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I N C O R P O R A T E D

# Washington State Tribal Foundational Public Health Services Definitions Crosswalk Guide

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## Introduction

Since 2011, the state of Washington has been developing a comprehensive list of definitions for foundational public health services.<sup>1</sup> This document crosswalks the state public health definitions, referred to as *criteria* in this document, with local health jurisdictions (LHJs), tribes, and tribal epidemiology centers (TECs). The purpose of this crosswalk is to establish a framework for understanding the role of the 29 federally recognized tribes in assuring the public’s health and safety in Washington state. In 2019, Governor Inslee signed into law the Foundational Public Health Policy Act that establishes Washington State Tribes and Indian Health Programs as part of the State’s public health system:

*“Protecting the public’s health across the state is a fundamental responsibility of the state and is accomplished through the governmental public health system. This system is comprised of the state department of health, state board of health, local health jurisdictions, sovereign tribal nations, and Indian health programs.”<sup>2</sup>*

The crosswalk accounts for the responsibilities of the two TECs in the Pacific Northwest region (the Northwest Tribal Epidemiology Center and the Seattle Indian Health Board’s Urban Indian Health Institute) that provide epidemiology and surveillance for tribes and urban Indians. It is important to note that tribes and TECs are public health authorities and have the same responsibilities as any other public health authority with respect to accessing and sharing data to protect the health of tribal and urban Indian communities. As defined by the U.S. Department of Health and Human Services:

*A “public health authority” is an agency or authority of the United States government, a State, a territory, a political subdivision of a State or territory, or Indian tribe that is responsible for public health matters as part of its official mandate, as well as a person or entity acting under a grant of authority from, or under a contract with, a public health agency.<sup>3</sup>*

Whereas the Northwest Tribal Epidemiology Center is authorized as a public health authority through Indian tribes, the Urban Indian Health Institute, a national TEC serving urban Indian organizations, has authority as an entity acting under grants and contracts with the Indian Health Service, the U.S. Department of Health and Human Services (HHS), and the Centers for Disease Control (CDC).

Furthermore, tribes have the sovereign authority to delegate their authorities to LHJs, the state, or the TECs, depending on the tribe’s capacity, staffing, and resources.

Definitions with a check mark (✓) for tribes or TECs indicate that a particular foundational program or foundational capability is applicable to their public health role and responsibility. It

<sup>1</sup> The definitions used in this document are from *Washington Foundational Public Health Services Functional Definitions Manual, Version 1.4*, September 25, 2019.

<sup>2</sup> RCW 43.70.512 (1)

<sup>3</sup> Department of Health and Human Services. (2003). *Public Health*. <https://www.hhs.gov/hipaa/for-professionals/special-topics/public-health/index.html>



does not indicate the degree to which a tribe or TEC has the capability or public health programming.

**Foundational public health programs** provide services that are necessary to assess, protect, or improve public health. Tribes and TECs provide the follow five foundational public health programs:

1. Communicable Disease Control
2. Prevention and Health Promotion
3. Environmental Public Health
4. Clinical Preventive Services
5. Maternal and Child Health

**Foundational capabilities** are the knowledge, skills, or abilities necessary to carry out public health activities or programs. All six of the following foundational capabilities are applicable to tribes:

1. Assessment and Epidemiology
2. Emergency Preparedness and Response
3. Policy and Planning
4. Communications
5. Community Partnership Development
6. Leadership and Organizational Competencies

Some definitions or criteria have been modified to be inclusive of tribes and TECs. For example, Communicable Disease Control, a foundational program, Criteria 1, stated, “Provide timely, statewide-locally relevant and accurate information statement and to communities on prevention and control of communicable diseases and other notifiable conditions.” This criteria or definition was changed to read “Provide timely and accurate information on prevention and control of communicable disease and other notifiable conditions.” In other cases, the word *tribe* was inserted into the definition to indicate their inclusion in the program or criteria.

It is hoped that this document will contribute to the understanding of tribes’ roles in public health as being essential to the foundational public health structure in Washington state.

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**Foundational Programs**

**1. Communicable Disease Control**

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓		✓		1.	Provide timely and accurate information on the prevention and control of communicable disease and other notifiable conditions.
<b>Data and Data Systems and Analysis</b>					
✓	✓	✓		a.	Collect and maintain communicable disease, other notifiable conditions, and immunization data to support the prevention and control of communicable diseases and other notifiable conditions at the tribal, state, and local levels.
✓				b.	Develop and maintain an up-to-date, electronic, statewide immunization information system (IIS). (Centralized activity – currently provided by Washington State Department of Health (DOH))
✓	✓	✓		c.	Conduct data entry, validation/clean-up, and maintenance, as needed, to ensure data quality.
✓	✓	✓		d.	Access, analyze, and use immunization data to inform evidence-based interventions.
✓	✓	✓		e.	Develop and implement protocols for data and information sharing between public health; health care providers (pharmacists and veterinarians when appropriate); other tribal, local, state, and federal agencies; and the public to reduce disease transmission and increase immunization rates. Include protocols for confidentiality as appropriate.
✓		✓		f.	Ensure that health care providers, pharmacists, school officials, and the public are educated about the statewide IIS and know how to enter, maintain, and access correct data, as appropriate, to ensure data quality.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	g.	Analyze, interpret, and share communicable disease, other notifiable conditions, and immunization data, including data pertaining to inequities.
<b>Reporting, Communications, and Policy</b>					
✓	✓	✓	✓	h.	Measure the impact of communicable disease and other notifiable conditions and immunization rates on the health of the public, including priority populations.
✓	✓	✓		i.	Ensure health care facilities, health care providers, veterinarians, and laboratories are educated about notifiable conditions requirements, including the need for timely and accurate reporting and how to report.
✓	✓	✓	✓	j.	Maintain capacity to prioritize and respond to data requests and, as appropriate, prepare data files to share and make available to researchers and other stakeholders.
✓	✓	✓	✓	k.	Produce and share periodic/routine reports of communicable diseases and other notifiable conditions and immunization rates.
✓	✓	✓	✓	l.	Inform decision makers of potential and actual impacts to public health based on communicable disease and other notifiable conditions data, immunization rates, and published reports.
✓	✓	✓	✓	m.	Provide the public, regulated facilities, health care facilities, health care providers, and stakeholder organizations effective and timely communication about protection recommendations for communicable disease and other notifiable conditions while balancing the need to protect personal health information.
✓	✓	✓	✓	n.	Use data, evidence-based practices, and community input to facilitate the development of public health policy, systems, and environmental change initiatives

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					for communicable disease, other notifiable conditions, and immunization rates, including those designed to promote health equity.
<b>Prepare for Future Data Needs</b>					
✓	✓	✓	✓	o.	Fulfill future data needs using multiple methods and sources for data collection analysis and presentation using evolving technology with near real-time data displayed using visualization tools.
✓	✓	✓	✓	p.	Be able to develop and adapt data systems as needed.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Identify community assets for the control of communicable diseases and other notifiable conditions, develop and implement a prioritized control plan addressing communicable diseases and other notifiable conditions, and seek resources and advocate for high priority prevention and control policies and initiatives regarding communicable diseases and other notifiable conditions.
✓	✓	✓	✓	a.	Provide subject matter expertise to inform policy, system, and environmental change; program design; and communications to decision/policy makers, providers, the public, and stakeholders about communicable disease and other notifiable conditions risks.
✓	✓	✓	✓	b.	Identify, develop, engage in, and maintain local strategic partnerships with health care facilities, health care providers, pharmacists, long-term care facility staff, infection control specialists, school officials, the public, and others to prevent, control,

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					and mitigate risks from communicable disease and other notifiable conditions.
✓	✓	✓	✓	c.	Identify, develop, engage, and maintain strategic partnerships with statewide organizations, associations, and government agencies to prevent, control, and mitigate risks from communicable disease and other notifiable conditions.
✓	✓	✓	✓	d.	Identify, develop, engage in, and maintain relationships with academic institutions and/or research centers to advance evidence-based practices and innovations related to disease prevention, control, and mitigation.
✓	✓	✓	✓	e.	Identify, develop, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practices and innovations related to disease prevention, control, and mitigation.
✓	✓	✓	✓	f.	Identify, develop, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practices and innovations related to disease prevention, control, and mitigation.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		3.	<b>Promote immunization and the use of the statewide immunization registry through evidence-based strategies and collaboration with schools, health care providers, and other community partners to increase immunization rates.</b>
✓	✓	✓		a.	Provide subject matter expertise to inform policy, systems and environmental change, program design, and communications to decision/policy makers,

