

# All Capabilities (except EPR)

**DEFINITIONS: AUGUST 2025 (PENDING SCHSAC APPROVAL)**

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## Accountability and Performance Management

### A. Perform business and public health practices in alignment with applicable federal, state, and local laws, policies, and Public Health Accreditation Board standards and practices.

1. Establish a system for tracking efforts toward agreed upon responsibilities, and monitor actions taken by governmental public health and partners.
2. Develop, implement, and maintain systems and infrastructure for organizational performance management.
3. Regularly review and apply all relevant federal, state, and local laws, policies, and accreditation requirements affecting public health practice.

### B. Maintain a performance management system to monitor achievement of organizational objectives and an organization-wide quality improvement culture.

1. Develop, implement, and maintain a documented process for creating performance management metrics. This may include a written performance management plan.
2. Establish reliable, high-quality, and actionable metrics to monitor performance and drive continuous improvement.
3. Develop performance management plans for all teams, including data collection, analysis, and reporting, and establish a centralized system for storing and accessing performance management data.
4. Develop, implement, and maintain a quality improvement plan (according to public health accreditation board guidance, Domain 9).
5. Cultivate an organizational culture of quality improvement (including but not limited to leadership commitment, QI infrastructure, employee empowerment, customer-focus, etc. (Elements of a QI Culture - Roadmap to a Culture of Quality Improvement))
6. Establish metrics and monitor quality of the governmental public health system.
7. Analyze performance data to inform decision-making.

### C. Use best available evidence when implementing new or revised processes, programs, and/or interventions.

1. Have capacity and competency to review research and literature.
2. Establish and document a process to review evidence-based, promising, and theory- or research-informed practices when a program or intervention is developed or revised, including evidence specific to various communities.

3. Customize or adapt to assure the practice is tailored to the community.
4. Have organizational and staff competency in evaluation.
5. Make decisions for improvements based on the evaluation of a program, process, or intervention.
6. Use evaluation data to test and refine new and innovative approaches.

#### D. Measure the impact of governmental public health's contribution to improving health equity.

1. Use disaggregated performance data to identify disparities and prioritize areas for improvement.
2. Develop, implement, and maintain a system to gather feedback from groups affected by agency goals to assure their perspectives inform decision-making.
3. Engage and share data findings with affected groups and interested parties. This could include activities such as reporting on progress, facilitating discussion to encourage data use, or gathering additional insights for interpretation of findings.
4. Develop shared measures across the governmental public health system.

## Assessment and Surveillance

#### A. Use data to guide public health planning and decision making.

1. Develop, implement, and maintain an information technology infrastructure (internet, computer hardware, software) and a data infrastructure (people, training, standards, permissions, workflows, informatics, etc.)
2. Access training, technical assistance, or expertise for data collection and making strategic and data-driven decisions.
3. Assure data-driven decisions are based on high-quality data appropriate for the decision to be made.
4. Use data to identify factors which influence health, including strengths and assets.
5. Establish metrics and monitor data on public health issues, including root causes.
6. Design and identify metrics which will guide action and measure impact.
7. Share and disseminate findings with partners and community.

#### B. Collect, access, analyze, and interpret data from a variety of sources.

1. Collect, access, analyze, and interpret both quantitative (includes granular data disaggregated by geography, sub-populations, race, ethnicity) and qualitative data (e.g., feedback from interviews or focus groups) to guide planning and decision-making.
2. Engage community and partners in data collection processes, including decisions about what data to collect and methodology for collection.
3. Research and review of existing data sources to inform the need for additional data collection.
4. Analyze data and findings in collaboration with partners, communities, and those with lived experience
5. Validate information, data, analysis, and findings.

#### C. Assess and analyze disparities and inequities in the distribution of disease and social determinants of health.

1. Analyze data in collaboration with partners and communities with lived experience; includes engaging populations most impacted to make sure data reflects real-world conditions and lived experience.
2. Identify community assets, strengths, and resources.
3. Communicate data (accurate, tailored for specific audience, and with health equity in mind) with community members or partners.
4. Use data to act and/or drive future work to identify and address inequities.

