

National Indian Health Board



TRIBAL PUBLIC HEALTH ACCREDITATION RESOURCES

Public health accreditation can be a lengthy and complicated process that involves organization and community-based assessment, restructuring, and performance improvement. Health departments need to expend a significant amount of time examining internal processes and programs to ensure that they satisfy the pre-requisites and actual requirements established by the accreditation board. For this reason, the National Indian Health Board (NIHB) has compiled a listing of resources that are available to assist Tribes as they consider undertaking the public health accreditation process or are already moving through the process. The resources, tools, guides, and documents listed have been created by other organizations, agencies, and governmental entities for use by Tribal and non-Tribal health departments, and are available for free.

As the accreditation process has specific requirements and is based upon sequential achievements and milestone, this listing is organized by topical areas. New standards and measures for accreditation were released in 2014, and some of the resources and tools below were created for the original set of standards and measures, so please be sure to double check all resources contained herein to ensure that it aligns to the correct set of standards and measures.

Planning and Preparation

The following tools and documents may be important for Tribal Health Departments to read and consider when making early decisions about public health accreditation, communicating to Tribal leadership or community stakeholder that may inform decisions to apply, or for making concrete plans to undertake the process.

- **2010 Tribal Public Health Profile: Exploring Public Health Capacity in Indian Country.** Nationally, a great deal of work has been done to assess the capacity and performance of local and state public health systems, but little is known about tribal public health capacity. Given the history and complexity of tribal public health systems, it is important to explore the role these systems may play in improving health status and reducing health disparities. The 2010 NIHB Tribal Public Health Profile describes the important public health activities and services provided by tribal health organizations. It was designed to describe tribal public health capacity using national standards for measuring performance, including key areas specific to tribal health. The results are a valuable tool for describing public health activities and services, identifying areas to strengthen tribal public health systems and addressing health disparities. Access: http://www.nihb.org/docs/07012010/NIHB_HealthProfile%202010.pdf
- **2013 National Profile of Local Health Departments.** This is a comprehensive and accurate description of LHD infrastructure and practice. Data from the Profile study are used to compare LHDs with others within their states or nationwide, to inform public health policy at the local, state, and federal levels, to support projects to improve local public health practice, within universities to educate future public health workforce members about LHDs, and by researchers to address questions about public health practice. Access: <http://www.naccho.org/topics/infrastructure/profile/upload/2013-National-Profile-of-Local-Health-Departments-report.pdf>
- **9 Things Every Health Department Should Know About Public Health Department Accreditation.** This one page document provides a snapshot of the accreditation process including the role of the Public Health Accreditation Board (PHAB) as an administrator and the seven steps for accreditation. Access: <http://www.phaboard.org/wp-content/uploads/9-Things-Every-HD-Should-Know....pdf>
- **Seven Steps of Accreditation.** This web page provides a brief description of each of the seven steps of accreditation: 1.) Pre-application, 2.) Application, 2.) Document Selection and Submission, 4.) Site Visit, 5.) Accreditation Decision, 6.) Reports, and 7.) Reaccreditation. Access: <http://www.phaboard.org/accreditation-process/seven-steps-of-public-healthaccreditation/>
- **National Public Health Department Accreditation Readiness Checklists, Version 1.0.** This document contains a step by step listing of activities required by PHAB for initiating the accreditation process. It is a good compendium to assist health administrators with planning and will ensure that no requirement is missed when submitted an application, including pre-requisites, process readiness and organizational readiness. It also contains definitions that are useful to ensure that all parties are using similar language to describe programs and processes. Access: <http://www.phaboard.org/wp-content/uploads/National-Public-Health-Department-Readiness-Checklists.pdf>