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					providers, the public, and stakeholders about vaccine-preventable disease and immunizations.
✓	✓	✓		b.	Ensure that health care providers, pharmacists, long-term care facility staff, infection control specialists, school officials, the public, and others are educated about vaccine-preventable diseases, immunizations, and the use of the statewide immunization registry called the Immunization Information System (IIS).
✓	✓	✓		c.	Develop, implement, and enforce laws, rules, policies, and procedures related to immunizations per tribal, local, state, and federal mandates and guidelines (e.g., school/work exclusion, isolation, and quarantine).
✓	✓	✓		d.	Identify, develop, engage, and maintain local strategic partnerships with health care providers, pharmacists, long-term care facility staff, infection control specialists, school officials, the public, and others to use evidence-based strategies that are culturally and linguistically appropriate to increase immunization rates in children and adults and in communities that are disproportionately impacted by low immunization rates.
✓	✓	✓		e.	Identify, develop, engage, and maintain strategic partnerships with statewide organizations, associations, and government agencies to use evidence-based, culturally and linguistically appropriate strategies to increase immunization rates in children and adults and in communities that are disproportionately impacted by low immunization rates.
✓	✓	✓		f.	Identify, develop, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practices and innovation regarding immunizations.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		g.	Work with partners to develop a prioritized plan addressing important immunization issues.
✓	✓	✓		h.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding immunizations.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		4.	Ensure disease surveillance, investigation, and control for communicable disease and notifiable conditions in accordance with local, state, and federal mandates and guidelines.
✓	✓	✓		a.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding immunizations.
✓	✓	✓		b.	Establish and maintain 24/7 access to receive and respond to case reports in a timely manner according to Washington Administrative Code (WAC) and Revised Code of Washington (RCW) timeframes and tribal codes and protocols.
✓	✓	✓		c.	Maintain written protocols and procedures for conducting investigations of suspected or identified public health problems/hazards, including investigation steps, responsible parties, timelines, handling, and submission of specimens; communication with the public health lab; and coordination with other applicable agencies. In addition, these protocols and procedures should address how the principal health care provider will be notified, the use of prophylaxis, the process of exercising legal authority for disease control, and internal and external communication.
✓	✓	✓		d.	Use scientific methods and best practices, when indicated, to collect environmental samples and

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					human specimens for laboratory analysis to confirm or rule out disease presence. These practices include packaging in conformance with U.S. Department of Transportation (DOT) and U.S. Postal Service (USPS) requirements and shipping to certified laboratories for analysis.
✓	✓	✓		e.	Receive case reports and other identifiable data from a variety of providers and laboratories and other reporters.
✓	✓	✓		f.	Include protocols to ensure confidentiality of protected health information throughout inspection, investigation, reporting, and maintenance of data.
✓	✓	✓		g.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding immunizations.
✓	✓	✓		h.	Evaluate disease control investigations and response and use findings to improve response processes and procedures.
✓	✓	✓	✓	i.	Provide consultation and technical assistance to other local and state agencies and the general public. Provide disease-specific and technical expertise regarding epidemiologic and clinical characteristics of diseases of public health significance to health care professionals, veterinarians, and others. Advise health care practitioners about evidence-based practices for communicable disease and other notifiable conditions' diagnosis, treatment, control, and prevention.
<b>Disease Surveillance and Investigation</b>					
✓	✓	✓		j.	Develop, implement, and enforce laws, rules, policies, and procedures related to the investigation and control of communicable diseases and other notifiable conditions per federal, state, and local

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					mandates and guidelines (e.g., school/work exclusion, isolation, and quarantine).
✓	✓	✓	✓	k.	Monitor occurrence, distinguishing characteristics, and trends of communicable diseases and other notifiable conditions to identify outbreaks and other emerging events (e.g., disease clusters, source and geographical region).
✓	✓	✓	✓	l.	Conduct or assist with outbreak investigations that have a communicable disease or other notifiable condition component. Maintain outbreak response and control protocols, including accessing resources and assistance after normal work hours.
✓	✓	✓	✓	m.	Conduct timely investigation of complaints related to communicable disease or other notifiable conditions, including ensuring capacity to identify and respond to rare or previously unidentified infections (conditions for which formal protocols do not yet exist) or novel modes of transmission. Maintain capacity (including a system/process) for prioritization and respond to investigate cases and control disease outbreaks within the jurisdiction, in collaboration with partners.
✓	✓	✓		n.	Develop, implement, and enforce laws, rules, policies, and procedures related to the investigation and control of communicable diseases and other notifiable conditions per federal, state, and local mandates and guidelines (e.g., school/work exclusion, isolation, and quarantine).
<b>Specific Conditions of Public Health Importance</b>					
✓	✓	✓	✓	o.	Provide partner notification services for newly diagnosed cases of syphilis, gonorrhea, Hepatitis C, and Human Immunodeficiency Virus (HIV) according to Centers for Disease Control and Prevention (CDC) guidelines.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	p.	Provide surveillance, disease investigation, and control (including partner services and linkage to curative treatment) for Hepatitis C according to CDC guidelines.
✓	✓	✓		q.	Maintain adequate expertise and resources to ensure the identification and appropriate treatment of individuals who have latent tuberculosis (TB) infection and active tuberculosis, including the provision of directly observed therapy for active TB, according to CDC guidelines.
✓	✓	✓		r.	Provide education to, and coordinate with health care providers to ensure appropriate screening, reporting, and treatment of TB.
✓	✓	✓		s.	Maintain the ability to identify and provide education for a community provider willing to treat latent TB.
✓	✓	✓		t.	Conduct timely contact investigations for all active pulmonary TB cases per state guidelines.
✓	✓	✓		u.	Review overseas medical records and chest radiographs on all class B immigrants; if needed, perform additional evaluation to ensure active disease is ruled out.
✓	✓	✓		v.	Maintain access to consultation with a public health physician with experience in diagnosis and treatment of TB as well as contact investigations.
<b>New and Emerging Conditions and Emergencies</b>					
✓	✓	✓	✓	w.	Develop and implement plans to identify and respond to emerging infectious diseases (e.g., Severe Acute Respiratory Syndrome (SARS), Middle East Respiratory Syndrome (MERS), and Ebola).
✓	✓	✓		x.	Coordinate public health efforts for communicable disease and other notifiable conditions with tribal nations and federal and state partners (e.g., CDC, U.S. Food and Drug Administration (FDA), U.S.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					Department of Agriculture (USDA), U.S. Environmental Protection Agency (EPA), Washington State Department of Ecology, and Washington State Department of Agriculture).
✓	✓	✓		y.	Ensure the ability to recognize instances of potential biological terrorism and conduct and coordinate appropriate investigations, laboratory testing, and management of exposed persons in collaboration with first responder and law enforcement agencies.
✓	✓	✓		z.	Develop action plans for communicable disease and other notifiable conditions emergencies.
✓	✓	✓		aa.	Develop, maintain, and coordinate to provide surge capacity to other public health agencies during emergency events or large outbreaks.
✓	✓	✓		ab.	Develop and maintain plans for the allocation of scarce resources and medical countermeasures in the event of an emergency or outbreak in collaboration with the regional health care system.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				5.	Ensure the availability of governmental public health laboratory services for disease investigations and response and reference and confirmatory testing related to communicable diseases and notifiable conditions. (Centralized activity – currently provided primarily by DOH with support from Public Health – Seattle & King County)
✓				a.	Provide 24/7 access to laboratory resources to support testing for notifiable conditions and outbreak identification, including biological and chemical agents of weapons of mass destruction.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		b.	Develop and implement plans to identify and respond to emerging infectious diseases (e.g., SARS, MERS, and Ebola).
✓	✓			c.	Maintain interdisciplinary collaboration across diverse programs (e.g., epidemiology, preventive health, and environmental health) to ensure consistent knowledge and communication on innovation, testing methodologies, and results interpretations.
✓	✓			d.	Maintain and develop, as needed, appropriate laboratory certification and quality assurance, and ensure compliance with relevant accreditation and regulations.
✓	✓			e.	Develop and maintain efficient electronic systems that support data collection, analysis, reporting, and the ability to share confidential lab data within the governmental public health system and clinical laboratories. Include protocols for confidentiality as appropriate.
✓	✓			f.	Maintain protocols and provide training for proper collection, preparation, packaging, and shipment of samples of public health importance.
✓	✓			g.	Coordinate with local public health laboratories and federal partners (e.g., CDC, FDA, USDA, and EPA) in specimen testing, outbreak identification, and testing protocols.
✓	✓			h.	Develop and maintain surge capacity agreements with other public health laboratories (regionally and nationally) to ensure testing capacity during emergency events or large outbreaks.
✓	✓			i.	Coordinate with clinical laboratories to promote quality assurance, consistency in testing methodologies, result interpretations, and safe