#### D. Develop and maintain internal systems and processes for receiving and responding to data requests from the public, policy makers, media, and others.

1. Assure data is available and complies with data standards, statutory requirements, and other legal obligations.
2. Translate data into information and reports which are valid, complete, statistically accurate, and accessible to the intended audiences.

3. Identify the most effective method for sharing data in response to requests and assure timely dissemination.

#### E. Conduct a collaborative community or statewide health assessment and identify health priorities, including analysis of root causes of health disparities and inequities.

1. Engage partners and community in all aspects of a community or statewide health assessment, from initial planning through final development.
2. Examine community involvement and outreach; refine the engagement strategy as needed to enhance effectiveness.
3. Convene public health partners and community to understand public health issues and the need for prevention activities, and to develop a health assessment.
4. Identify and leverage community strengths and assets as part of the assessment.
5. Work with partners conducting other types of health assessments within the jurisdiction for learning and alignment.
6. Disseminate final health assessment for awareness, and to inform related and subsequent activities.

#### F. Access 24/7 laboratory and other resources for rapid detection.

1. Access resources for rapid detection, investigation, containment, and mitigation of public health problems and environmental public health hazards.
2. Assure coordination and communication with public and private laboratories.
3. Assure availability of environmental, biological, and chemical laboratory testing, including for maternal and child health, chronic disease, and injury issues.
4. Function as a Laboratory Response Network (LRN) Reference laboratory.

#### G. Participate in or support surveillance systems to rapidly detect emerging health issues and threats.

1. Provide or access epidemiological services.
2. Use epidemiological practices to explain the distribution of disease, death, health outcomes, health disparities and systemic inequities.
3. Identify and investigate emerging public health issues.
4. Provide surveillance of the population related to emerging health issues and threats.
5. Participate in or support syndromic surveillance and other emerging technology and data sets for rapid detection of emerging health issues and threats.

#### H. Collaborate with community partners in collecting, reporting, and using public health data.

1. Validate information, data, analysis, and findings with community partners.
2. Convene and collaborate with partners (cross-sectors and with those affected by health inequities) and communities to strategize data usage.
3. Facilitate community-led data processes by providing structure and support for how communities gather and use data.

## Communications

#### A. Develop and implement a communications plan to assure routine public health communications.

1. Develop, implement, and maintain systems for communications with public health, cross-sector partners and the public.
2. Include methods to engage communities not reached through traditional public health channels in communication plans.
3. Collaborate with partners and communities to co-create communications strategies.
4. Establish metrics and monitor quality of public health communications.
5. Assure all communications are clear, inclusive, and available in multiple formats to meet diverse needs, including language accessibility, readability/plain language, and accommodations for disabilities.

## B. Maintain ongoing media relations to assure information and messages of public health importance are conveyed to the community.

1. Develop, implement, and maintain organizational communication policies (including standard operating procedures, identification of spokesperson, process for responding to media requests, and media contact list) related to media engagement.
2. Develop, implement, and maintain organizational communication templates (such as news release templates and contact lists) for media engagement.
3. Assure information and messages of public health importance are shared proactively with the media, including but not limited to, disseminating news releases, conducting news conferences, and using electronic/digital communication tools to interact with the media.
4. Strategically evaluate media coverage and outreach to assure reach across all communities, leveraging trusted communicators to enhance credibility and engagement.
5. Assure communication training to subject matter experts and leadership.

## C. Use social media and other platforms to communicate and engage directly with the community.

1. Assess and identify which social media and other digital platforms (such as blogs, podcasts, and email newsletters) are available for use.
2. Develop, implement and maintain policies for using social media and other digital platforms. This may include protocol for responding to comments and concerns and responding to feedback, such as a social media policy.
3. Build in-house capacity to use social media and other digital platforms, including building infrastructure (information technology capabilities and permissions, software, and apps) and engaging in training.
4. Assess and determine the most effective social media or other platforms to reach the focus audience, and develop aligned content and messaging based on audience insights, including active listening and engagement.
5. Leverage partnerships to expand reach.
6. Use analytics, and other data sources, to evaluate impact of and engagement with social media and other platform. Implement necessary improvements accordingly.

