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FPHS Activities & Massachusetts Specific Examples Guidance Document for Shared Services Review



How to use this document

The provided FPHS activities and Massachusetts-specific examples are key resources for Local Public Health (LPH) entities as they complete the Cost Tool and Service Delivery Tool. These resources ensure consistency, clarity, and relevance to the unique context of public health in the Commonwealth. Here's how they can be utilized effectively for each tool:

Using the FPHS Activities and Examples for the Cost Tool

The FTE (Full-Time Equivalent) allocation section of the Cost Tool asks LPH entities to document how staff time is distributed across each Foundational Area and Capability in the Foundational Public Health Services (FPHS) framework. The FPHS activities and Massachusetts-specific examples provide clear guidance to ensure accurate reporting.

Staff time can be allocated proportionally based on the percentage of their work devoted to each Foundational area/Capability. For instance, a nurse spending 20% of their time on flu clinics and 80% on connecting with local public schools to communicate the value of routine vaccinations for school age children, they would allocate 20% of their FTE to communicable disease control and 80% to Communications.

Using the FPHS Activities and Examples for the Service Delivery Tool

The Service Delivery Tool focuses on mapping how public health services are provided and identifying gaps in service delivery. The FPHS activities and Massachusetts specific examples offer a concrete starting point for documenting the current scope of services. For example: Your staff can use these examples to outline similar services your health department currently provides.

The Massachusetts examples also help clarify common gaps or challenges specific to local contexts. For example, if your LPH entity lacks resources to fully implement disease surveillance programs or conduct health inspections, this can be documented in the tool as an area for improvement. Similarly, the examples can guide staff in identifying services they may not currently offer but could incorporate to meet FPHS standards.

Putting It All Together

By systematically working through the provided FPHS activities and Massachusetts-specific examples, LPH staff can ensure their data is both detailed and accurate. The examples help translate abstract FPHS concepts into practical, everyday public health functions, making it easier to connect spending, staffing, and service delivery to specific activities. This not only streamlines the completion of both tools but also supports local health entities in identifying opportunities for growth, and tailoring their services to meet the diverse needs of Massachusetts residents.

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Definitions

Foundational Areas

Basic public health, topic-specific programs and services aimed at improving the health of the community. The 5 Foundational Areas reflect the minimum level of service that should be available in all communities.

Foundational Capabilities

Consist of 8 crosscutting skills and capacities needed to support basic public health protections, programs, and activities key to ensuring community health, well-being, and achieving equitable outcomes.

Headline Responsibilities

An intermediate level between Capabilities/Areas and activities that summarize the core activities for which governmental public health is responsible.

FPHS Activity

Action-oriented statements that are designed to create a consistent standard of care and equity in public health across communities.

Massachusetts Examples

These examples serve as an aspirational guide, demonstrating what full capacity and expertise could look like in Massachusetts.

Accreditation Measure

A way to evaluate whether a health department has met a specific measure in the Public Health Accreditation Board (PHAB) Standards.

Foundational Areas



Access to & Linkage with Care: Monitor quality, effectiveness, and cost-efficiency of clinical care and accessing care. Address gaps and barriers through population-based strategies including policy change.



Chronic Disease & Injury Prevention: Monitor data on chronic disease and injuries, and develop and implement population-based programs, strategies, and policy. Enforce related public health laws.



Communicable Disease Control: Monitor data on communicable diseases, and develop and implement programs, strategies, and policy. Respond to outbreaks. Enforce related public health laws.



Environmental Public Health: Monitor data on environmental health, and develop and implement population-based programs, strategies, and policy. Enforce related public health laws. Conduct related inspections to protect the public from hazards in accordance with federal, state, and local laws.



Maternal, Child, & Family Health: Monitor data on maternal, child, and family health, and develop and implement population-based programs, strategies, and policy. Assure provision of newborn screenings.

Foundational Capabilities



Accountability & Performance Management: The ability to apply business practices that assure efficient use of resources to achieve desired outcomes and foster a continuous learning environment (e.g., quality improvement).



Assessment & Surveillance: The ability to track the health of the community through data, case findings, and laboratory tests, with particular attention to those most at risk.



Communications: The ability to reach the public effectively with timely, science-based information, public health education, and risk communications capabilities.



Community Partnership Development: The capacity to harness and align community resources to advance the health of all community members. Develop and implement community health improvement plans.



Emergency Preparedness & Response: Establish governmental public health's role in preparedness, response to, and recovery from incidents. Assure continuity of operations.



Equity: The ability to address social and structural determinants of health through policy, programs, and services, integrated throughout strategic priorities and accountability metrics.



Organizational Competencies: Maintain governance structures. Provide and maintain essential services including information technology (e.g., privacy, and security), human resources, financial management (e.g., contracting and procurements), maintenance of facilities and operations, and legal services.



Policy Development & Support: The ability to translate science into appropriate policy and regulations.



Access to & Linkage with Clinical Care

01.01.00: Develop a plan to address gaps and barriers and assure access to clinical care services.

FPHS Activity

01.01.01: Assess the need for improved access to clinical care services in the jurisdiction.

01.01.02: Assess the factors and conditions that affect access to clinical care services in the jurisdiction.

01.01.03: Convene partners to identify strategies or initiatives to address barriers to accessing clinical care in the jurisdiction.

01.01.04: Develop and maintain collaborative plans for improving access to clinical care services.