- **Acronyms and Glossary of Terms, Version 1.5.** This is a comprehensive and alphabetical listing of acronyms and terms that are common in the public health lexicon and the accreditation process. It would be beneficial for Tribal health department staff to review this catalogue in advance of applying for accreditation to guarantee that internal terminology used by the department aligns with what is being used by the Public Health Accreditation Board and the nation, in general. The definitions provided for the terms and processes can also help to elucidate the intent behind some of the processes.
Access: http://www.phaboard.org/wp-content/uploads/FINAL_PHAB-Acronyms-and-Glossary-of-Terms-Version-1.5.pdf
- **Considerations for Selecting an Accreditation Coordinator.** As each health department undergoing public health accreditation must appoint an Accreditation Coordinator to manage the process and serve as the primary point of communication for accreditation entities, it is imperative the proper representative be selected. This one page document points out the responsibilities of the Coordinators and suggests some traits and skill sets that would be desirable in a successful Coordinator.
Access: <http://www.phaboard.org/wp-content/uploads/Considerations-for-Assigning-an-Accreditation-Coordinator-Tip-Sheet-March-2012.pdf>
- **Guide to National Public Health Department Accreditation Version 1.0.** This document presents the process for seeking and successfully obtaining public health department accreditation, and is intended to serve as a resource tool. This guide will help assist with understanding the seven steps and time commitment required for the national public health department accreditation process.
Access: <http://www.phaboard.org/wp-content/uploads/PHAB-Guide-to-National-Public-Health-Department-Accreditation-Version-1.0.pdf>
- **Public Health Accreditation Board Standards & Measures Version 1.5.** This PHAB Standards and Measures document serves as the official standards, measures, required documentation, and guidance blueprint for PHAB national public health department accreditation. These written guidelines are considered authoritative and are in effect for the application period beginning on July 1, 2014 and until a new version is released.
Access: <http://www.phaboard.org/wp-content/uploads/SM-Version-1.5-Board-adopted-FINAL-01-24-2014.docx.pdf>
- **PHAB Standards & Measures, Version 1.5 and Tribal Public Health Accreditation Webinar.** PHAB released Version 1.5 of the Public Health Accreditation Standards and Measures. This new version of the Standards and Measures clarifies the wording of requirements, stipulates the number of examples that are required for each measure, and specifies the timeframe for each measure. Additionally, a limited number of noteworthy public health issues emerging as important forces in the advancement of public health have been included. These are issues that the field requested that PHAB consider adding to, or emphasizing in, the Standards and Measures. This webinar will discuss these changes to the Standards and Measure in some more detail, as well as give a brief overview of what these changes mean for Tribal Public Health Departments who are exploring public health accreditation, are interested in applying, or even just exploring quality improvement.
Access: <http://www.phaboard.org/wp-content/uploads/SM-Version-1.5-Board-adopted-FINAL-01-24-2014.docx.pdf>
- **Tribal Accreditation Readiness Guidebook & Roadmap.** The Tribal Accreditation Readiness Guidebook and Roadmap is designed to help THDs navigate the multifaceted accreditation process. The approach described in this guidebook was developed based on experience working with diverse THDs nationwide and is designed to provide general recommendations. This guidebook is intended to serve as a helpful tool to plan, organize and benchmark your accreditation readiness activities; and the corresponding roadmap assists in monitoring progress through the phases of readiness.
Guidebook Access: http://redstar1.org/wp-content/uploads/GuideLayout_REV121213smallpdf.com_.pdf
Roadmap Access: http://redstar1.org/wp-content/uploads/AccreditationRoadMap_REV121213.pdf