## D. Tailor messages and communications channels for various audiences.

1. Develop, implement, and maintain systems for communications (communication channels) with public health organizations, other cross-sector partners and the public.
2. Provide training and skill development for communicators.
3. Develop relationships with trusted community leaders.
4. Develop and adapt messages to fit the needs (such as culture, language, and literacy level) of key audiences, engage trusted community messengers, and practice deep listening. Pilot test messaging to assure content reflects the needs and perspectives of the focus population.

## E. Develop and implement a risk communications strategy to use during a public health crisis or emergency.

1. Lead and coordinate messaging using Crisis and Emergency Risk Communications principles to assure consistency in messaging around critical public information, with intentional focus on communicating with accessible language and cultural humility.
2. Transmit and receive routine communications to and from the public in an appropriate, timely, and accurate manner.
3. Assess and prioritize products, tactics, and channels for public-facing communications.
4. Collaborate with partners and communities to co-create strategies for risk communication, including strategies for addressing mis- and dis-information.
5. In the event of a public health crisis or event, lead and/or coordinate communication between public health, health organizations, national organizations, federal and state agencies.

**F. Develop and implement a proactive health education strategy for providing timely and accurate information.**

1. Design and implement a health education strategy which encourage actions to promote health in culturally and linguistically appropriate ways, including using electronic communication tools.
2. Assess and prioritize products, tactics, and channels for public-facing communications.
3. Engage community members and partners to co-create proactive health education communication strategy.

## Community Partnership Development

**A. Create, convene, support, and sustain strategic, non-program specific relationships with partners.**

1. Engage community groups or organizations, particularly those representing populations experiencing health disparities or inequities; private businesses and health care organizations; relevant federal, Tribal, state, and local government agencies; elected and non-elected officials.
2. Dedicate resources to community partnership development and engagement.
3. Identify power dynamics and relationships to understand how different communities are organized.
3. Create and maintain organizational policies and practices which advance relationship building and authentic engagement.
4. Identify and convene strategic public health partnerships across sectors and governmental agencies.

**B. Leverage and engage partnerships and community to advance health equity.**

1. Create organizational policies and practices to advance relationship development and effective community engagement methods.
2. Identify and implement processes which advance health equity.
3. Facilitate gatherings which encourage community-driven approaches.
4. Assure community members, including those most affected by health inequities and those with lived experience, are engaged in bi-directional information sharing.

**C. Establish trust and engage populations most impacted by inequities in public health decision-making using community-driven approaches.**

1. Collaborate with community partners by participating in their discussions, planning, and program development and implementation.
2. Convene communities at the grassroots level to support bi-directional information sharing, foster leadership opportunities, and facilitate participatory decision-making and action
3. Develop a broad understanding of how communities within the jurisdiction are organized and how community relationships and history may affect the public's health.
4. Establish relationships with communities located within the jurisdiction with the goal of building trust and authentically engaging through community-driven approaches, particularly in historically marginalized and underserved communities and those most impacted by health disparities and underlying inequities.

**D. Use collaborative processes to develop community or statewide health improvement plans to address identified priorities.**

1. Engage partners and community in a health improvement process and developing plan(s) to improve health outcomes by addressing priorities most important to them.
2. Use health assessment data, including root cause analysis, to establish plan(s) for addressing priorities.
3. Coordinate efforts, resources, and policy agendas across partners for awareness of priorities and to implement the plan(s).
4. Convene and collaborate with partners and community to evaluate and monitor the health improvement plan(s) and associated interventions, making updates and improvements as appropriate.

