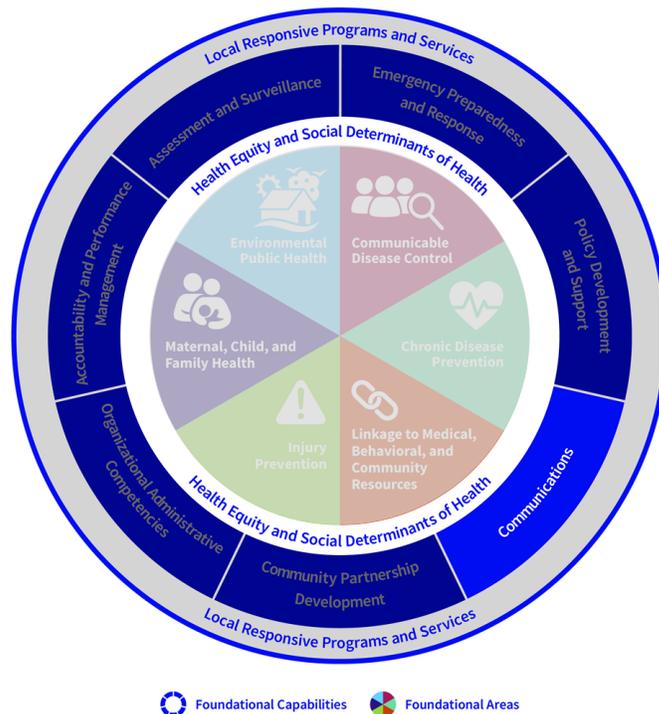




## FOUNDATIONAL CAPABILITY: COMMUNICATIONS

Communication involves sharing, receiving, and interpreting messages through a number of different techniques and pathways. Public health agencies should be able to write and implement an effective communication plan, execute risk communication strategies, and engage in two-way communication with internal and external audiences, including media.

Successful public health outcomes depend on an agency's ability to clearly communicate proactive health education and disease prevention messages. Agencies should assure information is accessible, understandable, and actionable for all audiences. Public health professionals should be equipped to clearly articulate the role and value of public health.



 Foundational Capabilities  Foundational Areas

### CAPACITIES

- Ability to communicate about specific public health issues on a 24/7 basis via condensed written communications, public speaking, and electronic communication tools
- 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 develop and implement a communication strategy to identify a specific public health issue and to communicate risk
- Ability to provide information on health risks, healthy behaviors, and disease prevention in culturally and linguistically appropriate formats for the communities served
- Ability to transmit timely, accurate, and credible routine communications to the public 24/7
- Ability to address health literacy concerns in culturally and linguistically appropriate formats so information is accessible, understandable, and actionable for the communities served
- Ability to communicate the role of public health to the public and to policymakers
- Ability to maintain ongoing relationships with local and state media outlets
- Ability to develop and implement a proactive health education strategy
- Ability to receive routine communications from the public 24/7
- Ability to routinely communicate in culturally and linguistically appropriate formats for the communities served