Massachusetts Examples

01.01.00 A: Partner with clinical and community organizations, including hospitals, to conduct a comprehensive Community Health Assessment (CHA). Utilize the findings from the CHA, along with other relevant data, to identify gaps and barriers in accessing clinical care services, and to guide the development of a strategic plan aimed at addressing these challenges to ensure equitable healthcare access for all residents in the municipality.

01.01.00 B: Identify, create and maintain relationships/partnerships with community health centers, clinical care providers, local/regional hospitals, and community members to collaboratively strategize and implement initiatives aimed at enhancing access to healthcare services for all members in a municipality.

01.01.00 C: Actively engage with all sectors in the community/region, including hospitals where possible, to ensure public health perspectives inform planning and decision-making processes.

01.02.00: Provide timely, scientifically accurate, and locally relevant information on the importance, impact, and accessibility of the healthcare systems, including barriers to care.

FPHS Activity

- 01.02.01: Participate in and access external information systems for monitoring access to clinical care services.
- 01.02.02: Collect or access data on the healthcare systems, including the accessibility of these systems, to guide public health planning and decision-making within the jurisdiction.
- 01.02.03: Analyze data related to the impact and accessibility of the healthcare systems in collaboration with partners, communities, and individuals with lived experience.
- 01.02.04: Validate information, data, analysis, and findings related to barriers to accessing clinical care.
- 01.02.05: Conduct surveillance of the population with respect to barriers to accessing clinical care.
- 01.02.06: Use metrics to monitor the quality of access to clinical care services within the jurisdiction.
- 01.02.07: Collaborate with partners, communities, and individuals, including those disproportionately affected by barriers in accessing clinical care, to understand the best mechanisms to reduce barriers from the perspective of lived experience.
- 01.02.08: Educate community partners, leaders, and members on barriers to accessing clinical care.

Massachusetts Examples

- 01.02.00 A: Collaborate with partners to conduct surveys, focus groups, and key informant interviews with community members to identify areas of inadequate access to clinical care services and develop actionable steps for improvement, which could be integrated into a Community Health Assessment.
- 01.02.00 B: Analyze healthcare utilization data, as well as, any available and relevant data to uncover disparities in access to care across demographics, geography, and socioeconomic status to inform targeted interventions to address identified inequities.
- 01.02.00 C: Utilize Geographic Information System (GIS) data analysis to map various health care providers and identify areas with limited primary care access, supporting the provision of accurate and relevant health care system information to address barriers to care effectively.
- 01.02.00 D: Create and execute a data sharing agreement with local hospitals and/or community health centers. This can be done collaboratively within the region.

01.03.00: Implement population-based strategies to improve barriers to accessing clinical care.

FPHS Activity

01.03.01: Implement systems and structures to reduce barriers to accessing clinical care.

01.03.02: Develop and maintain written training materials on reducing barriers to accessing clinical care and provide training to relevant staff.

01.03.03: Implement prioritized strategies or initiatives identified to address barriers to care, as well as the social conditions that influence such barriers, with particular attention paid to socially and economically marginalized populations residing in the jurisdiction.

01.03.04: Track actions taken by governmental public health and partners and identify facilitating and impeding factors in implementing programs and strategies to reduce barriers to care.

Massachusetts Examples

01.03.00 A: Build partnerships with local healthcare providers and community partners to implement initiatives aimed at enhancing access to care, such as deploying mobile clinics, implementing community health worker programs, providing assistance with accessing telemedicine services, and promoting available resources.

01.03.00 B: Collaborate with partners for targeted population groups to reduce inequity such as hosting enrollment sessions and educational workshops for MassHealth to offer comprehensive guidance and ongoing support to navigate the enrollment process and understand their healthcare coverage.

01.04.00: Inform, communicate, work cooperatively with, and influence others on policy, system, and programmatic changes to facilitate access to health services.

FPHS Activity	01.04.01: Engage with the appropriate governing entity about the public health agency's role and legal authority around access to and linkage with clinical care policy.
	01.04.02: Build and maintain relationships with appropriate audiences to establish trust with governmental public health in the performance of strategies to improve access to and linkage with clinical care.
	01.04.03: Develop public health policy related to barriers to accessing clinical care that is evidence-based, mindful of equity, and conscious of populations that might be disproportionately impacted by policies that address barriers to accessing clinical care.
	01.04.04: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction that might impact the barriers to accessing clinical care but are beyond the immediate scope or authority of the governmental public health department.
	01.04.05: Develop, implement, and maintain written organizational policies on addressing barriers to accessing clinical care.
	01.04.06: Organize support for public health statutes, regulations, rules, ordinances, and other policies related to barriers to accessing clinical care and place them before an entity with the legal authority to enact them.
	01.04.07: Partner with healthcare agencies and community partners to provide education and technical assistance related to understanding statutes, regulations, rules, ordinances, and other policies relating to accessing clinical care.
	01.04.08: Coordinate and integrate categorically funded services that support access to and linkage with clinical care.
Massachusetts Examples	01.04.00 A: Collaborate with various local/regional departments, organizations, or officials to advocate for policy changes to remove structural barriers to accessing clinical care, such as transportation and affordability constraints, ensuring that all people in the municipality have fair and equal access to essential healthcare services.
	01.04.00 B: Develop or adapt available educational materials using local relevant data and resources, empowering partners with actionable insights on enhancing service accessibility.
	01.04.00 C: Facilitate the enhancement of health department capabilities in aiding public access to clinical care. This may include sponsoring a community health worker or patient navigator training, or establishing a collaborative training initiative to ensure seamless referrals from public health nurses, administrative staff, relevant community organizations, and other frontline personnel.