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					laboratory practices among clinical and public health laboratories.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		6.	When additional important services are delivered regarding prevention and control of communicable disease and other notifiable conditions, ensure that they are well coordinated with foundational services.
✓	✓	✓		a.	Identify and support relationships, interdependencies, and coordination needs between the foundational program and related additional important services (AIS).
✓	✓	✓		b.	Leverage foundational program activities and funding to support identification and implementation of related AIS and vice versa.

**2. Prevention and Health Promotion**

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	Provide timely, relevant, and accurate information statewide and to communities on chronic disease (including behavioral health), injury, and violence prevention.
<b>Data and Data Systems and Analysis</b>					
✓	✓	✓	✓	a.	Collect and maintain data (including risk factors and demographic information) on chronic disease, injuries, and violence to support public health functions at the state and local levels.
✓	✓	✓	✓	b.	Analyze, interpret, and share public health data regarding chronic disease, injuries, and violence,

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					including data pertaining to trends, risk factors, and inequities.
✓	✓	✓	✓	c.	Develop and implement protocols for data and information sharing between public health; health care providers; tribal nations; other local, state, and federal agencies; and the public to reduce chronic disease, injuries, and violence. Include protocols for confidentiality as appropriate
✓	✓	✓	✓	d.	Measure the impact of chronic disease, injuries, and violence on the health of the public, including priority populations.
✓	✓	✓	✓	e.	As appropriate, prepare data files to share and make available to researchers and other stakeholders.
<b>Reporting Communications and Policy</b>					
✓	✓	✓	✓	f.	Monitor knowledge, attitudes, behaviors, and health outcomes related to chronic disease, injuries, and violence and risk factors by using data provided by the state or by conducting surveillance locally.
✓	✓	✓	✓	g.	Inform decision makers of potential and actual impacts to public health from chronic disease, injuries, and violence based on data and published reports.
✓	✓	✓	✓	h.	Produce and share periodic/routine reports of rates of chronic disease injuries, violence, and risk factors and inequities.
✓	✓	✓	✓	i.	Provide the public, regulated facilities, and stakeholder organizations with effective and timely communication about recommendations to prevent chronic disease, injuries, and violence.
✓	✓	✓	✓	j.	Use data and evidence-based practices to facilitate the development of public health policy, systems, and environmental change initiatives for preventing chronic disease, injuries, and violence, including those designed to promote health equity.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
<b>Prepare for Future Data Needs</b>					
✓	✓	✓	✓	k.	Fulfill future data needs using multiple methods and sources for data collection, analysis, and presentation using evolving technology with near real-time data that is displayed using visualization tools and geographic information systems (GIS) to meet users' requests.
✓	✓	✓	✓	l.	Develop new, and adapt existing data systems as needed.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Identify chronic disease (including behavioral health), injury, and violence prevention community assets; develop and implement a prioritized prevention plan; and seek resources and advocate for high-priority policy initiatives to reduce statewide and community rates of chronic disease, injury, and violence.
✓	✓	✓	✓	a.	Provide subject matter expertise to inform policy, systems, and environmental change; program design; and communications to decision makers, providers, the public, and stakeholders about chronic disease, injury, and violence risks.
✓				b.	Develop a community asset map that identifies state and local strategic partnerships, including academic institutions and/or research centers.
✓	✓	✓	✓	c.	Identify, develop, engage, and maintain local and statewide strategic partnerships with organizations, associations, government agencies, academic institutions, and/or research centers to advance evidence-based practices and innovation to prevent chronic disease, injuries, and violence.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	d.	Work with partners to review, update, and implement a prioritized plan of best and emerging practices aligned with state and national guidelines to address important chronic disease, injury, and violence risks and federal Healthy People guidelines and objectives.
✓	✓	✓	✓	e.	In concert with local, state, and national community health partners, develop and implement prioritized plans for assuring access to specific chronic disease, behavioral health, injury, and violence prevention programs and services of public health importance, such as: reduce rates of tobacco use through activities to reduce youth initiation, increase cessation and reduce secondhand smoke exposure, increase statewide and community rates of healthy eating and active living, and seek resources and advocate for high-priority policy initiatives.
✓	✓	✓	✓	f.	Work with partners to advocate for policy, system, and environmental change initiatives regarding chronic disease, injury, and violence prevention.
✓	✓	✓	✓	g.	Seek funding to implement evidence-based or innovative prevention initiatives.
✓	✓	✓	✓	h.	Periodically evaluate progress on reducing rates of chronic disease, injuries, violence, and contributing risk factors and use the findings to improve prevention strategies.

State	LHJ	Tribe		Criteria Number	Criteria Statement
✓	✓	✓	✓	3.	When additional important services are delivered regarding chronic disease, injury, and violence prevention, assure that they are well coordinated with foundational services.

State	LHJ	Tribe		Criteria Number	Criteria Statement
✓	✓	✓	✓	a.	Identify and support relationships, interdependencies, and coordination needs between the foundational program and related AIS.
✓	✓	✓	✓	b.	Leverage foundational program activities and funding to support the identification and implementation of related AIS and vice versa.

### 3. Environmental Public Health

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				1.	<b>Provide timely, relevant, and accurate information on environmental public health issues and health impacts from common environmental or toxic exposures.</b>
<b>Data and Data Systems and Analysis</b>					
✓				a.	Collect and maintain environmental and human health data to support environmental public health functions at the local and state level, including built environment, chemical, radiological, and biological hazards.
✓				b.	Analyze, interpret, and share environmental public health data, including data pertaining to the built environment and health inequities.
✓		✓		c.	Develop and implement protocols for information sharing between public health; health care providers (including veterinarians); tribal nations; other local, state, and federal agencies; and the public to reduce environmental exposure and disease transmission. Include confidentiality protocols as appropriate.
✓		✓		d.	As appropriate, prepare data files to share and make available to researchers and other stakeholders.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
<b>Reporting, Communications, and Policy</b>					
✓				e.	Provide the public, regulated facilities, and stakeholder organizations with effective and timely communication of environmental public health hazards and protection recommendations, such as media releases and public health advisories.
✓				f.	Measure the impact of environmental hazards on the health of the public, including health inequities. Produce and share periodic/routine reports of diseases or other impacts linked to environmental public health issues.
✓				g.	Inform decision makers of potential and actual environmental impacts to public health based on data and published reports.
✓				h.	Use data and evidence-based practices to facilitate the development of environmental public health policy, systems, and environmental change initiatives, including those designed to promote health equity.
<b>Prepare for Future Data Needs</b>					
✓		✓		i.	Fulfill future data needs using multiple methods and sources for data collection, analysis, and presentation using evolving technology with near real-time data that is displayed using visualization tools and GIS to meet users' requests.
✓		✓		j.	Develop and adapt data systems as needed.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				2.	Identify environmental public health assets and partners and develop and implement a prioritized prevention plan to protect the public's health by preventing and reducing exposures to health hazards

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					in the environment, seek resources, and advocate for high-priority policy initiatives.
✓				a.	Provide subject matter expertise to inform policy, system, and environmental change; program design; and communication that inform decision makers, providers, the public, and stakeholders about environmental public health risks.
✓		✓		b.	Identify, develop, engage, and maintain local strategic partnerships to prevent and control environmental public health risks.
✓				c.	Identify, develop, engage, and maintain strategic partnerships with statewide associations, government agencies, and statewide organizations to prevent and control environmental public health risks.
✓				d.	Identify, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practice and innovation.
✓		✓		e.	Work with partners to develop a prioritized control plan addressing important environmental public health risks.
✓		✓		f.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding environmental public health and seek funding to implement evidence-based or innovative AIS prevention and control initiatives.
✓				g.	Develop action plans for environmental public health emergencies.
✓				h.	Coordinate and/or provide surge capacity staffing for cross-jurisdictional environmental public health emergency response.
✓		✓		i.	Coordinate environmental public health efforts with federal and state partners (e.g., CDC, FDA, USDA, EPA, Washington State Department of Ecology, and Washington State Department of Agriculture).