## Equity

- A. **Develop a shared understanding of what creates health including structural and systemic factors advancing health equity.**
  1. Cultivate an organizational culture of health equity.
  2. Develop staff skills and understanding regarding equity, and racial and social justice, and a systems change approach.
- B. **Achieve health equity through integration across all foundational public health responsibilities.**
  1. Create training and conversation to understand equity, racial and social justice, and systems change.
  2. Create ongoing opportunities to discuss the ways health equity shows up in the work of public health and foster a space to grow.
  3. Establish and incorporate organizational values, including equity, when determining priorities, making decisions, and setting policies.
  4. Develop and build staff capacity to address equity.
- C. **Work collaboratively to support and foster a shared understanding of the critical importance of equity to achieve community health and well-being.**
  1. Convene and collaborate with cross-sector and public health partners to identify strategies, initiatives, shared goals, and outcomes.
  2. Collaborate with partners and communities disproportionately affected by health inequities, including those working with such communities.
  3. Collaborate within the organization and across organizational teams to impact health equity.
  4. Develop, train, and support staff to address equity through multi-sector collaborations.
- D. **Work towards health equity by strategically addressing social and structural determinants of health through policy, programs, and initiatives.**
  1. Inform and influence the development and adoption of laws and policies which advance health equity.
  2. Create equity-centered public health policy, inclusive of research, analysis, and calculating costs.
- E. **Measure and track progress to assure accountability for health equity, make improvements, and adapt to changing needs.**
  1. Develop measures to track community engagement with impacted communities; measures will center trust, shared decision-making, and active listening.
  2. Create regular opportunities to review and evaluate progress based on data measures.
  3. Utilize a combination of quantitative and qualitative datasets.

## Organizational Competencies

### Leadership and Governance

- A. **Lead internal and external partners to consensus, with movement to action, and serve as the face of governmental public health.**
  1. Collaborate with partners and communities including those disproportionately affected by health disparities to increase knowledge about the role of governmental public health.
  2. Convene cross-sector partners to increase knowledge about the role of non-governmental partners.
  3. Advocate and communicate about the value and role of public health in the community.
- B. **Define a strategic direction for public health initiatives.**
  1. Engage in health policy development, discussion, and adoption with local, state, and national policy makers.

2. Convene public health partners to identify strategies or initiatives.
3. Develop, implement, and maintain an agency strategic plan with metrics to monitor implementation, track implementation and report on progress.
4. Assess how external factors and conditions affect implementation of the agency strategic plan.

**C. Prioritize and implement diversity, equity, and inclusion within governmental public health.**

1. Assure representation on public health boards and councils is reflective of the community.
2. Develop and maintain an internal assessment of policies and practices.

**D. Engage with appropriate governing entities about the department's public health legal authorities.**

1. Engage with and support the appropriate governing entity about the public health agency's role and legal authority around public health priorities, policies, and laws.
2. Promote and assist governing entities in examining, understanding, and modifying public health authorities; educate and support appropriate governing entities.
3. Develop, implement, and maintain a governance system and infrastructure for governmental public health, including organizational policies.
4. Maintain current operational definitions and statements of public health roles, responsibilities, and authorities.

**Information Technology Services, including Privacy and Security**

**A. Maintain or procure the hardware and software needed to access electronic health information internal to the agency to support operations and analysis of health data.**

1. Develop, implement, and maintain systems and infrastructure for information technology and electronic information systems within the organization.
2. Implement prioritized strategies or initiatives identified to support optimization of technology, information systems, and data.

**B. Support, use, and maintain communication technologies and systems, such as websites and social media, needed to interact with community members.**

1. Support and maintain technologies and systems for external communications and interactions with the public.
2. Assure continuity of technical operations and connectivity to networks, in an emergency.

**C. Have systems and controls in place to keep any data collected confidential and maintain security of information technology systems.**

1. Develop, maintain, and share internal electronic information systems.
2. Develop, implement, and maintain written organizational policies in alignment with data privacy and retention laws.
3. Build organizational and staff competency around information systems.

**Workforce Development and Human Resources**

**A. Develop and maintain a workforce representative of the community, with competencies needed to implement the Foundational Public Health Responsibilities effectively.**

1. Develop, implement, and maintain policies, practices, and a written plan for workforce development.
2. Assess and review hiring and contracting policies and practices.

**B. Manage human resource functions including recruitment, retention, and succession planning, training, performance review, and accountability.**

1. Cultivate a supportive work environment for staff wellness, which includes employee satisfaction, engagement, and recognition.

2. Develop, implement, and maintain systems and infrastructure for human resource management, recruitment, and employee retention.
3. Develop and maintain written training materials on pertinent topics and provide staff onboarding and ongoing training.
4. Develop, implement, and maintain written succession plan(s) for the organization.