01.05.00: Examine and monitor the quality, effectiveness, and cost-efficiency of clinical care

FPHS Activity

01.05.01: Partner with healthcare and community partners to assess the availability, access, timeliness, quality, and cost of clinical care services among populations.

01.05.02: Partner with healthcare agencies to understand metrics related to the accessibility of clinical care and co-create plans to monitor these indicators locally.

01.05.03: Inform and influence policies, statutes, ordinances, rules, and regulations related to the quality, effectiveness, and cost-efficiency of clinical care services.

Mass.

01.05.00 A: Increase shared services and shared resources across municipalities to reduce costs and promote access to relevant data and clinical care.

01.06.00: Ensure licensed health care facilities and providers comply with laws and rules as appropriate

FPHS Activity

01.06.01: Monitor clinical care facilities and providers based on state statutes and federal laws.

01.06.02: Provide technical assistance to clinical care facilities and providers as needed.

01.06.03: Convene public health partners, communities, and individuals, to improve a clinical care facility or providers' quality of service and achieve compliance, especially before enforcement action is needed.

01.06.04: Review clinical care providers' qualifications and issue credentials, including licenses.

01.06.05: Conduct regulatory reviews of clinical care facilities to support compliance with municipal, state, and federal standards.

01.06.06: Investigate complaints against clinical care facilities and providers and take enforcement actions. (Enforcement actions include practice restrictions, etc.)

Mass. Examples

01.06.00 A: Utilize and/or edit a Standard Operating Procedure and train public facing staff to properly refer complaints to the appropriate state and/or local regulatory authority.

01.06.00 B: Ensure licensed healthcare facilities and providers comply with applicable laws and regulations that are enforced by LPH, such as State Sanitary Code, State Environmental Code, Reportable Disease Code and tobacco laws and regulations.



Chronic Disease & Injury Prevention

02.01.00: Develop a chronic disease and injury prevention plan, as well as plans for the prevention and control of specific chronic diseases or sources of injury.

FPHS Activity

02.01.01: Assess the need for prevention and control of chronic disease and injury in the jurisdiction, including the specific needs of those disproportionately impacted by the lack of such services.

02.01.02: Assess the factors and conditions that affect chronic disease and injury, including the social determinants of health and their impact on chronic disease and injuries.

02.01.03: Convene public health partners to identify strategies or initiatives for governmental public health to address chronic disease and injury in the jurisdiction.

02.01.04: Develop and maintain collaborative plans for the prevention and control of chronic disease and injury.

Massachusetts Examples

02.01.00 A: Conduct, participate in, or utilize a comprehensive needs assessment to evaluate existing resources, analyze data, and set clear goals and objectives to assess the need for health promotion and prevention efforts with regards to chronic disease and injuries (this could be part of a community health assessment and/or a community health improvement plan).

02.01.00 B: Ensure that the built environment is reviewed and improved for accessibility, walkability, and safety, with a focus on falls prevention and access across the lifespan, while promoting changes that make healthy choices easier for all residents, including age-friendly modifications, active transportation options, and open spaces.

02.02.00: Provide timely, scientifically accurate, and locally relevant information on chronic diseases and injury prevention.

FPHS Activity	02.02.01: Participate in and access external information systems for chronic diseases and injuries.
	02.02.02: Collect or access data related to chronic diseases and injuries to guide public health planning and decision-making within the jurisdiction.
	02.02.03: Analyze data related to chronic diseases and injuries in collaboration with partners, communities, and individuals with lived experience.
	02.02.04: Validate information, data, analysis, and findings related to chronic diseases and injuries.
	02.02.05: Conduct epidemiologic surveillance of the population with respect to chronic diseases and injuries.
	02.02.06: Use metrics to monitor the quality of chronic disease and injury prevention activities within the jurisdiction.
	02.02.07: Collaborate with partners, communities, and individuals, including those disproportionately affected by chronic disease and injury risks, to understand the prevention and control of those risks from the perspective of lived experience.
	02.02.08: Educate the partners, communities, and individuals on chronic diseases and injuries.
Massachusetts Examples	02.02.00 A: Utilize various external information systems such as the Weapon Related Injury Surveillance System (WRISS), the State Unintentional Opioid Overdose Reporting System (SUDORS), and dashboards currently available on the mass.gov website such as the Opioid-Related EMS Incidents dashboard to assess municipality and/or Shared Services Arrangement level injury data.
	02.02.00 B: Collaborate with relevant local municipal departments, law enforcement agencies, fire departments, school nurses, medical facilities, district attorneys, and people with lived experiences to gather, assess, and share data pertaining to injury occurrences, including incidents of drug overdose and gun violence.
	02.02.00 C: Collaborate with school nurses to gather, assess, and share data on student population health issues and trends related to substance use, mental health, and food security. Participate in local prevention coalitions.
	02.02.00 D: Collaborate with local emergency responders, care providers, and councils on aging (COA) to acquire data on senior falls and partner with COAs to provide evidence based fall prevention programs for mature adults along with education for caregivers.

02.03.00: Implement population-based strategies to address issues related to chronic disease and injury.