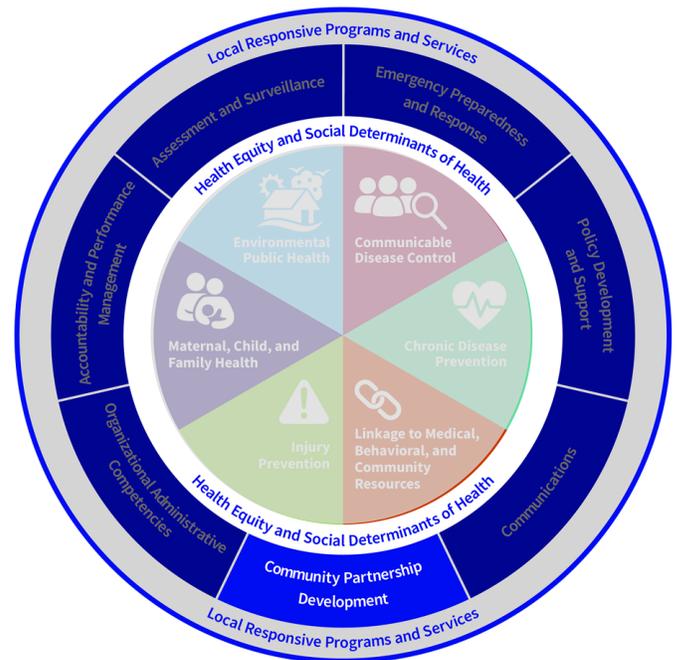


# FOUNDATIONAL CAPABILITY: COMMUNITY PARTNERSHIP DEVELOPMENT

Public health agencies should be able to create, convene, and sustain strategic collaborative relationships with local, state, and regional partners, in keeping with the Public Health 3.0 model.

Acting as their community's chief health strategist, agencies should have the ability to build trust and engage communities in strategic, evidence-based community health improvement initiatives.

These initiatives should be guided by data and should address health inequities and social determinants of health.



 Foundational Capabilities  Foundational Areas

## CAPACITIES

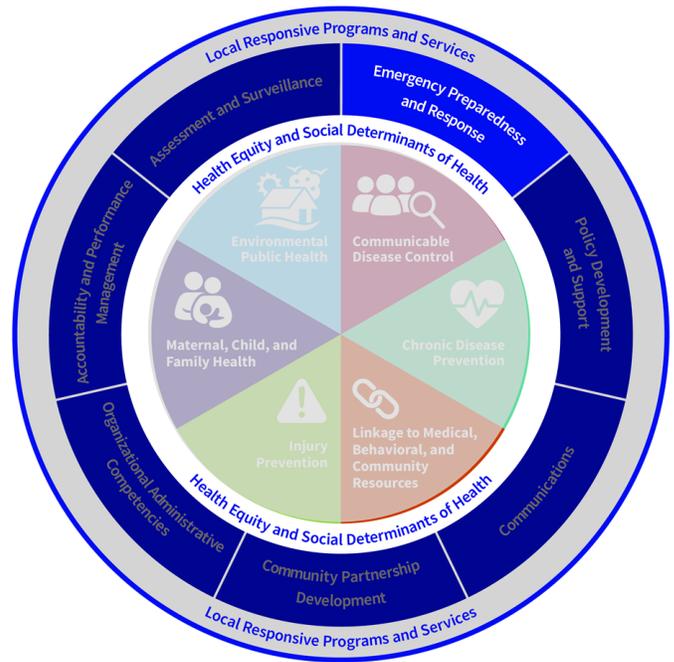
- Ability to create and maintain strategic, non-program-specific relationships with key community partners (i.e. health care organizations, governmental agencies, community groups, private businesses.)
- Ability to coordinate governmental public health efforts at the local level through dialog, periodic meetings, and leadership provided by the LPHA
- Ability to mobilize key community partners to support development of public health policies
- Ability to maintain trust with and engage community residents at the grassroots level
- Ability to articulate governmental public health roles in programmatic and policy activities to key community partners
- 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
- Ability to engage community members to develop and implement community health improvement plans to address priorities identified in health assessments
- Ability to strategically select governmental public health roles in programmatic and policy activities





# FOUNDATIONAL CAPABILITY: EMERGENCY PREPAREDNESS AND RESPONSE

Natural disasters, emerging infectious diseases, and the potential for rapid spread of communicable disease require that public health agencies maintain a high level of preparedness for emergency response. All public health agencies should have the ability to lead in an emergency response, ensuring communication among organizations included in Emergency Support Function 8 - Public Health and Medical. Agencies should be able to issue and enforce emergency health orders, share key information with partners and the general public, and promote ongoing community resilience and preparedness.