## Financial Management, Contracts, and Procurement Services, including Facilities and Operations

- A. Establish a financial management system in compliance with local, state, and federal standards and policies.
  1. Develop, implement, and maintain systems and infrastructure for financial management, oversight, and internal auditing of financial operations, which includes budgeting, projections, billing, and chart of expense and revenue accounts.
  2. Develop, implement, and maintain systems for contracts and procurement.
- B. Secure grants or other funding (governmental and not) and demonstrate compliance with an audit required for the sources of funding utilized.
  1. Advocate for, procure, maintain, and manage financial resources for organizational operations.
  2. Leverage funding and assure resources are allocated for population health and informed by social determinants of health.
- C. Procure, maintain, and manage safe facilities and efficient operations.
  1. Assure maintenance and, as necessary, replacement of long-term or capital assets for organizational operations.
  2. Manage and operate facilities as safe, physically secure, and accessible public-facing workplaces.
  3. Procure, maintain, and manage necessary goods and services, and interchangeable assets.

## Legal Services and Analysis

- A. Access and appropriately use legal services in planning, implementing, and enforcing public health contracts and programs, including relevant administrative rules and due process.
  1. Have organizational and staff competency in understanding and interpreting statutes, regulations, rules, ordinances.
  2. Develop, implement, and maintain systems and infrastructure for legal services and analysis.

## Policy Development and Support

- A. Advocate for policies for addressing environmental, social, and economic conditions which impact health disparities and equity.
  1. Understand policies that create or lessen health disparities and communicate about related policy and legislative activities.
  2. Collaborate with partners and community to identify gaps in policies, and ordinances.
  3. Collaborate with partners and policy makers to enact new, evidence-based policies.
  4. Convene partners and community to identify policy strategies or initiatives which improve health equity.
  5. Organize support for public health statutes, regulations, rules, ordinances, and other policies.
  6. Provide education and technical assistance to help to empower people to share their perspectives on and understand policies which impact health.
- B. Develop and maintain public health policies which are evidence-based, locally relevant, and meet legal requirements.
  1. Research, analyze, conduct cost analysis, and articulate the impact of public health policies and rules where appropriate; assure community concerns are considered, and integrated into the analysis and decision-making process.



2. Assess existing public health policies, identify the need for new policies, and evaluate the impact of their implementation.
3. Engage with appropriate governing entities about the purpose, intent, and outcomes of public health laws, policies, and ordinances.
4. Organize support for public health policies, rules, and regulations and collaborate with the entity having the legal authority to adopt them.
5. Develop and maintain written organizational policies to support staff in rapidly responding to emerging issues.

**C. Serve as a primary resource to inform and influence policies by other governmental and non-governmental agencies for improving environmental, social, and economic conditions.**

1. Foster and maintain relationships with partners developing policies which affect physical and mental health outside the immediate scope of governmental public health.
2. Convene or participate in discussions with cross-sector partners to identify strategies or initiatives which help non-governmental partners to consider health impacts in all decision-making (Health in All Policies).
3. Share data, information, recommendations, and subject matter expertise to bring a health lens (Health in All Policies framework) to local decision-making.
4. Collaborate with partners to develop long-term strategies and system changes which improve public health.
5. Monitor the impact of changing state and federal laws on public health to anticipate and articulate health implications.

**D. Support compliance with and enforcement of public health regulations or legislation.**

1. Participate in state-local collaboration and communication to support and uphold public health regulations.
2. Develop, implement, and maintain organizational policies aligned with local, state, and federal regulations.
3. Educate the community and key partners on the meaning, purpose, and benefits of public health laws.
4. Develop and maintain written training materials on public health laws, policies, and ordinances.
5. Connect regulated entities to appropriate training, resources, support, and education to reduce risks, increase compliance with, and/or take corrective actions.
6. Engage with the appropriate governing entity about the public health agency's role and legal authority around environmental health policy.
7. Conduct, monitor, and report public health enforcement activities, including issuing violations and enforcing laws, rules, policies, and procedures to prevent the spread of disease.
8. Assure the consistent application of public health laws, policies, and ordinances.