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					Document the implementation of regulations for mandated public health programs.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓			3.	Conduct environmental public health investigations, inspections, sampling, laboratory analysis, and oversight to protect food, recreational water, drinking water, and liquid and solid waste systems in accordance with local, state, and federal laws and regulations.
✓	✓	✓		a.	Develop environmental public health regulations per local, state, and federal mandates.
✓	✓	✓		b.	Develop, implement, and enforce laws, rules, policies, and procedures for maintaining the health and safety of retail food service inspections and shellfish monitoring that address environmental public health concerns.
✓	✓			c.	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring the health and safety of drinking water (e.g., through source water protections, water system design review, water system inspections, water quality testing, and oversight and plan review to ensure water adequacy) that address environmental public health concerns.
✓	✓			d.	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring the health and safety of wastewater and facilities (e.g., onsite septic design and inspections, wastewater treatment, and reclaimed water) that address environmental public health concerns.
✓	✓			e.	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring the health and safety of solid waste and facilities, including hazardous waste streams (e.g., animal waste, solid waste permitting, and

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					solid waste inspections) that address environmental public health concerns.
✓	✓			<b>f.</b>	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring the health and safety of temporary worker housing that address environmental public health concerns.
✓	✓			<b>g.</b>	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring the health and safety of transient accommodations, including through camp inspections, that address environmental public health concerns.
✓	✓	✓		<b>h.</b>	Use scientific methods and best practices, when indicated, to collect environmental samples and human specimens for laboratory analysis to confirm or rule out disease presence. These practices include packaging in conformance with DOT and USPS requirements and shipping to certified laboratories for analysis.
✓	✓	✓		<b>i.</b>	Develop, implement, and enforce laws, rules, policies, and procedures for ensuring compliance with smoking in public places laws that address environmental public health concerns.
✓	✓			<b>j.</b>	Implement environmental public health regulations, including licensing, inspection, public notification, and enforcement actions.
✓	✓			<b>k.</b>	Educate individuals and organizations on the meaning, purpose, and benefit of public health laws and how to comply with them.
✓	✓	✓		<b>l.</b>	Conduct or assist with outbreak investigations that have an environmental public health component.
✓	✓	✓		<b>m.</b>	Conduct timely investigation of complaints related to mandated environmental public health programs.
✓	✓	✓		<b>n.</b>	Maintain and implement protocols and systems to ensure confidentiality of protected health information

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					throughout inspection, investigation, reporting, and maintenance of data.
✓	✓	✓		<b>o.</b>	Maintain expertise and provide consultation to other local and state agencies and the general public.
✓	✓			<b>p.</b>	Evaluate the implementation of environmental public health regulations and disease control investigations and response and use the findings to improve processes and procedures.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		<b>4.</b>	Identify and address priority notifiable zoonotic conditions (e.g., those transmitted by birds, insects, rodents, etc.), air-borne conditions, and other public health threats related to environmental hazards.
✓	✓	✓		<b>a.</b>	Develop and implement environmental public health regulations, including licensing, investigations, inspections, containment/mitigation, correction, and enforcement per local, state, and federal mandates.
✓	✓			<b>b.</b>	As needed, develop and implement plans to identify and respond to emerging zoonotic diseases (e.g., Zika), exposures related to pesticides, and other emerging environmental public health issues.
✓	✓			<b>c.</b>	Coordinate the containment or mitigation of environmental public health hazards (e.g., air quality and exposures to toxic substances) with other government departments and stakeholders.
✓	✓	✓		<b>d.</b>	Conduct outreach and provide guidance on the occurrence, prevention, and control of zoonotic diseases to LHJs, Washington State Departments of Agriculture and Fish and Wildlife, veterinarians, and others.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓			e.	Maintain expertise and provide consultation to other local and state agencies and the general public about best practices related to vector control.
✓	✓			f.	Coordinate and/or provide surge capacity staffing for cross-jurisdictional environmental public health emergency response.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				5.	Protect the population from unnecessary radiation exposure in accordance with local, state, and federal laws and regulations.
<b>Licensing and oversight of permitted sources (Centralized activities currently provided by DOH)</b>					
✓				a.	Develop environmental public health regulations for radioactive sources per state and federal mandates.
✓				b.	Develop and implement policies and procedures for regulated facility inspections and investigations related to exposure to harmful radioactive sources.
✓				c.	Implement environmental public health regulations, including registration, licensing, inspection, and enforcement actions.
✓				d.	Document the implementation of radiation regulations.
✓				e.	Evaluate the implementation of radiation regulations and use the findings to improve processes and procedures.
✓				f.	Maintain and implement protocols and systems to ensure confidentiality throughout inspection, investigation, reporting, and maintenance of data.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				g.	Coordinate environmental public health efforts with federal and state partners (e.g., CDC, FDA, USDA, EPA, the Nuclear Regulatory Commission (NRC), Washington State Department of Ecology, and Washington State Department of Agriculture).
✓				h.	Provide consultation and technical assistance to LHJs, other agencies, and the general public.
<b>Shared Responsibilities at Department of Health and Local Health</b>					
✓				i.	Conduct a timely investigation of complaints related to radioactive sources.
✓				j.	Maintain a trained and equipped radiation emergency response team(s) for radiological emergencies. Ensure external first responders and local health responders have received sufficient training. Educate, train, exercise, and evaluate staff at the DOH. Coordinate and integrate with local public health.
✓				k.	Monitor and study radiation levels in the environment air, water, soils, foods, and vegetation for possible health effects.
✓				l.	Perform radon monitoring, awareness, outreach, and education.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓		✓		6.	Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes.
✓		✓		a.	Maintain relationships with partners in economic development, transportation, parks, and land use agencies.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓		✓		b.	Understand and participate in land use, transportation, natural resources, and other planning processes.
✓		✓		c.	Provide technical assistance to planning agencies and community stakeholders to integrate standard environmental public health practices that prevent/reduce high risk for harmful environmental exposures to humans or disease transmission.
✓		✓		d.	Anticipate, analyze, and communicate about changes in public health risk and benefits resulting from changes to the built and natural environment and potential impacts of climate change through the collection, analysis, and interpretation of health and environmental public health data.
✓		✓		e.	Document and evaluate the integration of standard environmental public health practices into programs and planning processes that prevent high risk for harmful environmental exposures or disease transmission.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		7.	<b>When additional important services are delivered regarding environmental public health, ensure that they are well coordinated with foundational services.</b>
✓	✓	✓		a.	Identify and support relationships, interdependencies, and coordination needs between the foundational program and related AIS.
✓	✓	✓		b.	Leverage foundational program activities and funding to support identification and implementation of related AIS and vice versa.