FPHS Activity	02.03.01: Implement systems and structures for chronic disease and injury prevention strategies.
	02.03.02: Develop and maintain written training materials on prevention and control of chronic disease and injury risks and provide training to relevant staff.
	02.03.03: Implement prioritized strategies or initiatives identified to address chronic disease or injury issues, as well as the social conditions that influence such issues for the population, specifically in the jurisdiction.
	02.03.04: Track actions taken by governmental public health and partners and identify facilitating and impeding factors in implementing chronic disease and injury prevention programs and strategies.
	02.03.05: Assure provision of environmental, biological, and chemical laboratory testing, including for chronic disease issues.
	02.03.06: Contribute to an effective system that enables equitable access to screening, referrals, and treatment of chronic disease and injuries.
Massachusetts Examples	02.03.00 A: Establish, support, and/or connect residents to food access resources, including food pantries and other collaborative initiatives, to effectively address food insecurity.
	02.03.00 B: Establish and conduct blood pressure screenings following evidence based practices for all ages at various community hubs, including senior centers, libraries, and other locations frequented by the public. Implement a referral system connecting individuals with local healthcare providers for further evaluation and care.
	02.03.00 C: Collaborate with the community benefits department of the local hospital to develop a policy brief addressing the factors contributing to chronic diseases within the community, outlining preventive and mitigation strategies, including community-specific municipal-level activities, and analyzing the impact on healthcare costs associated with these conditions.
	02.03.00 D: Collaborate with police, fire, and mental health providers to establish a Post Overdose Outreach program within the municipality and/or Shared Services Arrangement.

02.04.00: Inform, communicate, work cooperatively with, and influence others on policy, system, and environmental changes that will prevent harm and improve health related to chronic disease and injury.

FPHS Activity

02.04.01: Engage with the appropriate governing entity about the public health agency's role and legal authority around chronic disease and injury prevention strategies.

02.04.02: Build and maintain relationships with appropriate audiences to establish trust in governmental public health regarding the performance of chronic disease and injury prevention strategies.

02.04.03: Develop public health policy related to preventing or controlling chronic disease or injury risks that is evidence-based, mindful of equity, and conscious of populations that might be disproportionately impacted by chronic disease and injury prevention policies.

02.04.04: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction that might impact chronic disease and injury beyond the immediate scope or authority of the governmental public health department.

02.04.05: Develop, implement, and maintain written organizational policies on chronic disease and injury prevention strategies.

02.04.06: Organize support for public health statutes, regulations, rules, ordinances, and other policies related to chronic disease and injury issues and place them before an entity with the legal authority to enact them.

02.04.07: Provide education and technical assistance to organizations involved in chronic disease and injury prevention initiatives to support their compliance with statutes, regulations, rules, ordinances, and other policies.

02.04.08: Coordinate and integrate categorically funded chronic disease and injury prevention programs and services.

02.04.00: Inform, communicate, work cooperatively with, and influence others on policy, system, and environmental changes that will prevent harm and improve health related to chronic disease and injury.

Massachusetts Examples

- 02.04.00 A: Deliver comprehensive local chronic disease data presentations to municipal boards, such as the board of health, planning board, and board of selectmen, including recommendations for municipal action. Share this data, based on local needs assessments, with the local board of health (LBOH) and the broader community through various platforms, including the city or town website, social media, local access television, and newsletters, ensuring wide dissemination of the information.
- 02.04.00 B: Support the expansion of harm reduction services, such as naloxone distribution programs, fentanyl test strips distribution and syringe exchange services, to prevent overdose deaths and reduce transmission of infectious diseases.
- 02.04.00 C: Collaborate with overdose prevention coalitions, including those funded by the Massachusetts Opioid Abuse Prevention Collaborative (MOAPC), to explore the establishment of an Overdose Prevention Center within the municipality and/or Shared Services Arrangement (SSA).
- 02.04.00 D: Partner with local food pantries, schools, and other non-profit organizations agencies to promote the availability and affordability of fresh fruits and vegetables, and eliminate/reduce food deserts within the municipality and/or Shared Services Arrangement (SSA).
- 02.04.00 E: Partner with schools and other municipal departments to establish Safe Route to Schools programs within the municipality and/or Shared Services Arrangement. Engage parents and students in walkability/bikeability audits to inform improvements needed to infrastructure to enhance safety.
- 02.04.00 F: Support municipal planning boards within the municipality or Shared Services Arrangement to promote the adoption of Complete Streets policy.
- 02.04.00 G: Partner with municipal, community, regional, and state partners like Mass in Motion and the Root Cause Solutions Exchange to incorporate upstream prevention strategies, using the Social Determinants of Health model, to engage in primary prevention of chronic disease.
- 02.04.00 H: Acknowledge the impact of racism and white supremacy in policy and systems, and how that translates into health inequities. Take action to ensure equitable access to health for all residents.



Communicable Disease Control

03.01.00: Develop a communicable disease prevention plan, as well as plans for the prevention and control of specific communicable diseases.

FPHS Activity

03.01.01: Assess the need for communicable disease prevention and control interventions in the jurisdiction, including the specific needs of those disproportionately impacted by specific communicable diseases.

03.01.02: Assess the factors and conditions that affect the prevention and control of communicable diseases.

03.01.03: Convene public health partners to identify strategies or initiatives for governmental public health to address communicable diseases in the jurisdiction.

03.01.04: Develop, implement, and maintain collaborative plans for the prevention and control of communicable diseases.

Mass.

03.01.00 A: Design or utilize existing comprehensive assessment tools, such as surveys and focus group guides, to systematically evaluate the impact, outcomes, and effectiveness of prevention and control measures in reducing the spread of communicable diseases.

03.02.00: Provide timely, scientifically accurate, and locally relevant information on communicable diseases and their control.