 Foundational Capabilities  Foundational Areas

## CAPACITIES

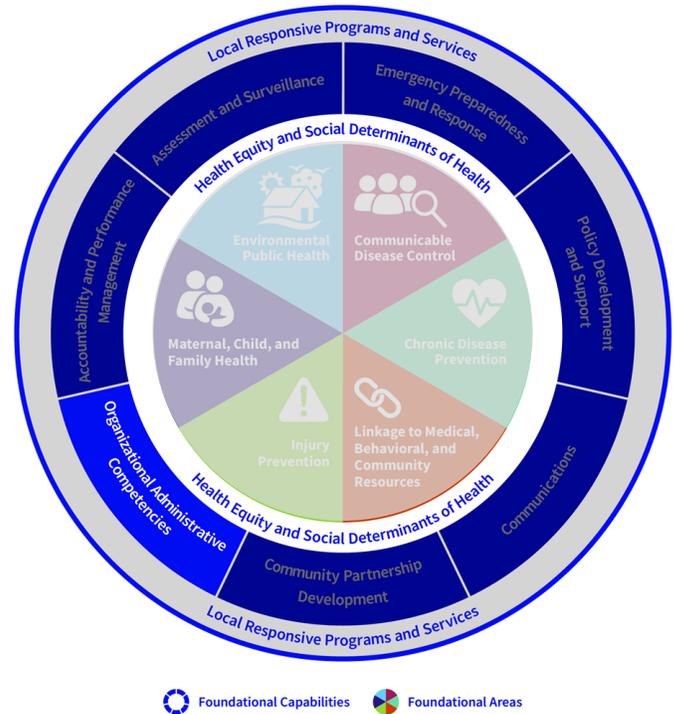
- Ability to develop and rehearse public health emergency response strategies and plans
- Ability to address needs of vulnerable populations during a public health emergency
- Ability to lead Emergency Support Function 8: Public Health and Medical for the jurisdiction
- Ability to activate emergency response personnel in a public health emergency
- Ability to coordinate with private and governmental emergency response partners
- Ability to lead emergency response utilizing the National Incident Management system, as well as any local emergency response processes during a public health emergency
- Ability to promote community preparedness through communication with the public before, during, and after a disaster
- Ability to issue and enforce emergency health orders via statutory authority
- Ability to be notified of and respond to public health emergencies on a 24/7 basis
- Ability to access to financial resources to execute emergency responses
- Ability to maintain a continuity of operations plan (COOP)
- Ability to utilize and support the Missouri Laboratory Response Network for identification of biological and chemical threats





# FOUNDATIONAL CAPABILITY: ORGANIZATIONAL ADMINISTRATIVE COMPETENCIES

In order to deliver foundational public health programs and services, public health agencies should achieve competency in cross-cutting skills such as leadership and governance, information technology, human resources services, legal services, financial management, contract and procurement services, and facilities and operations management. Agencies should demonstrate competency advocating for the role of governmental public health, leveraging funding, defending budgets, incorporating ethical standards, assuring continuous quality improvement, using performance management systems, developing employees, adjusting to shifts in culture and environment, and managing change.



## CAPACITIES

- Ability to maintain and access electronic health information to support the public health agency's operations and analyze health data
- Ability to have proper systems in place to keep protected health information (PHI) and confidential organizational data restricted
- Ability to recruit, train, and retain a competent public health workforce
- Ability to engage in and document workforce performance review and succession planning
- Ability to comply with federal, state, and local fiscal standards and policies
- Ability to support, maintain, and use electronic communication technology
- Ability to manage all grants/contracts bringing money into the agency, including monitoring the compliance with state, federal, and sponsor requirements for the use of the dollars
- Ability to procure, maintain, and manage safe facilities to support agency operations
- Ability to access and appropriately use legal services in planning and implementing initiatives
- Ability to lead internal and external stakeholders to consensus and in action planning
- Ability to serve as the public face of governmental public health in the community
- Ability to strategically coordinate health equity programs for the communities served
- Ability to act as a resource to support health equity work across the department
- Ability to voluntarily pursue public health accreditation via the Public Health Accreditation Board or Missouri Institute for Community Health
- Ability to manage all contracts providing services for the agency
- Ability to perform accounting activities