4. Clinical Preventive Services

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓		✓		1.	Provide accurate and timely, tribal, statewide, and locally relevant information on the medical, oral, and behavioral health care system.
<b>Data and Data Systems and Analysis</b>					
✓	✓	✓	✓	a.	Collect and maintain data to support public health at the tribal, state, and local level (e.g., health professional shortage areas (HPSA) and other data).
✓	✓	✓		b.	Access, analyze, interpret, and share data about health care, including disaggregating data to identify inequities.
✓	✓	✓		c.	Collect and maintain health care provider and facility licensing, inspection, and enforcement data to support public health at the state level.
✓	✓	✓	✓	d.	Develop and implement protocols for data and information sharing between public health; health care providers; health care systems; tribal nations; other local, state, and federal agencies; and the public. Include protocols for confidentiality, as appropriate.
✓	✓	✓		e.	As appropriate, prepare data files to share and make available to researchers and other stakeholders.
<b>Reporting Communications and Policy</b>					
✓	✓	✓		f.	Produce and share periodic/routine reports of health care access and regulation of health care providers and facilities.
✓	✓	✓	✓	g.	Inform decision makers of potential and actual impacts to the health of the public based on data and published reports.
✓	✓	✓	✓	h.	Provide the public, regulated facilities, and stakeholder organizations with effective and timely communication

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					of recommendations for medical, oral, and behavioral health care and ensuring public safety.
✓	✓	✓	✓	i.	Use data and evidence-based practices to facilitate the development of public health policy, systems, and environmental change initiatives for medical, oral, and behavioral health care and public safety, including those designed to promote health equity.
<b>Prepare for Future Data Needs</b>					
✓	✓	✓	✓	j.	Fulfill future data needs using multiple methods and sources for data collection, analysis, and presentation using evolving technology with near real-time data that is displayed using visualization tools and GIS to meet users' requests.
✓	✓	✓	✓	k.	Develop and adapt data systems as needed.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Participate actively in local-, regional-, and state-level collaborative efforts regarding medical, oral, and behavioral systems planning to improve health care quality and effectiveness, reduce health care costs, and improve population health.
✓	✓	✓	✓	a.	Continuously work with local and state partners to improve health care quality and effectiveness, reduce health care costs, and improve population health. Identify evidence-based interventions and promising practices for population health, especially those that are upstream and preventative. Share information with partners and the public on these interventions.
✓	✓	✓	✓	b.	Collaborate with partners in finding funding for these interventions.
✓	✓			c.	Evaluate progress on health care quality and effectiveness, reduction of health care costs, and

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					improving population health at the state and local level every 3 to 5 years. Use the findings to improve intervention strategies with partners.
✓	✓	✓		d.	In concert with local, state, and national health care providers and groups, develop and implement prioritized plans for assuring access to specific clinical services of public health importance, such as family planning, key services for pregnant women and their infants (e.g., maternity support and Women, Infants, and Children), and sexually transmitted disease and HIV testing and treatment; appropriate follow-up for positive newborn screening test (e.g., referrals to the Children with Special Health Care Needs program) and positive blood lead levels; seek resources and advocate for high-priority policy initiatives.
✓	✓	✓	✓	e.	Provide subject matter expertise to inform policy, systems, and environmental change, program design, and communications to decision makers, providers, the public, and stakeholders about relevant public health risks. This assistance includes building an understanding of social determinants of health, risk, and protective factors and the value of prevention and early upstream intervention to improve population health and reduce costs.
✓	✓	✓	✓	f.	Identify, develop, engage, and maintain local strategic partnerships with health and behavioral health systems, community groups, social services, criminal justice, education system, and others to increase access to services of public health importance.
✓	✓	✓	✓	g.	Identify, develop, engage, and maintain strategic partnerships with statewide organizations, associations, and government agencies to increase access services of public health importance.
✓	✓	✓	✓	h.	Work with partners to develop a prioritized plan addressing increased access to high-priority public health services.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	i.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding access to high-priority public health services and seek funding to implement evidence-based or innovative prevention and disease control initiatives considered FPHS.
✓	✓	✓	✓	j.	Identify, develop, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practice and innovation.
✓	✓	✓	✓	k.	Work with local health care systems to address health care shortages and emergent health care gaps.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				3.	Improve patient safety through inspection and licensing of health care facilities and licensing, monitoring, and discipline of health care providers. (Centralized activity – currently provided by DOH) <sup>4</sup>
✓				a.	Develop health care provider and facility public health regulations per local, state, and federal mandates.
✓				b.	Develop and implement policies and procedures for regulated facility inspections.
✓				c.	Enforce health care provider and facility public health regulations, including licensing, inspection, and enforcement actions.
✓				d.	Conduct or assist with investigations that have a patient safety, communicable disease, or other health risk component.

<sup>4</sup> Tribes have the sovereign authority to do this activity, but they look to the state to enforce licensing laws in practice.



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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				e.	Conduct timely investigations of complaints related to mandated public health programs.
✓				f.	Develop action plans for health care facility emergencies.
✓				g.	Maintain and implement protocols and systems to ensure confidentiality throughout inspection, investigation, reporting, and maintenance of data.
✓				h.	Provide consultation and technical assistance to other local and state agencies and the general public.
✓				i.	Coordinate public health efforts with tribal nations and local, state ,and federal partners.
✓				j.	Evaluate the implementation of patient safety regulations and use the findings to improve processes and procedures.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		4.	<b>When additional important services are delivered regarding medical, oral, and behavioral health, ensure that they are well coordinated with foundational services.</b>
✓	✓	✓		a.	Identify and support relationships, interdependencies, and coordination needs between the foundational program and related AIS.
✓	✓	✓		b.	Leverage foundational program activities and funding to support identification and implementation of related AIS and vice versa.

5. Maternal and Child Health

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	Provide timely and accurate information to tribal, state, and local communities on emerging and ongoing maternal, infant, child, and family health trends, taking into account the importance of childhood adversity and health inequities.
<b>Data and Data Systems and Analysis</b>					
✓	✓	✓	✓	a.	Anticipate future data needs; track new methods of data collection and technology; explore new data sources; identify new uses of data; and suggest technological, data architecture, staffing, and resource solutions to meet data needs and improve effectiveness and efficiency.
✓	✓	✓	✓	b.	Develop and implement protocols for data and information sharing between public health; health care providers; tribal nations; other local, state, and federal agencies; and the public. Include protocols for confidentiality as appropriate.
✓	✓	✓	✓	c.	Analyze, interpret, and share public health data regarding the status of maternal, infant, child, and family health, including trends and data pertaining to risk factors and social and health inequities.
✓	✓	✓	✓	d.	Collect and maintain data on health outcomes for preconception, prenatal, natal, and postnatal care and childhood, maternal, and family health (e.g., Pregnancy Risk Assessment and Monitoring System and maternal and child death reviews) to support public health functions at the state and local level, including risk factors and demographic information.
<b>Reporting, Communications and Policy</b>					
✓	✓	✓	✓	e.	Maintain capacity to prioritize and respond to data requests and, as appropriate, prepare data files to share and make available to researchers and other stakeholders.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	f.	Monitor knowledge, attitudes, behaviors, and health outcomes related to maternal, child, and family health and risk factors by using data provided by the state or by conducting surveillance locally.
✓	✓	✓	✓	g.	Produce and share periodic/routine reports on the status of the health of mothers, children, and families, as well as risk factors that impact their health.
✓	✓	✓	✓	h.	Inform decision makers of potential and actual impacts to maternal, child, and family health and contributing factors based on data and published reports.
✓	✓	✓	✓	i.	Provide the public, health system partners, and stakeholder organizations with effective and timely communication about recommendations to protect and improve maternal, child, and family health.
✓	✓	✓	✓	j.	Use data, emerging science (e.g., neuroscience, epigenetics, Adverse Childhood Experiences, resilience) and evidence-based practices to facilitate the development of public health policy, systems, and environmental change initiatives to protect and improve maternal, child, and family health, including those designed to promote health equity.
<b>Prepare for Future Data Needs</b>					
✓	✓	✓	✓	k.	Fulfill future data needs using multiple methods and sources for data collection, analysis, and presentation using evolving technology with near real-time data that is displayed using visualization tools and GIS to meet users' requests.
✓	✓	✓	✓	l.	Develop and adapt data systems, as needed.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		2.	Identify local maternal, child, and family health community assets, develop a prioritized prevention plan using life course expertise and an understanding of health inequities, seek resources, and advocate for high-priority policy initiatives.
✓	✓	✓		a.	Identify, disseminate, and promote emerging and evidence-based information about interventions in the preconception, pregnancy, and early childhood periods that optimize lifelong and social-emotional development.
✓	✓			b.	Make training opportunities available in social determinants of health and the health impact of prenatal and early childhood experiences.
✓	✓	✓		c.	Identify and promote the use of innovative strategies related to childhood adversity and interventions based on evidence-based or promising practices.
✓	✓	✓	✓	d.	Provide subject matter expertise to inform policy, systems, and environmental change; program design; and communications to decision makers, providers, the public, and stakeholders about maternal, child, and family health risks and protective factors.
✓	✓	✓	✓	e.	Identify, develop, engage, and maintain local strategic partnerships with health systems and social service systems, schools, childcare centers, businesses, neighborhoods, parents, caregivers, and others to strengthen and support families and reduce sources of child and family stress.
✓	✓	✓	✓	f.	Identify, develop, engage, and maintain strategic partnerships with statewide organizations, associations, and government agencies to address adverse impacts to mothers, children, and families.
✓	✓	✓	✓	g.	Identify, develop, engage, and maintain relationships with academic institutions and/or research centers to advance evidence-based practice and innovation.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	h.	Engage and support diverse community members and other partners to develop and implement prioritized plans for addressing important maternal, child, and family health risks, taking into consideration the impact of social, cultural, and physical environments on health and well-being.
✓	✓	✓	✓	i.	Work with partners to advocate for high-priority policy, system, and environmental change initiatives regarding maternal and child health and seek funding to implement evidence-based or innovative prevention initiatives.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				3.	Assure mandated newborn screening done by the state public health lab to test every infant born in Washington to detect and prevent the developmental impairments and life-threatening illnesses associated with congenital disorders that are specified by the State Board of Health (SBOH).
✓				a.	Screen all babies born in Washington according to the SBOH Newborn screening regulations and state law.
✓				b.	Notify physicians when abnormal test results are found.
✓				c.	Provide technical assistance to health care providers, parents, and the public about congenital disorders on the newborn screening panel.
✓				d.	Ensure that positive screens receive further testing and diagnosis and that diagnosed patients receive referrals into a system of care according to national guidelines.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	4.	When additional important services are delivered regarding maternal, child, and family health, assure that they are well coordinated with foundational services.
✓	✓	✓	✓	a.	Identify and support relationships, interdependencies, and coordination needs between the foundational program and related AIS.
✓	✓	✓	✓	b.	Leverage foundational program activities and funding to support identification and implementation of related AIS and vice versa.