FPHS Activity	03.02.01: Participate in and access external information systems for the reporting and surveillance of communicable diseases and their control. 03.02.02: Collect data related to communicable diseases and their control to guide public health planning and decision-making within the jurisdiction. 03.02.03: Analyze data related to communicable diseases and their control in collaboration with partners, communities, and individuals with lived experience. 03.02.04: Validate information, data, analysis, and findings related to communicable diseases and their control with those impacted by the results. 03.02.05: Conduct epidemiologic surveillance of the population with respect to communicable diseases. 03.02.06: Use metrics to monitor the quality of communicable disease prevention and control within the jurisdiction. 03.02.07: Collaborate with partners, communities, and individuals, including those disproportionately affected by communicable diseases, to understand the prevention and control of communicable disease from the perspective of lived experience. 03.02.08: Educate partners, communities, and individuals on communicable diseases and their control.
Massachusetts Examples	03.02.00 A: Establish and maintain a dedicated section on the local public health department or Shared Service Arrangement website, providing comprehensive and up-to-date information in multiple languages on specific/relevant communicable diseases, including educational materials on prevention and control measures. 03.02.00 B: Recruit and train trusted community leaders and partners, including community health workers, as outreach ambassadors for communicable disease control, focusing on tasks such as promoting vaccination awareness and education. 03.02.00 C: Ensure MAVEN-trained staff can effectively export and analyze data, understand case classifications and public data sharing standards, and utilize this information to actively and appropriately monitor local trends and guide communicable disease prevention and control services. 03.02.00 D: Develop a communications plan for outbreak and emerging diseases, outlining what sort of detail will be provided on cases so that the line between privacy and public health intervention is understood prior to an emergency.

03.03.00: Implement population-based communicable disease prevention and control programs and strategies.

FPHS Activity

- 03.03.01: Implement systems and structures for communicable disease prevention and control.
- 03.03.02: Develop and maintain written training materials on communicable disease prevention and control and provide training to relevant staff.
- 03.03.03: Implement prioritized strategies or initiatives identified to address communicable disease risks, as well as the social conditions that influence communicable disease risks in the jurisdiction.
- 03.03.04: Track actions taken by governmental public health and partners and identify factors that make it easier or more challenging to implement communicable disease prevention and control programs and strategies.
- 03.03.05: Assure provision of environmental, biological, and chemical laboratory testing, including for identification and characterization of communicable agents and development of antibody tests.
- 03.03.06: Contribute to an effective system that enables equitable access to screening, referrals, and treatment of communicable disease

Massachusetts Examples

- 03.03.00 A: Collaborate with partners such as community-based organizations, faith-based organizations, and municipal service personnel (e.g., police, fire, public health nurses, school administrators, community health workers, social workers, etc.) who specialize in connecting with under-vaccinated populations, to identify strategic locations for mobile vaccination clinics and educational programming on prevention initiatives across the community.
- 03.03.00 B: Develop a comprehensive tuberculosis case management plan that includes protocols for managing both active disease and latent infections, incorporating public health nurse case management, contact tracing, and technology-based directly observed therapy (DOT).
- 03.03.00 C: Conduct educational seminars and create public awareness campaigns on the prevention and control of communicable diseases like mosquito and tick-borne diseases, foodborne diseases, vaccine preventable diseases, etc.

03.04.00: Inform, communicate, work cooperatively with, and influence others on policy, system, and programmatic changes for communicable disease prevention and control.

FPHS Activity	03.04.01: Engage with the appropriate governing entity about the public health agency's role and legal authority relating to communicable disease prevention and control policy.
	03.04.02: Build and maintain relationships with appropriate audiences to establish trust with governmental public health in the performance of communicable disease prevention and control.
	03.04.03: Develop public health policy related to communicable disease prevention and control that is evidence-based, mindful of equity, and conscious of populations that might be disproportionately impacted by communicable disease prevention and control policies.
	03.04.04: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction that might impact the prevention or control of communicable diseases but are beyond the immediate scope or authority of the governmental public health department.
	03.04.05: Develop, implement, and maintain written organizational policies on communicable disease prevention and control.
	03.04.06: Organize support for public health statutes, regulations, rules, ordinances, and other policies related to communicable disease prevention and control and place them before an entity with the legal authority to enact them.
	03.04.07: Provide education and technical assistance to organizations involved in preventing and controlling communicable diseases to support their compliance with statutes, regulations, rules, ordinances, and other policies.
	03.04.08: Coordinate and integrate categorically funded communicable disease programs and services.
Massachusetts Examples	03.04.00 A: Create a quarterly local communicable disease report to present to the local board of health, municipal leaders, local healthcare providers, faith-based organizations, and other community partners to educate, inform, and guide policy and programmatic changes.
	03.04.00 B: Work within municipal government to establish a dedicated revolving account for vaccination programs.
	03.04.00 C: Develop educational materials in multiple languages, reflective of the languages spoken in the community, and outreach to local food establishments about responsibilities of staff with suspected or confirmed communicable diseases and food handler exclusions.
	03.04.00 D: Ensure staff who conduct case investigations are trained in communicable disease intervention strategies and patient interviewing to support public health surveillance and interrupt disease transmission. Partner with healthcare providers to ensure the timely availability of Post-Exposure Prophylaxis and medical countermeasures for exposed contacts.

03.05.00: Conduct disease investigations and response to communicable disease outbreaks.

FPHS Activity

03.05.01: Monitor and report public health violations and enforcement responses related to communicable disease prevention and control and notify the public as necessary.