- **Tribal Health Department Guide to Self-Study: An In-Depth Approach to Tribal Health Department Capacity Assessment for Accreditation Preparation.** The purpose of the THD Guide to Self-Study is to provide a step-by-step approach to conducting in-depth self-study in preparation for PHAB accreditation. This guide is adapted from a number of tools, including the National Association of County and City Health Officials (NACCHO) Organizational Self-Assessment Guide. This guide provides broad guidance on conducting a self-study that follows five principal steps and two additional steps that describe how to use your self-study results to implement quality improvement (QI).
 Access: <http://www.naccho.org/topics/infrastructure/accreditation/upload/Tribal-Guide-to-Self-Study.pdf>
- **Tribal Health Department Self-Study Tool: Tribal Health Department Capacity Assessment for Accreditation Preparation.** The Tribal Health Department Self-Study Tool can be used by Tribal Health Departments (THDs) as part of an internal review process to assess their performance using the Public Health Accreditation Board (PHAB) standards and measures. When used in conjunction with the PHAB Standards and Measures Version 1.0 and the PHAB Guide to National Health Department Accreditation, THDs can facilitate a collaborative process while reviewing the standards and measures and identifying potential documentation for public health accreditation.
 Access: <http://www.naccho.org/topics/infrastructure/accreditation/upload/Tribal-Health-Department-Self-Study-Tool.pdf>
- **Self-Assessment Workbook for Tribal Health Departments Webinar.** This webinar provides an overview of an approach to Tribal Health Department Self-Study using a tool based on the PHAB Tribal standards and measures. Two Tribal Health Departments share their experiences conducting a self-study and using the tool.
 Access: <https://cc.readytalk.com/cc/playback/Playback.do?id=9uev2w>
- **Self-Assessment Workbook for Tribal Health Departments, Institute for Wisconsin's Health.** The Institute for Wisconsin's Health, Inc. (IWHI) exists to strengthen Wisconsin's public health system through capacity building and innovation. IWHI offers a variety of Tribal public health quality improvement and accreditation readiness resources. IWHI's Tribal Self-Assessment Workbook is intended for use by Tribal health departments to self-assess readiness for voluntary national accreditation application. This workbook should be used in conjunction with the full published Version 1.5 Standards & Measures document as the additional guidance in that document will be essential to an accreditation team's understanding of each domain, standard and measure. IWHI has also created a webpage of resources specifically for Tribes.
 Access: <http://www.instituteforwihealth.org/accreditation-self-assessment.html>
 Access: www.instituteforwihealth.org/tribal.html
- **National Public Health Performance Standards.** The National Public Health Performance Standards (NPHPS) provide a framework to assess capacity and performance of public health systems and public health governing bodies. This framework can help identify areas for system improvement, strengthen state and local partnerships, and ensure that a strong system is in place for addressing public health issues. NPHPS tools are used to: identify partners and community members in the public health system, engage those partners in health assessment and health improvement planning, and promote improvement in agencies, systems, and communities.
 Access: <http://www.cdc.gov/nphpsp/>
 Fact Sheet Access: <http://www.cdc.gov/nphpsp/documents/nphpsp-factsheet.pdf>
 NACCHO Tools Access: <http://www.naccho.org/topics/infrastructure/NPHPS/index.cfm>

- **Guide to Organizational Self Study.** Adapted from the Assessment Protocol for Excellence in Public Health (APEXPH) framework--a planning tool from the 1990s that was developed to guide LHDs through assessing and improving organizational capacity and working with local communities to improve the health status of their residents--this document provides broad guidance on completing the following four principal steps in conducting an organizational self-study (1. Initial Preparation, 2. Gather documentation and score measures, 3. Identify and analyze strengths and weaknesses and 4. Prioritize problems), along with two optional steps on how to act on self-study results to bring forth continuous improvement (Implement quality improvement (QI) and Institutionalize assessment and QI processes).
Access: www.naccho.org/topics/infrastructure/accreditation/upload/Organizational-Self-Study-Guide.pdf
- **Operational Definition of a Functional Local Health Department.** The document defines what people in any community can reasonably expect from their local governmental public health presence. It sets forth a series of standards based on the Ten Essential Public Health Services and serves as the framework for the standards of the national voluntary accreditation program operated by the Public Health Accreditation Board (PHAB). The Operational Definition serves as an accreditation preparation tool. The functions outlined in this framework are directly aligned with the ten domains outlined in Part B of the PHAB standards.
Access:
<http://www.naccho.org/topics/infrastructure/accreditation/upload/OperationalDefinitionBrochure-2.pdf>
- **Local Health Department Self-Assessment Tool: Operational Definition of a Functional Local Health Department Capacity Assessment for Accreditation Preparation.** This self-assessment tool allows local health departments to measure themselves against the Operational Definition and subsequently identify areas of strength and areas for improvement. LHDs that are planning to become accredited would be well-served to assess the degree to which they have the capacity to fulfill the functions outlined in the Operational Definition, and engage in quality improvement (QI) activities as needed to enhance their capacity to this end.
Access: http://chfs.ky.gov/NR/rdonlyres/6C8BE6B2-A6B7-43E2-AB91-F2D6A2F50422/278149/SelfAssessmentInteractive_0002.pdf

Applying for Accreditation

The application process is the declaration of the intent of the health department to undergo accreditation and represents a significant commitment of time, energy and resources. For that reason, the application process includes some specific requirements and components that demonstrates the infrastructure, resources, willingness and dedication of the department to see the process through to its completion.