**Foundational Capabilities**

**1. Assessment and Epidemiology**

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	Collect sufficient data and develop and maintain electronic information systems to guide public health planning and decision making.
<b>Data and Data Systems and Analysis</b>					
✓	✓	✓	✓	a.	<b>Assure access to public health informatics capability.</b>
✓	✓	✓	✓	b.	Develop and implement policies and procedures to standardize and promote best practices related to data systems, analytic methods, and tools to promote data quality accuracy and timeliness statewide.
✓	✓			c.	Maintain ability to collect primary data and share it with tribal nations and governmental public health authorities.
<b>Develop and maintain up-to-date electronic information systems for public health surveillance</b>					
✓				d.	Ensure collection for statewide notifiable disease reporting and investigation (e.g., WDRS).
✓				e.	Ensure collection for statewide notifiable disease reporting from laboratories (e.g., Public Health Reporting of Electronic Data).
✓				f.	Ensure collection of selected clinical data sets, such as real-time emergency room, sentinel outpatient and hospitalization records, and hospital discharge data (e.g., CHARS).
✓	✓	✓	✓	g.	Ensure collection of individual data sets and online compilation and analysis of multiple health-related data sets to support governmental agencies in understanding the health of communities and people (e.g., CHAT).
✓	✓	✓	✓	h.	Ensure collection of behavioral data via the BRFSS (annual) and HYS (biennial).

Reporting, Communications, and Policy					
✓		✓	✓	i.	Ensure access to shared data between tribal nations and governmental public health authorities that pertain to the health status of the population they serve.
✓				j.	Provide training and technical assistance to local health jurisdictions and community partners on the use of foundational data for assessment.
Prepare for Future Data Needs					
✓	✓	✓	✓	k.	Use multiple methods and sources for data collection, analysis, and presentation using evolving technology with near real-time data that is displayed using visualization tools and GIS to meet users' requests.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Access, analyze, use, and interpret data.
✓	✓	✓	✓	a.	Develop and implement policies and procedures to standardize and promote best practices related to data systems, analytic methods, and tools to promote data quality accuracy and timeliness statewide.
✓	✓	✓	✓	b.	Analyze data, prepare and publish standardized reports, and report on specific topics, as needed. Assure accuracy of data and interpretation.
✓	✓	✓	✓	c.	Produce summaries on key indicators of community health, which include information about social determinants of health.
✓	✓	✓	✓	d.	Provide and use the results of health data analyses (including inequities) to develop culturally appropriate recommendations regarding public health policies, processes, programs, or interventions.
✓	✓	✓	✓	e.	Facilitate the sharing of data, resources, and expertise through partnerships and relationships.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓				f.	Maintain 24/7 access to the public health surveillance system. Maintain and implement written processes and/or protocols to collect surveillance data from multiple sources and to review, analyze, and report out those data, including how they are collected.
✓	✓	✓	✓	g.	Assist agency leadership with the identification of health priorities and polices based on data analysis, scientific literature, best practices, and promising practices.
✓	✓	✓	✓	h.	Provide scientific and epidemiologic expertise to support leadership.
✓	✓	✓	✓	i.	Provide technical assistance to other governmental public health entities and partners regarding the access, use, analysis, and interpretation of data related to protecting and improving the public's health.
✓	✓	✓	✓	j.	Include protocols for confidentiality as appropriate and assure consistency in adherence to data-sharing agreements and security policies.
✓	✓	✓	✓	k.	Prioritize and respond to information and data requests and translate data into information and reports that are valid, statistically accurate, and readable by the intended audience.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	3.	Conduct a comprehensive community assessment and identify health priorities arising from that assessment, including an analysis of health disparities and the social determinants of health.
✓	✓	✓	✓	a.	Conduct a comprehensive state health assessment every 3–5 years in conjunction with the governmental public health system and other state-wide partners.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	b.	Conduct a local and/or regional comprehensive community health assessment every 3–5 years in conjunction with community partners.
✓				c.	Develop a state health improvement plan in conjunction with the governmental public health systems and other statewide partners.
✓	✓			d.	Develop a local and/or regional community health improvement plan in conjunction with community partners.

## 2. Emergency Preparedness and Response

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		1.	Develop emergency response plans for natural and man-made public health hazards, train public health staff for emergency response roles, and routinely exercise response plans.
✓	✓	✓		a.	Maintain written procedures for Emergency Support Function 8 – Public Health and Medical (ESF8) in the in the tribal, state, or county Comprehensive Emergency Management Plan and/or the Public Health Response Plan.
✓	✓	✓		b.	Develop and sustain tribal, local, and state-level response teams to provide surge capacity in the areas of environmental public health, epidemiology, surveillance, medical countermeasures response, incident command, radiological response health care response, and emergency medical services response. Ensure teams are rostered, trained, and exercised annually.
✓	✓	✓		c.	Develop and sustain tribal, local, and statewide mutual aid and partnership agreements with and among the governmental public health system and tribal nations