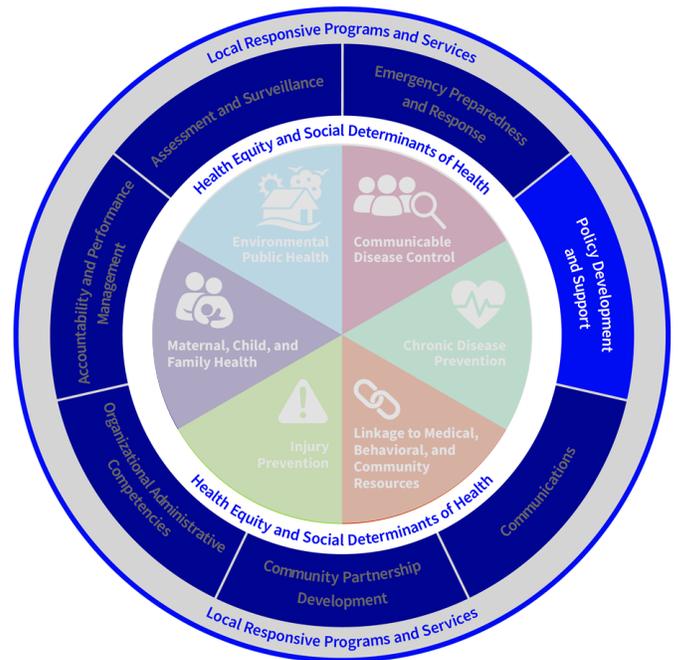




## FOUNDATIONAL CAPABILITY: POLICY DEVELOPMENT AND SUPPORT

Policies are essential to improve the physical, environmental, social and economic conditions that affect health. Policy Development and Support indicate that every public health agency should have the ability to serve as an expert resource for establishing, maintaining and developing basic public health policy recommendations that are evidence-based, grounded in law and legally defensible.

Public health agencies should be able to effectively inform and influence policies being considered by other organizations in their jurisdiction.



 Foundational Capabilities  Foundational Areas

### CAPACITIES

- Ability to develop evidence-based and legally feasible public health policy recommendations for legislative decision-makers
- Ability to include the needs of vulnerable populations within recommendations for public health policies
- Ability to research, analyze, cost out, and articulate the impact of public health policy recommendations
- Ability to organize support for public health policy recommendations and place them before an entity with the legal authority to adopt them
- Ability to work with partners and policymakers to enact policies that are evidence-based and that address the social determinants of health



Public health is big picture health care. It is not about one patient or client; it is about all patients and all clients all of the time.

-Missouri public health professional

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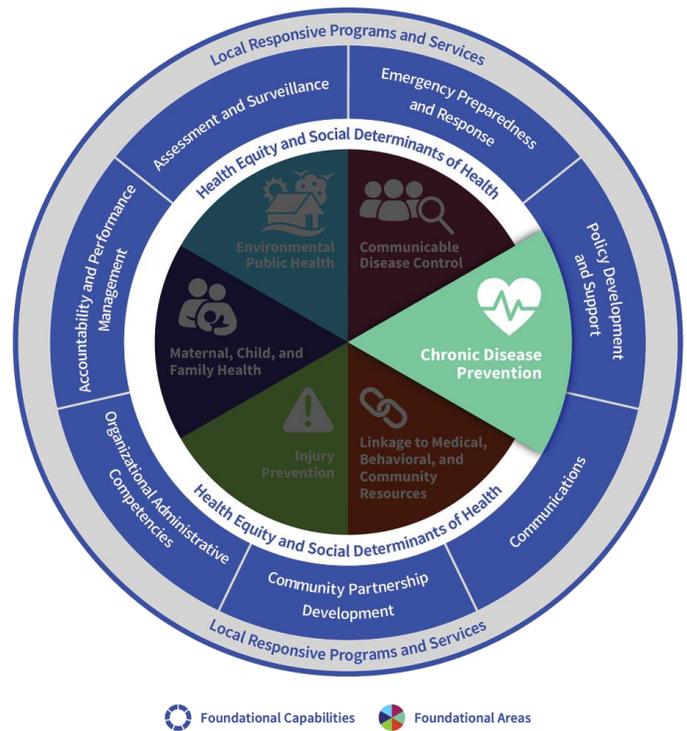