03.05.02: Conduct timely investigations for reportable communicable diseases, disease-related complaints, and suspected outbreaks according to standard protocols and guidance.

03.05.03: Identify and respond to emerging issues related to communicable diseases or their prevention and control.

Massachusetts Examples

03.05.00 A: Conduct appropriate and timely MAVEN case investigations and follow-up, running monthly reports to detect emerging health issues and trends.

03.05.00 B: Ensure there is at least one primary and one secondary/backup staff member in each municipality maintaining MAVEN access, providing timely response to immediate cases and acknowledging disease events every 24-48 hours, and keeping communication events up-to-date. The secondary/backup may be a staff member of that municipality or Shared Services Arrangement who ensures MAVEN coverage for when the primary is out of office.

03.06.00: Enforce public health laws to prevent and control communicable diseases.

FPHS Activity

03.06.01: Enforce laws, rules, policies, and procedures related to the prevention and control of communicable diseases per local, state, and federal mandates and guidelines.

03.06.02: Report presumed and diagnosed cases of reportable communicable diseases identified by the governmental public health agency.

03.06.03: Issue and enforce emergency health orders related to the prevention or control of communicable diseases, such as orders for isolation, quarantine, examination, treatment, or other preventive measures per federal, state, and local laws.

Mass. Example

03.06.00 A: Develop documented enforcement protocols and communication toolkits that outline enforcement mechanisms and procedural steps for communicable disease control measures. This may include the creation of templates for notification letters, outbreak notifications, isolation and quarantine orders, food handler restrictions, emergency health orders, mask-use signage, outbreak vaccination clinic notifications, etc.

03.07.00: Maintain or participate in a statewide immunization program and assure the availability of immunizations to the public.

FPHS Activity	03.07.01: Develop, implement, and enforce laws, rules, policies, and procedures related to immunizations per federal, state, and local standards, policies, and laws. 03.07.02: Ensure that health care providers, pharmacists, school officials, and the public are educated about the statewide immunization information system and how to enter and access data, as appropriate. 03.07.03: Ensure that health care providers, pharmacists, infection control specialists, school officials, the public, and others are educated about vaccine-preventable diseases and immunizations, vaccination recommendations and requirements, and safe and effective immunization practices. 03.07.04: Develop, maintain, or participate in an immunization information system for tracking vaccination administrations and monitoring immunization statuses. 03.07.05: Promote immunization through strategic and culturally sensitive communication strategies and in collaboration with schools, health care providers, and other trusted community partners to increase vaccination rates. 03.07.06: Assure the safe and effective administration of necessary vaccinations for the public.
Massachusetts Examples	03.07.00 A: Collaborate with school health services to identify children in need of vaccinations and address barriers to obtaining required and recommended vaccines. Develop a plan for coordinating referrals to public health nurses to administer vaccinations. Ensure that the municipality and/or Shared Services Arrangement have access to the Federal Vaccine for Children Program vaccines. 03.07.00 B: Collaborate with relevant community health providers to develop and implement immunization clinics including childhood immunizations; hepatitis vaccines for high-risk groups; vaccinations for un- and under-insured individuals; vaccinations for newly arrived immigrants, refugees, and other migrants; and mass vaccination sites. Additionally, develop a program for in-home vaccinations for homebound individuals.



Environmental Public Health

04.01.00: Develop a plan to promote environmental health.

FPHS Activity

04.01.01: Assess the need for prevention or abatement of environmental health threats in the jurisdiction.

04.01.02: Assess the factors and conditions that affect the prevention or abatement of environmental health threats.

04.01.03: Convene public health partners to identify strategies or initiatives for governmental public health to address environmental hazards in the jurisdiction.

04.01.04: Develop and maintain collaborative plan(s) for environmental health protection.

Massachusetts Examples

04.01.00 A: Conduct or participate in a comprehensive community health assessment (CHA) with a focus on Environmental Health, encompassing evaluations of air and water quality, waste management systems, pollutant exposure, climate change, childhood lead poisoning prevention, availability of affordable housing, etc. and their implications for public health.

04.01.00 B: Develop or participate in an Environmental Health Promotion strategy centered on equity and environmental justice, outlining clear, achievable objectives and goals that are both measurable and feasible.

04.01.00 C: Develop and implement educational campaigns utilizing local environmental data to raise awareness and promote action towards improving environmental health within environmental justice neighborhoods (e.g., reducing lead exposure for children, creation of air quality dashboards, education around how to manage extreme heat events, information on how to find resources to pay for needed home repairs, etc.).

04.02.00: Provide timely, scientifically accurate, and locally relevant information on the environment and environmental threats and their control.

FPHS Activity	04.02.01: Participate in and access external information systems for environmental health.
	04.02.02: Collect or access data related to environmental health to guide public health planning and decision-making within the jurisdiction.
	04.02.03: Analyze and interpret environmental health information in collaboration with partners, communities, and individuals with lived experience.
	04.02.04: Validate information, data, analysis, and findings related to environmental health with those impacted by the results.
	04.02.05: Conduct epidemiologic surveillance of the jurisdiction with respect to environmental health.
	04.02.06: Use metrics to monitor the quality of environmental health for the population and within the jurisdiction.
	04.02.07: Collaborate with partners, communities, and individuals, including those disproportionately affected by environmental health risks, to understand environmental health from the perspective of lived experience.
	04.02.08: Educate the partners, communities, and individuals on environmental health issues.
Massachusetts Examples	04.02.00 A: Develop and implement a protocol for public notification of environmental health threats, including incidents such as air or water pollution, hazardous material spills, combined sewer overflow, emerging contaminants, etc., providing timely updates and actionable guidelines for protection and mitigation.
	04.02.00 B: Leverage the Massachusetts Environmental Public Health (MA EPHT) tracking system to access environmental health data, enabling assessment of issues, detection of abnormal trends, identification of at-risk populations, and the streamlining of environmental public health research.
	04.02.00 C: Monitor local environmental health metrics of interest (e.g., mosquito-borne diseases, tick-borne diseases, waterborne outbreaks, air quality, hazardous waste levels, radiation exposure, soil contamination, childhood lead poisoning etc.) and raise awareness on areas of concern to the appropriate stakeholders.