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					pharmacies, health care organizations, private sector, community organizations, and other state agencies.
✓	✓	✓		d.	Develop and maintain a public health preparedness training and exercise plan.
✓	✓	✓		e.	Train appropriate public health emergency response staff on information management systems used by public health and emergency management agencies.
✓	✓	✓		f.	Maintain a Continuity of Operations Plan for the agency. Plans include the definition and identification of essential services line of succession, written delegation of authority for select critical positions, and protocols for temporarily discontinuing specific functions to sustain critical services.
✓	✓	✓		g.	Plan or participate in, and document annual emergency preparedness exercises. Include community partners, such as schools, hospitals, emergency management, first responders, community organizations, and organizations serving priority populations in exercise design and implementation.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		2.	Lead the ESF8 and/or a public health response for the tribe county, region, jurisdiction, and state.
✓	✓	✓		a.	Develop, train, and exercise a decision-making protocol to support agency leadership in making policy-level decisions during public health incidents.
✓	✓	✓		b.	Develop and maintain strategic partnerships with local agencies, nonprofit organizations, private sector, health care organizations, state agencies, and associations to support public health preparedness, recovery, and resilience efforts.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		c.	Define roles and responsibilities of public health leaders in establishing short- and long-term community recovery goals.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		3.	Activate and mobilize public health personnel and response teams; request and deploy resources; coordinate with public sector, private sector, and nonprofit response partners; and manage public health and medical emergencies using the incident command system.
✓	✓	✓		a.	Establish and maintain a process for 24/7 access, including coverage and availability or urgent public health issues.
✓	✓	✓		b.	Maintain an emergency notification system (e.g., WASECURES, E911 Dispatch, or similar system) and include all critical public health response and leadership positions and essential partners, as appropriate, as registered users.
✓	✓	✓		c.	Conduct routine staff notification exercises, evaluate results, address issues, and make improvement.
✓	✓	✓		d.	Maintain procedures for requesting assistance during disasters from the local or state Emergency Operations Center and mutual aid partners.
✓	✓	✓		e.	Use the incident command system to: <ul style="list-style-type: none"> <li>• Determine objectives to address the health needs of those affected</li> <li>• Develop situation assessments to determine the functionality of critical public health operations; critical health care facilities; critical infrastructure; and the number of ill, injured, and deceased</li> </ul>

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					<ul style="list-style-type: none"> <li>Identify and allocate resources to address public health needs</li> <li>Return to routine operations</li> <li>Write after action reports documenting lessons learned from real-life activations of the plan. Identify corrective actions and track progress in completing those actions</li> </ul>
✓	✓	✓		f.	Maintain and exercise procedures and agreements with health care, private sector, and community partners to request, receive, distribute, and dispense medical countermeasures for statewide and community-wide public health incidents.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		4.	Communicate with diverse communities across different media, with emphasis on populations that are disproportionately challenged during disasters, to promote resilience in advance of disasters and protect public health during and following disasters.
✓	✓	✓		a.	Maintain and annually exercise procedures and various tools to inform the public of threats to health and safety in a manner that is culturally and linguistically appropriate.
✓	✓	✓		b.	Create and maintain templates for news releases and social media posts for categories of public health hazards.
✓	✓	✓		c.	Work with community leaders, partners, and organizations serving priority populations to communicate public health and health care preparedness, recovery, and resilience efforts.

3. Policy and Planning

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		1.	Develop basic public health policy recommendations. These policies must be evidence-based, innovative, or promising and must include evaluation plans.
✓	✓	✓		a.	Identify and incubate locally appropriate, evidence-based policy, systems, and environmental change strategies to improve health outcomes or innovative/promising strategies using an established policy change framework that includes problem identification, policy analysis, strategy, and policy development, policy enactment, policy implementation, and policy evaluation.
✓	✓	✓		b.	Develop a strategic policy agenda that includes specific strategies to improve public health at the system level. The plan should contain strategic policy priorities and goals and should align with other plans, but it can also include policy goals not related to other plans, if appropriate.
✓	✓	✓		c.	Monitor emerging public health issues, conduct policy analysis, and develop policy positions in concert with local, state, and national partners.
✓	✓	✓		d.	Take a leadership role for communication about how policy changes may impact health.
✓	✓			e.	Access literature, journals, and research on evidence-based policy options.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		2.	Work with partners and policy makers to enact policies that are evidence-based (or are innovative and/or promising and include evaluation plans) and that address the social determinants of health and health equity.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		a.	Coordinate local, state, and federal public health policy agendas where appropriate to intentionally advance health equity.
✓	✓	✓		b.	Develop and implement the strategic policy agenda through agency/organization policy; new/revised public health programs; and development/proposal of guidelines, rules, regulations or laws that used evidence-based or innovative/promising practices with a focus on eliminating health, racial, income, geographic, and other inequities.
✓	✓			c.	Analyze, interpret, and respond to proposed policy and, if enacted, implement local, state, and federal policy changes. Describe the impact on public health and health equity.
✓	✓	✓		d.	Coordinate within the governmental public health system and with federal agencies and other partners on policies that affect public health and health equity.
✓	✓	✓		e.	Access literature, journals, and research on evidence-based policy options.
✓	✓	✓		f.	Provide access to public health law consultation and technical assistance (e.g., state attorney general and legal technical assistance groups).
✓	✓	✓		g.	Analyze pending legislation, estimate costs for new work, provide data and information as requested by lawmakers, and testify on proposed policy changes, if appropriate.
✓	✓	✓		h.	Review existing laws and work with governing entities and elected/appointed officials to update, as needed.
✓	✓	✓		i.	Monitor and/or track policies under consideration by the regulatory authority, elected officials, government officials, and/or other entities that set policies and practices that impact public health.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		j.	Evaluate implemented policies to determine whether policy goals were met and use the findings to improve and/or revise policies.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓			3.	Ability to use cost-benefit information to develop an efficient and cost-effective action plan to respond to the priorities identified in a community and/or statewide health assessment.
✓	✓			a.	Access resources to develop and/or make available economic analyses (e.g., cost and/or risk of non-investment, return on investment) for proposed policy changes at the local and/or state level.
✓	✓			b.	Ensure access to experts to evaluate the social and economic impact of public health policies (e.g., contracts with economists, if needed).

#### 4. Communications

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	Engage and maintain ongoing relations with local and statewide media.
✓	✓	✓	✓	a.	Develop and maintain a media relations plan and policies for leveraging media in effectively communicating with the public.
✓	✓	✓	✓	b.	Build and maintain relationships with media outlets.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Develop and implement a communication strategy, in accordance with Public Health Accreditation Standards, to increase visibility to public health issues. This strategy includes the ability to provide information on health risks, healthy behaviors, and disease prevention in culturally and linguistically appropriate formats for the various communities served.
<b>Communications Strategy</b>					
✓	✓	✓	✓	a.	Develop and implement a communication plan that includes strategies that describe the role and responsibilities of public health, including the mission and value.
✓	✓	✓	✓	b.	Apply health education, behavior change principles, and audience research and analysis to develop communication strategies and plans. These strategies and plans include using data about the demographics of the general community and specific populations to tailor communication to specific audiences, such as policy makers, stakeholders, local public health authorities, health care providers, the public and specific population groups.
✓	✓	✓	✓	c.	Maintain a list of staff or contractors who provide interpretation, translation, or other specific communication services.
✓				d.	Upon request, provide technical assistance to programs and LHJs on the development of communication plans and strategies.
✓	✓	✓	✓	e.	Make health information accessible by using communication channels preferred by target audiences, including a public-facing website, social media platforms, text messaging, and other mobile platforms.
✓	✓	✓		f.	Provide a notification system for public health updates or advisories and a 24/7 contact numbers for reporting health emergencies.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	g.	Support ongoing public interaction by ensuring that communications allow for two-way communications with the public (e.g., contact information, surveys, comment boxes, phone, social media, and community engagement meetings).
✓	✓	✓	✓	h.	Evaluate the effectiveness of communication efforts using tools, such as web analytics, surveys, or polls. Adjust communications and communication strategies accordingly.
✓	✓	✓	✓	i.	Inform and/or coordinate communications between state government, national organizations, and federal agencies, including CDC.
<b>Regular and Ongoing Communications</b>					
✓	✓	✓	✓	j.	Provide routine communications to the public.
✓	✓	✓	✓	k.	Maintain an up-to-date public website and social media platforms that can provide public health information, as part of regular monitoring and responding to community concerns routinely and during an emergency.
<b>Emergency Communications Response</b>					
✓	✓	✓		l.	Have, test, use, and maintain an emergency communication plan with defined policies and procedures.
✓	✓	✓		m.	Establish or participate in an alert network or similar system to receive and issue alerts 24/7.