## FOUNDATIONAL AREA: CHRONIC DISEASE PREVENTION

Chronic diseases are conditions that last for a long time and generally can't be prevented by vaccines or cured by medicine. Chronic diseases usually require ongoing medical attention and may limit daily activities. Examples are diabetes, arthritis, cancer, heart and lung disease, asthma, and obesity. Almost 9 in 10 American over age 65 have at least one chronic health condition.

Public health agencies work with partners to share information, develop policies, and create environments that support activities to prevent chronic disease – activities like smoking cessation, healthy eating, and exercising.



### CAPACITIES

- Provide timely, accurate, and locally relevant education on chronic disease, including mental illness, and chemical dependency
- Identify statewide, regional, and local chronic disease prevention and management community partners and their capacities
- Develop and implement a prioritized chronic disease prevention plan
- Advocate and seek funding for chronic disease prevention and management policies and initiatives
- Support community-based prevention and management of chronic disease
- Lead community efforts to reduce rates of tobacco use, reduce youth initiation, increase cessation, and reduce exposure to second-hand smoke
- Lead community efforts to increase rates of healthy eating and active living that utilize best practices that are aligned with national and state guidelines
- Coordinate and integrate other categorically funded communicable disease control programs and services

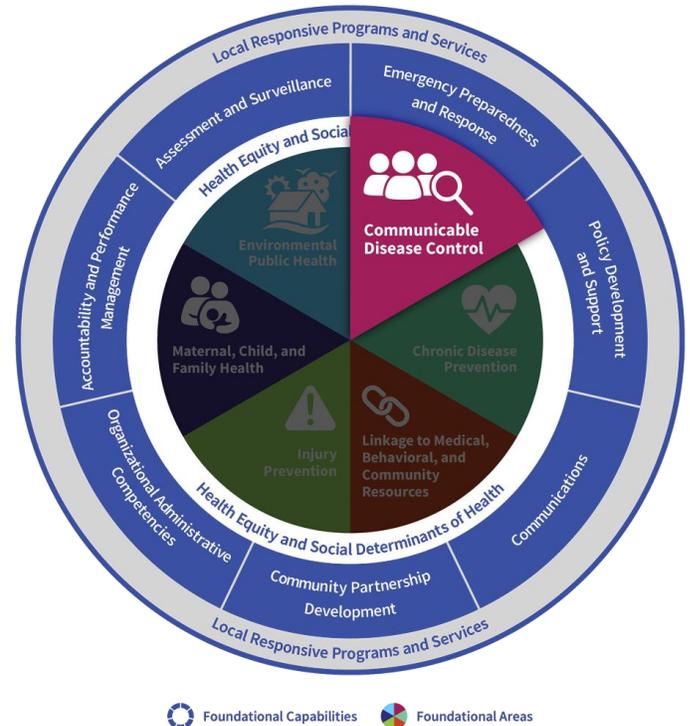




## FOUNDATIONAL AREA: COMMUNICABLE DISEASE CONTROL

Public health agencies work with partners to slow and stop the spread of disease in a community. These communicable disease control strategies include using surveillance to quickly identifying diseases that pose a threat to public health, isolating their cause, and preventing their spread using a variety of methods.

Immunizations, community education, and non-pharmaceutical interventions like social distancing play a significant role in communicable disease control.