04.03.00: Implement population-based environmental health programs and strategies.

FPHS Activity	04.03.01: Implement systems and structures for environmental health programs and strategies.
	04.03.02: Develop and maintain written training materials on prevention and abatement of environmental health risks and provide training to relevant staff.
	04.03.03: Implement prioritized strategies or initiatives identified to address environmental health issues, as well as the social conditions that influence environmental health issues for the population, specifically in the jurisdiction.
	04.03.04: Track actions taken by governmental public health and partners and identify facilitating and impeding factors in implementing environmental health programs and strategies.
	04.03.05: Assure provision of environmental, biological, and chemical laboratory testing, including for environmental health risks.
Massachusetts Examples	04.03.00 A: Implement a comprehensive community-wide educational initiative (by municipality or regionally), utilizing a variety of diverse channels for disseminating informational materials, in multiple languages as necessary, aimed at raising awareness about environmental health threats specific to the community.
	04.03.00 B: Engage in collaborative efforts with government agencies and community partners to provide a range of environmental health prevention resources at minimal or zero cost (e.g. hand sanitizer, sunscreen, tick removers, etc.).
	04.03.00 C: Partner with a hazardous materials management program in collaboration with local Fire Departments, Emergency Management, and other relevant departments, for the municipality and/or Shared Services Arrangement (SSA).

04.04.00: Inform, communicate, work cooperatively with, and influence others whose work impacts environmental health.

FPHS Activity	04.04.01: Engage with the appropriate governing entity about the public health agency's role and legal authority around environmental health policy.
	04.04.02: Build and maintain relationships with appropriate audiences to establish trust with governmental public health in the performance of preventing or abating environmental health risks.
	04.04.03: Develop public health policy related to preventing or abating environmental health risks that are evidence-based, mindful of equity, and conscious of populations that might be disproportionately impacted by environmental health policies.
	04.04.04: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction that might impact the environmental health risks but are beyond the immediate scope or authority of the governmental public health department.
	04.04.05: Develop, implement, and maintain written organizational policies on the prevention and abatement of environmental health risks.
	04.04.06: Organize support for public health statutes, regulations, rules, ordinances, and other policies related to environmental health issues and place them before an entity with the legal authority to enact them.
	04.04.07: Provide education and technical assistance to organizations involved in the prevention and abatement of environmental health risks to support their compliance with statutes, regulations, rules, ordinances, and other policies.
	04.04.08: Coordinate and integrate categorically funded environmental public health programs and services.
	04.04.09: Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes and resilient communities.
Massachusetts Examples	04.04.00 A: Partner with the municipal planning board/department and establish a standard protocol to gain opportunity to offer comments regarding environmental health impacts on all proposed projects within the municipality.
	04.04.00 B: Participate in collaboration efforts to understand, integrate, and influence policy with a range of other agencies including other municipalities, planning boards, local zoning boards, Massachusetts State agencies, etc.
	04.04.00 C: When applicable, assist the Massachusetts Department of Environmental Protection (DEP) and develop a partnership to provide local support on state enforcement of 21E law and regulation and other environmental protection programs.

04.05.00: Diagnose, investigate, and respond to environmental threats to the public's health.

FPHS Activity

04.05.01: Monitor and report public health violations and enforcement responses related to prevention and abatement of environmental health risks and notify the public, as necessary.

04.05.02: Conduct timely investigations in response to environmental health risks according to standard protocols and guidance.

04.05.03: Identify and respond to emerging issues related to environmental health risks.

04.05.04: Collaborate with partners, communities, and individuals to collect complaints and reports regarding environmental health risks.

04.05.05: Analyze patterns and trends related to complaints, enforcement, and compliance activities related to environmental health risks.

Massachusetts Examples

04.05.00 A: Utilize resources such as the Massachusetts Environmental Public Health Tracking (EPHT) system to monitor environmental health quality within the population and jurisdiction by tracking established indicators such as air and water quality standards, pollution levels, and compliance with environmental regulations.

04.05.00 B: Develop and regularly update protocols in collaboration with other municipal departments, such as Fire, Emergency Management, and DPW, responsible for addressing environmental emergencies and threats, encompassing diverse concerns such as lead detection in water sources, management of air quality emergencies, and response to hazardous waste incidents.

04.06.00: Conduct mandated environmental public health inspections and oversight to protect the public from hazards in accordance with federal, state, and local laws and regulations.