**5. Community Partnership Development**

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	Create and maintain relationships with diverse partners, including health-related national, statewide, and community-based organizations; community

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					groups or organizations; private businesses and health care organizations; tribal nations; and local, state, and federal government agencies and leaders.
✓	✓	✓	✓	a.	Create and maintain relationships with and convene cross-jurisdictional and cross-cultural stakeholders to establish shared local or statewide priorities, identify a common vision and values, and build partnerships to develop and implement coordinated activities to address priority public health issues, with attention to health equity.
✓	✓	✓	✓	b.	Evaluate the effectiveness of cross-jurisdictional and cross-cultural partnerships in a culturally appropriate way, including evaluating DOH or LHJs as partners. As part of the evaluation efforts, address successes, lessons learned, recognized barriers to such collaboration, and strategies to overcome these barriers.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	2.	Ability to select and articulate governmental public health roles in programmatic and policy activities and coordinate with these partners.
✓	✓	✓	✓	a.	Convene public health, cross-jurisdictional, and cross-cultural partners to promote health and address public health issues and health equity.
✓	✓	✓	✓	b.	Coordinate policy agendas with partner organizations to advance policies and strategic goals.
✓	✓	✓	✓	c.	Engage affected communities in developing policy, conducting community/state health assessments, and developing health improvement plans to ensure efforts to leverage community resources are community-oriented and culturally appropriate.

6. Leadership Competencies

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	1.	<b>Leadership Capabilities – Lead internal and external partners to consensus and action planning (adaptive leadership) and to serve as the public face of governmental public health in the community.</b>
✓	✓	✓	✓	a.	Provide leadership and managerial oversight to the agency.
✓	✓	✓	✓	b.	Engage in public health policy development, discussion, and adoption with local, state, and national policy makers to help define the strategic direction of public health initiatives.
✓	✓	✓	✓	c.	Lead collaborations with external and cross-jurisdictional partners to develop a vision for a healthy community.
✓	✓	✓	✓	d.	Develop and implement a governmental public health authority-specific strategic plan to guide resource allocation for strategic priorities.
✓	✓	✓	✓	e.	Convene members of the governmental public health system and partners to create opportunities to work together to improve the public’s health.
✓	✓			f.	In collaboration with partners and stakeholders, set the strategic direction and goals for the governmental public health system in Washington.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		2.	<b>Accountability and Quality Assurance Capabilities – Uphold business standards and accountability in accordance with local, state, and federal laws, regulations, and policies and to align work with national and Public Health Accreditation Standards.</b>

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		a.	Develop and implement written operations policies and procedures, including organizational charts.
✓	✓	✓		b.	Develop and implement policies and procedures that relate to the identification and resolution of ethical issues.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		3.	<b>Quality Improvement Capabilities – Evaluate programs and continuously improve processes.</b>
✓	✓	✓		a.	Use performance management, quality improvement tools, and coaching to promote and monitor organizational objectives and sustain a culture of quality.
✓	✓	✓		b.	Develop and maintain performance standards, including goals, targets, and performance measures.
✓	✓	✓		c.	Collect, maintain, and analyze longitudinal data on defined performance measures.
✓	✓	✓		d.	Collect, maintain, and analyze feedback from tribal community members.
✓	✓	✓		e.	Use performance data to inform quality improvement and program planning.
✓	✓	✓		f.	Communicate goals, targets, and performance measures to governmental public health, elected officials, and the public.
✓	✓	✓		g.	Generate regular progress reports that analyze data and communicate performance results.
✓	✓	✓		h.	Assist public health programmatic staff and content experts with the development and collection of

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					performance measures used to monitor performance over time.
✓	✓	✓		i.	<p>Provide subject matter expertise to programs, agencies, and partners regarding:</p> <ul style="list-style-type: none"> <li>• Meaningful milestones, performance measures, targets, and goals for which the appropriate level and frequency of data is available</li> <li>• Monitoring, evaluating, analyzing, and reporting on performance measures</li> <li>• Use of quality improvement methods and other tools and techniques, such as Lean, to improve performance</li> <li>• Use of financial data, as appropriate, in program evaluation, program design, organization, and delivery</li> <li>• Literature and resources on the efficiency and effectiveness of alternate structures or processes for delivering services, including published program evaluations and related evidence-based research</li> </ul>
✓	✓	✓		j.	Evaluate the efficacy and efficiency, including the financing, organization/structure, and delivery of public health policies, programs, strategies, interventions, and processes using a variety of evaluation approaches and frameworks.
✓	✓	✓		k.	Produce summaries describing the impact of public health policies, programs, and strategies on health outcomes, including economic analyses, when appropriate.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓	✓	4.	<b>Information Technology Capabilities – Develop, maintain, and access electronic health information to support operations and analyze health data. Ability to</b>

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
					support, maintain, and use communication technology.
✓	✓	✓	✓	a.	Develop and maintain public health system-wide and local technology and resources that support current and future public health practice needs, including ability to collect public health surveillance data, conduct robust analyses, and make results available to the public.
✓	✓	✓	✓	b.	Use and disseminate protocols based on best practices to ensure privacy and protection of personally identifiable and/or confidential health information in data systems and information technology.
✓	✓	✓		c.	Develop, use, and maintain communication technologies needed to interact within the agency and externally with partners and the public.
✓	✓	✓	✓	d.	Develop and maintain agreement(s) between governmental public health and other data providers to share data relevant to public health.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		5.	<b>Human Resources Capabilities – Develop and maintain a competent workforce, including recruitment, retention, and succession planning functions; training; and performance review and accountability.</b>
✓	✓			a.	Assure access to staff with the necessary knowledge, skills, and abilities to perform the essential functions of tribal public health with ongoing access to training and supervision.
✓	✓	✓		b.	Support overall workforce development by providing resources to improve the skills, capabilities, and leadership of the tribal public health workforce.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		c.	Develop public health leaders to effectively support and manage the workforce from hire to retire.
✓	✓	✓		d.	Develop and maintain a human resources manual or set of human resources policies and procedures.
✓	✓	✓		e.	Provide or have access to adequate human resources support, including recruitment, retention, succession planning, training, performance review, and other necessary human resource activities to meet program needs.
✓	✓			f.	In governmental public health authorities with staff represented by collective bargaining units, develop and maintain productive relationships with collective bargaining units; engage in collective bargaining negotiations as appropriate and ensure access to labor relations expertise, as needed.
✓	✓	✓		g.	Develop and implement a workforce development plan that identifies needed technical and/or informatics skills, competencies, and/or positions. Include action plans for recruiting, hiring, and/or developing existing staff to meet the needs of and reflect the ethnic, linguistic, and cultural aspects of the population served.
✓	✓	✓		h.	Coordinate, or perform when necessary, assessments of leadership and organizational capabilities to understand capacity, identify gaps, and develop strategies to address gaps.
✓	✓	✓		i.	Support leaders and employees in understanding equity principles and using inclusionary practices in all aspects of workforce management and workforce culture.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		6.	<b>Fiscal Management, Contract, and Procurement Capabilities – Comply with federal, state, and local standards and policies.</b>
✓	✓	✓		a.	Develop and maintain financial management and procurement manuals documenting organizational policies and procedures.
✓	✓	✓		b.	Establish and maintain budgeting, billing, contracting, and financial system(s) in compliance with local, state, and federal standards and policies.
✓	✓	✓		c.	Produce and monitor an effective governmental public health authority-specific budget.
✓	✓	✓		d.	Provide financial management, contract, and procurement services, including maintaining records, in accordance with generally accepted accounting principles, governmental accounting standards board, or other compliance requirements.
✓	✓	✓		e.	Ensure access to auditing services to evaluate financial management practices and transparency around the collection of revenues and the disposition of expenditures.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		7.	<b>Facilities and Operations – Procure, maintain, and manage safe facilities and efficient operations.</b>
✓	✓	✓		a.	Maintain safe, secure, and clean facilities in compliance with all relevant laws.
✓	✓	✓		b.	Develop plans for future facility and space requirements that align with operational needs.
✓	✓			c.	Plan for, acquire, and maintain fleet vehicles.

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State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		d.	Ensure compliance with relevant laws concerning facility accessibility.

State	LHJ	Tribe	TEC	Criteria Number	Criteria Statement
✓	✓	✓		8.	<b>Legal Capabilities – Access and appropriately use legal services in planning and implementing public health initiatives.</b>
✓	✓	✓		a.	Provide or have access to legal services and analysis to support the development and enforcement of public health rules, regulations, policies, and legislation.
✓	✓	✓		b.	Advocate to and collaborate with governing bodies, including boards of health, county commissioners, and the governor and state legislature.