### CAPACITIES

- Provide timely, accurate, and locally relevant information on communicable diseases and their control, and strategies to increase local immunization rates
- Identify state, regional, and local communicable disease control partners and their capacities
- Develop and implement a communicable disease control plan prioritizing important diseases
- Advocate and seek funding for communicable disease control policies and initiatives
- Support community-based initiatives for the prevention of communicable disease spread
- Receive public health laboratory and clinical reports for reference and confirmatory testing related to communicable diseases
- Identify and respond to communicable disease outbreaks in accordance with national, state, and local mandates and guidelines
- Assure notification for partners of newly diagnosed cases of reportable diseases in accordance with national, state, and local mandates and guidelines
- Exercise quarantine authority following national, state, and local mandates and guidelines
- Conduct disease investigations, including contact tracing and notification
- Facilitate enforcement of emergency health orders via statutory authority
- Assure the appropriate treatment of individuals with active tuberculosis
- Support local screening/testing of reportable diseases
- Assure access to STD and HIV testing

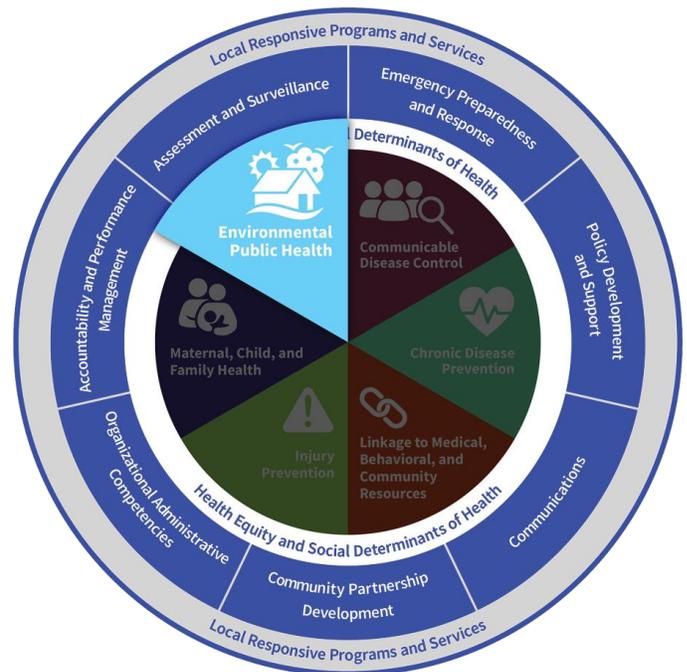




## FOUNDATIONAL AREA: ENVIRONMENTAL PUBLIC HEALTH

According to the American Public Health Association, “Environmental health is the branch of public health that: focuses on the relationships between people and their environment; promotes human health and well-being; and fosters healthy and safe communities.

Environmental health is a key part of any comprehensive public health system. The field works to advance policies and programs to reduce chemical and other environmental exposures in air, water, soil and food to protect people and provide communities with healthier environments.”



 Foundational Capabilities  Foundational Areas

### CAPACITIES

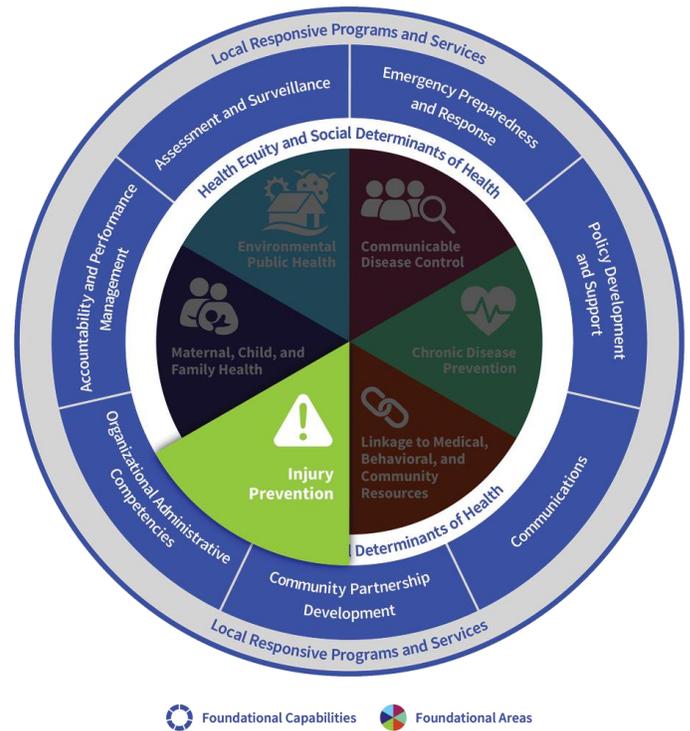
- Provide timely, accurate, and locally relevant information on environmental public health issues and health impacts from both common and toxic exposure sources
- Identify state, regional, and local environmental public health community partners and their capacities
- Develop and implement an environmental public health plan to prevent and reduce exposures to health hazards in the environment
- Advocate and seek funding for environmental public health policies and initiatives
- Support community-based environmental public health
- Conduct mandated environmental public health inspections and laboratory testing to protect food, drinking water, recreational water use, and liquid and solid waste streams in accordance with federal, state, and local laws and regulations
- Protect the population from hazardous chemical exposure in accordance with federal, state, and local laws and regulations
- Protect the population from unnecessary radiation exposure in accordance with federal, state, and local laws and regulations
- Participate in broad land use planning and sustainable development
- Coordinate and integrate other categorically funded communicable disease control programs and services