- **National Public Health Department Accreditation Prerequisites.** Health departments must submit three documents with their application for accreditation: Community health assessment (CHA), community health improvement plan (CHIP), and a health department strategic plan. This one page document details the purpose and required elements for each.
Access: <http://www.phaboard.org/wp-content/uploads/PrerequisitesJuly-2012.pdf>

Community Health Assessment (CHA)

- **ITCA Tribal Community Health Assessment for Public Health Accreditation: A Practical Guide and Toolkit.** This *Tribal Community Health Assessment Toolkit* is designed to guide Tribal health departments through a process to assess overall community health status. It provides guidance in engaging the community and stakeholders to address the requirements for CHA as identified by the PHAB. It presents a framework that consists of the seven common elements used in proven CHA approaches with guidance and practical tools. This tool serves the purpose of guiding Tribal health departments through a comprehensive process aimed at assessing health status. The Tribal CHA ultimately will be used to identify or re-assess health priorities that will be addressed in a Tribal health improvement plan and a strategic plan for Tribal health departments.
Access: <http://itcaonline.com/wp-content/uploads/2011/03/Tribal-CHA-Toolkit-for-Public-Health-Accreditation-Pilot-Version.pdf>
- **NACCHO CHA/CHIP Resource Center.** The Resource Center for Community Health Assessments and Community Health Improvement Plans (CHA/CHIP Resource Center) provides practical, customizable tools and resources to all health departments in a central and publicly accessible location. The resource center is intended to support health departments and their partners in completing community health improvement processes, including the conduct of a community health assessment (CHA) and the development of a community health improvement plan (CHIP), for the purpose of improving the health of local communities. There are glossaries of terms, and tools to support engaging partners in the processes, getting started, conducting and compiling CHAs and CHIPs, taking action on CHIPs, among others.
Access: <http://www.naccho.org/topics/infrastructure/CHAIP/chachip-online-resource-center.cfm>

Community Health Improvement Plan (CHIP)

- **Guide and Template for Comprehensive Health Improvement Planning Version 2.1 developed by the Connecticut Department of Public Health, Planning and Workforce.** This tool was created specifically for use by program staff at the Connecticut Department of Public Health to facilitate development of CDC-sponsored prevention and control plans. It can easily be adapted, however, for use by other governmental, Tribal and community organizations for their unique planning purposes. The planning process of this tool is based on a flow chart containing six key elements of a plan: vision, Mission, Goals, Objectives, Strategies and Action Plans. This planning approach is logical, systematic and based on historically successful planning initiatives.
Access: http://www.ct.gov/dph/lib/dph/state_health_planning/planning_guide_v2-1_2009.pdf

- **First Things First: Prioritizing Health Problems.** When working toward meeting accreditation standards and implementing quality improvement efforts, health departments are often faced with an infinite number of competing health issues to address, while keeping in mind several external considerations such as urgency, cost, impact and feasibility. A prioritization method specifically designed to assist an agency with this challenge may be helpful to provide a structured mechanism for objectively ranking issues and making decisions, while gather input from agency-wide staff and taking into consideration all facets. This document serves as a guide and provides five widely used options for prioritization including guidance on which technique best fits the needs of your agency, step-by-step instructions for implementation, and practical examples.
Access: <http://www.naccho.org/topics/infrastructure/accreditation/upload/Prioritization-Summaries-and-Examples.pdf>

Health Department Strategic Planning

- **Developing a Tribal Health Department Strategic Plan: A How-To Guide.** This guide is adapted from the NACCHO version of a similar guide created for local health departments. It serves as a capacity-building resource for any Tribal Health Department (THD) interested in conducting a strategic planning process, especially those interested in create a strategic plan that meets PHAB requirements. The guide provides a basic framework for developing a strategic plan, including the elements most commonly found in many strategic planning models, as well as the PHAB requirements outlined in Standards and Measures Version 1.0, Standard 5.3.
Access: <http://www.naccho.org/topics/infrastructure/accreditation/upload/Tribal-Strategic-Planning-Guide.pdf>
- **Mobilizing for Action through Planning and Partnerships (MAPP).** Mobilizing for Action through Planning and Partnerships (MAPP) is a community-driven strategic planning process for improving community health. Facilitated by public health leaders, this framework helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. MAPP is not an agency-focused assessment process; rather, it is an interactive process that can improve the efficiency, effectiveness, and ultimately the performance of local public health systems.
Access: <http://www.naccho.org/topics/infrastructure/mapp/>

Moving Through the Process

The following tools and documents are designed to directly assist Tribal health officials after they have submitted their application and are now in the process of reviewing standards and measures, selecting documentation to submit, and undergoing a performance and quality improvement process.