## FOUNDATIONAL AREA: INJURY PREVENTION

Most injuries are preventable. Public health agencies work with partners through four steps to identify the causes and prevent injuries. Agencies use data to identify injuries and study trends in how injuries are changing over time and the impact of injury prevention programs. They isolate causes and risk factors. They work with partners to develop and test prevention strategies, policies, and programs. They evaluate the effectiveness of interventions and apply lessons learned to preventing other types of injuries.



### CAPACITIES

- Provide timely, accurate, and locally relevant education on injury prevention and control
- Identify statewide, regional, and local injury prevention community partners and their capacities
- Develop and implement a prioritized injury prevention plan
- Advocate and seek funding for injury prevention policies and initiatives
- Support community-based injury prevention initiatives
- Work with partners to implement evidence-based and population-based interventions that mitigate suicide risk



Because everyone has or should have equal opportunities for health, there needs to be recognition that disparities and inequities exist that may require different approaches.

-Missouri public health professional

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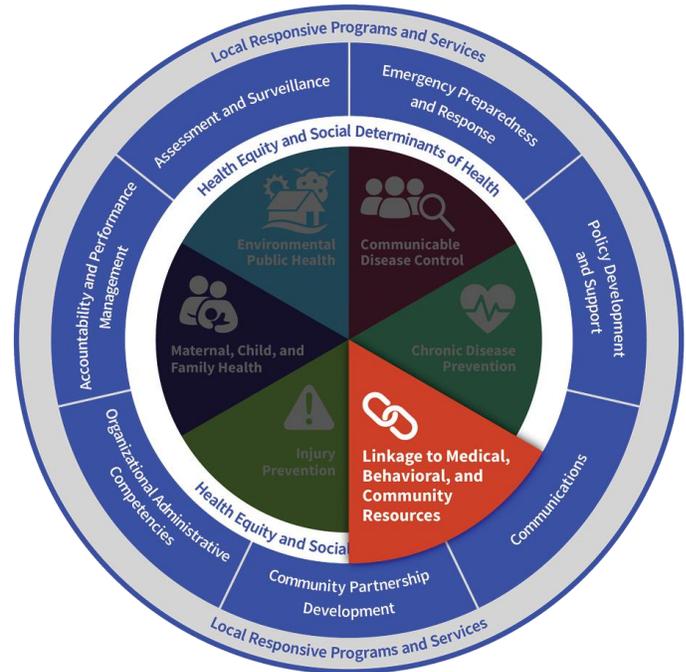




## FOUNDATIONAL AREA:

# LINKAGE TO MEDICAL, BEHAVIORAL, & COMMUNITY RESOURCES

Public health agencies provide linkages to care in order to improve community health. They connect individuals with local, regional, and state resources for medical care and behavioral health care. Linkages are more than just referrals. They are an opportunity for governmental, clinical, and community partners to work together to support patients and improve care. Together they create a strong network, maximizing community resources and building a strong foundation for community health. Linkages assure everyone has the fair opportunity to reach their full potential and live their healthiest life.



## CAPACITIES

- Provide timely, accurate, and locally relevant education to the local health care system
- Provide timely, accurate, and locally relevant education to the community on the health care system, the behavioral health care system, and available community resources
- Conduct inspection and licensing of health care facilities to improve patient safety
- Improve patient safety through licensing, monitoring, and health care provider discipline
- Identify state, regional, and local medical and behavioral healthcare community partners and their capacities
- Develop and implement a prioritized plan for increasing access to quality health care
- Advocate and seek funding for policies and initiatives that increase access to quality medical and behavioral healthcare
- Support community-based initiatives that increase access to quality medical and behavioral care
- Assure access to patient-centered medical home care and quality care
- Utilize public health staff as facilitators of clinical and community linkages
- Procure, maintain, manage, and distribute biological and therapeutic products to health care providers
- Assure access to STD and HIV treatment
- Provide certified birth and death certificates



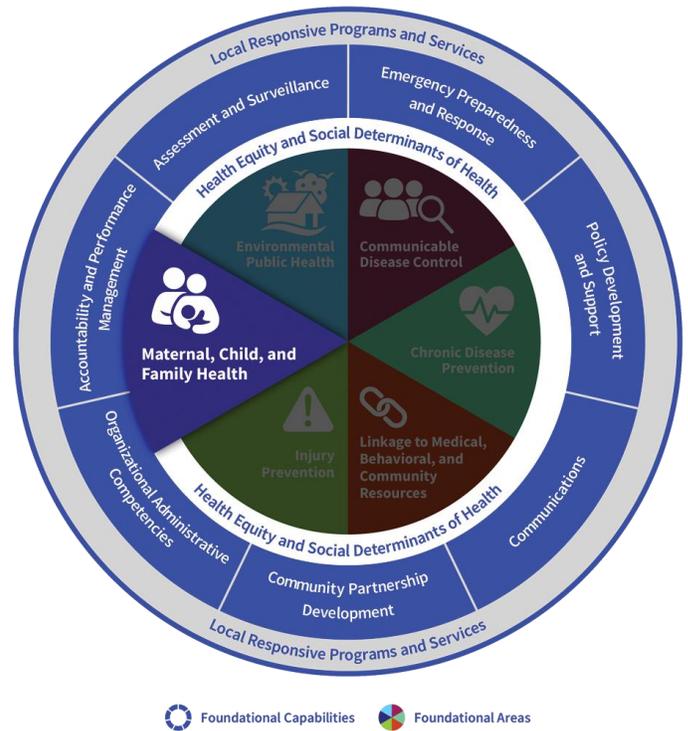


## FOUNDATIONAL AREA:

# MATERNAL, CHILD, AND FAMILY HEALTH

Healthy People 2020 states improving the well-being of mothers, infants, and children is an important public health goal. Their well-being determines the health of the next generation and can help predict future public health challenges for families, communities, and the health care system.

This foundational area of public health expertise includes addressing conditions that affect health behaviors and improving wellness indicators for women, children, and families.



## CAPACITIES

- Provide timely, accurate, and locally relevant information on emerging and ongoing maternal, child, and family health trends and the consequences of Adverse Childhood Experiences
- Identify state, regional, and local maternal, child, and family health partners and their capacities
- Develop and implement a prioritized maternal, child, and family health prevention plan, using life course expertise and an understanding of health disparities
- Advocate and seek funding for maternal, child, and family health policies and initiatives
- Support community-based maternal, child, and family health initiatives
- Identify, disseminate, and promote emerging and evidence-based information about early interventions in the prenatal and early childhood period to reduce infant mortality and pre-term birth outcomes and optimize positive social-emotional development and lifelong health
- Assure mandated newborn screenings are performed in order to detect and prevent the developmental impairments and life-threatening illnesses associated with congenital disorders specified for Missouri
- Assure family planning services, access to maternal and infant services, and adequate pre-natal care