- **National Public Health Department Accreditation Documentation Guidance Version 1.0.** The bulk of accreditation decision-making is based upon the evidentiary documentation submitted to demonstrate that the health departments is satisfying or has met specific standards and measures. This document provides general guidance for health departments to consider when selecting the specific documentation that will be submitted to PHAB for each documentation requirement contained in the PHAB standards and measures. Please note that this document is specific for Version 1.0 (not the most current set of standards and measures), but can still be useful when examining and creating documentation.
Access: <http://www.phaboard.org/wp-content/uploads/National-Public-Health-Department-Accreditation-Documentation-Guidance-Version-1.0.pdf>
- **Do's & Don'ts for Preparing Documentation.** This is a very practical listing of pointers for health departments when they submit their documentation to PHAB. Following these few suggestions during submission may save health departments a great deal of time and effort later in the process of accreditation.
Access: <http://www.phaboard.org/wp-content/uploads/Do%E2%80%99s-Don%E2%80%99ts-for-Preparing-Documents-May-2014.pdf>
- **PHAB Standards and Measures Version 1.0 Documentation Selection Spreadsheet.** This *Documentation Selection Spreadsheet* is a tool designed to assist Tribal, state, local, and territorial health departments manage the process of selection of documentation in the early stages of preparing for national public health department accreditation. This spreadsheet is not designed as a document management tool or document organization tool. The use of this spreadsheet is optional and will not be submitted to PHAB.
Access: <http://www.phaboard.org/wp-content/uploads/PHAB-Standards-and-Measures-Documents-Selection-Spreadsheet-Version-1.01.xlsx>
- **Coordinator Handbook.** This is a very important document for Tribal health departments to review. It provides concrete suggestions and explains in detail: the responsibilities of the accreditation coordinator, the technical assistance available to support quality improvement, the composition and responsibility of the health department accreditation team, how to facilitate effective and productive accreditation team meetings, how to manage the accreditation process, the Accreditation Coordinator's role through all seven steps of accreditation, and how to communicate the processes and goals of accreditation to the community and health department staff.
Access: <http://www.phaboard.org/wp-content/uploads/PHAB-Accreditation-Coordinator-Handbook-Version-1.0.pdf>
- **Accepted Program Areas for PHAB Documentation, December 2012.** PHAB reviews submitted documentation to support the accreditation decision. However, PHAB's accreditation authority does not extend to all program areas that might be administered by some health departments. This one page document explains which programmatic areas from which documentation can be submitted and which are considered outside of PHAB's authority.
Access: <http://www.phaboard.org/wp-content/uploads/Accepted-Program-Areas-for-PHAB-Documents-December-2012.pdf>

Quality and Performance Improvement

- **Michigan Public Health Association.** MPHA has held a series of webinars on accreditation, quality improvement, and workforce development. They have been archived online on their website. Access: <http://www.mipha.org/professional-development.php>
- **NACCHO's Roadmap to a Culture of Quality Improvement.** The QI Roadmap provides health departments with guidance on progressing through six phases or levels of QI integration until a culture of QI has been reached and can be sustained. For each phase, the Roadmap presents common organizational characteristics, strategies, and resources for transitioning to the next phase. The QI Roadmap also describes six foundational elements of a QI culture that LHDs should cultivate over time. Whether a novice or advanced in QI, any LHD can adapt the QI Roadmap as a guide to understanding the current state and identifying next steps for advancing to the next stage of QI integration. Access: <http://www.qiroadmap.org/culture-to-qi/>
- **NNPHI Public Health Performance Improvement Toolkit.** The Public Health Performance Improvement (PHPI) Toolkit is an online collection of tools such as archived trainings, sample QI products, templates, and related resources. The PHPI toolkit has been developed with the help of various individuals and technical experts from the field working in public health through their own efforts to implement performance improvement activities and prepare for national voluntary accreditation. The toolkit is continuously updated with new additions from the work of NNPHI programs, members, and national partner organizations. Access: <http://www.nnphi.org/tools/public-health-performance-improvement-toolkit-2>
- **ASTHO's Quality Improvement Resources and Tools.** ASTHO supports states' quality improvement efforts through resources and technical assistance, providing various information, tools and resources on their Quality Improvement website. Access: www.astho.org/Programs/Accreditation-and-Performance/Quality-Improvement/
- **Public Health Foundation.** The Public Health Foundation (PHF) has been helping organizations improve the quality and performance of their services for years, embodying the concept that by improving both performance and quality, public health systems save lives, cut costs and get better results. The PHF's Performance management and Quality Improvement website has a number of tools and resources for public health departments. Access: www.phf.org/focusareas/pmqi/pages/default.aspx
- **Public Health Quality Improvement Exchange.** The Public Health Quality Improvement Exchange (PHQIX) is an online community designed to be a communication hub for public health professionals interested in learning and sharing information about quality improvement (QI) in public health. In order to sustain national QI efforts, PHQIX provides public health practitioners with a means for obtaining knowledge from the experience of their colleagues. The purpose of PHQIX is to disseminate information learned through QI initiatives and facilitate increased use of QI in public health practice. Access: www.phqix.org
- **American Public Health Association (APHA) Quality Improvement Initiatives.** The APHA is a mission driven organization that aims to strengthen the profession of public health, share the latest research and information, promote best practices and advocate for public health issues and policies grounded in research. APHA promotes the National Public Health Performance Standards Program, the accreditation of public health agencies, the certification of graduate trained public health workers, and more generally the advancement of quality improvement in both health care delivery and public health and offers various resources in these areas to public health departments. Access: <http://www.apha.org/programs/standards/>

Other Resources

- **Minnesota Department of Health Accreditation for Tribal Health Departments.** The Minnesota Department of Health (MDH) is committed to supporting their Tribal health departments through various levels of technical assistance, training and support. Their website has a variety of tools and resources that may be beneficial to Tribal Health Departments interested in QI or accreditation.
Access: <http://www.health.state.mn.us/divs/opi/cd/accreditation/tribal.html>
- **Association for State and Territorial Health Officials (ASTHO).** ASTHO list a number of tools, case studies, peer networks, webinars, newsletter, factsheets, and other resources that may be beneficial to your Tribal Health Department in the QI or accreditation process.
Access: <http://www.astho.org/accreditation-and-performance/resources-and-tools/>
- **PHAB Site Visitor Opportunities.** Site Visitors play a central and substantive role in the accreditation process. PHAB Accreditation is based on a peer review process. Please consider applying to become a volunteer Site Visitor. Site Visitors review the documentation submitted by health department applicants prior to a site visit; conduct interviews with the health department director, members of the governing entity, community partners, and key departmental staff during a site visit to the health department; and write the site visit report.
Access: <http://www.phaboard.org/wp-content/uploads/Site-Visitor-One-Pager-December-20131.pdf>
PHAB Volunteer Services Manager: Jeff Lake at jlake@phaboard.org, or (703) 778-4549, ext.110.
- **CDC Public Health Associate Program.** The Public Health Associate Program (PHAP) is designed to identify future public health professionals with a recent bachelor's or master's degree and an interest in public service and public health. PHAP associates are assigned to a state, tribal, local, or territorial public health agency and work on prevention alongside other professionals across a variety of public health settings.
While PHAP offers tremendous benefits to the associates through training and support, the host site also receives numerous benefits, including: CDC-funded field assignees who bring valuable skills to host agencies and who are well-rounded, energetic, flexible, career-minded individuals with unlimited potential; a unique partnership with CDC to develop the nation's next generation of public health professionals; direct access to CDC resources and subject matter expertise – CDC PHAP supervisors serve as liaisons to host site supervisors and can assist with connections to CDC materials, information, and subject matter experts; online learning opportunities for host site supervisors; and capacity-building and human resources to fill gaps in agencies affected by budget cuts and staffing shortages.
Access: <http://www.cdc.gov/phap/about/index.html>