FPHS Activity	04.06.01: License, certify, or permit regulated parties or entities within the jurisdiction.
	04.06.02: Inspect regulated parties or entities within the jurisdiction for environmental health hazards and code violations.
	04.06.03: Investigate and document environmental health complaints for regulated parties or entities within the jurisdiction.
	04.06.04: Issue, enforce, and document corrective actions with respect to code violations for regulated parties or entities within the jurisdiction.
	04.06.05: Issue and enforce emergency health orders related to environmental health risks.
	04.06.06: Perform and document follow-up activities for remediation for regulated parties or entities within the jurisdiction.
Massachusetts Examples	04.06.00 A: Ensure adherence to regulations concerning burial grounds and interments within the municipalities, including rules for burial practices, penalties for violations, oversight of undertakers' use of tombs, closure of burial places when necessary for public health, and ensure public awareness of these regulations.
	04.06.00 B: Take proactive measures to effectively enforce all chapters of the state sanitary code.
	04.06.00 C: Conduct comprehensive environmental health inspections, addressing hazards such as food safety, waste management, noise and odor nuisances, minimum human habitation standards, and vector control.
	04.06.00 D: Enforce environmental health codes and regulations by issuing corrective action notices or citations, and imposing strict measures such as fines, penalties, or suspension of licenses or permits until violations are corrected.
	04.06.00 E: Perform follow-up inspections in a timely manner to assess the efficacy of corrective actions taken by regulated entities in addressing identified violations.
	04.06.00 F: Create an action plan to enhance capacity and meet the Environmental Protection Performance Standards and Workforce Standards.
	04.06.00 G: Develop standard operating procedures for processes to create a uniform response to various environmental inspections.
	04.06.00 H: Provide uniform inspection training for all environmental health staff on various environmental health issues (e.g., food inspections, housing, lead determinations, camps, beaches, pools, septic systems, etc.).



Maternal, Child, & Family Health

05.01.00: Develop a maternal and child health plan, as well as plans for addressing specific maternal, child, and family health issues.

FPHS Activity

05.01.01: Assess the need for maternal, child, and family health services in the jurisdiction, including the specific needs of those disproportionately impacted by inequitable access to such services.

05.01.02: Assess the factors and conditions that affect maternal, child, and family health, including the social determinants of health and their impact on maternal, child, and family health status.

05.01.03: Convene public health partners to identify strategies or initiatives for governmental public health to address maternal, child, and family health in the jurisdiction.

05.01.04: Develop and maintain a collaborative plan for maternal, child, and family health.

Massachusetts Examples

05.01.00 A: Conduct an assessment of maternal, child, and family health needs every 5 years within the municipality and/or Shared Service Arrangement (SSA) examining systemic access disparities and the impact of social determinants utilizing local and state-level data available through MDPH and the Massachusetts Title V Maternal and Child Health Block grant. Engage and collaborate with public health partners (e.g., birth hospitals, hospital discharge planners, home visiting programs, early education and care providers, doulas, pediatricians, obstetricians, schools, family and homeless shelters, food banks, diaper banks, disability services for youth with special health care needs, etc.) and families to develop and maintain a comprehensive Community Health Improvement Plan to address the identified challenges effectively.

05.02.00: Provide timely, scientifically accurate, and locally relevant information on maternal, child, and family health.

FPHS Activity	05.02.01: Participate in and access external information systems for maternal, child, and family health.
	05.02.02: Collect or access data related to maternal, child, and family health to guide public health planning and decision-making within the jurisdiction.
	05.02.03: Analyze data related to maternal, child, and family health and injuries in collaboration with partners, communities, and individuals with lived experience.
	05.02.04: Validate information, data, analysis, and findings related to maternal, child, and family health.
	05.02.05: Conduct epidemiologic surveillance of the population with respect to maternal, child, and family health indicators.
	05.02.06: Use metrics to monitor the quality of maternal, child, and family health activities within the jurisdiction.
	05.02.07: Collaborate with partners, communities, and individuals, including those disproportionately affected by maternal, child, and family health risks, to understand the prevention and control of those risks from the perspective of lived experience.
	05.02.08: Educate the partners, communities, and individuals on maternal, child and family health risks and prevention and control of those risks.
Massachusetts Examples	05.02.00 A: Utilize data dashboards to analyze local maternal and child health information, incorporating key metrics such as those from the Maternal Mortality and Morbidity Initiative, racial disparities in maternal and infant health, Neonatal Abstinence Syndrome, and the Pregnancy Risk Assessment Monitoring System (PRAMS & PRAMS for Dads), for comprehensive insights.
	05.02.00 B: Partner with local Head Start programs, child-care providers, preschools, schools and libraries to support health education, fostering healthy habits among children and families by implementing initiatives such as school wellness policies, nutrition education, social and emotional wellness programs, providing support for families experiencing food insecurity, and engaging physical activity programs.
	05.02.00 C: Implement community health education programs centered on maternal, child, and family health needs through interactive workshops, seminars, and outreach events conducted in collaboration with local partners, ensuring access in appropriate languages for the community. Engage families in the planning, design and implementation of programs.
	05.02.00 D: Evaluate the accessibility and affordability of family planning services (e.g., birth control options, safer sex kits, Plan B, etc.) for those with limited access to healthcare facilities or family planning services and generate recommendations to address barriers.

05.03.00: Implement population-based strategies to address issues related to maternal, child, and family health.

FPHS Activity	05.03.01: Implement systems and structures to support maternal, child, and family health, with specific attention paid to systemic solutions supporting populations experiencing maternal, child, and family health disparities. 05.03.02: Develop and maintain written training materials on prevention and control of maternal, child, and family health risks and provide training to relevant staff. 05.03.03: Implement prioritized strategies or initiatives identified to address maternal, child, and family health issues, as well as the social conditions that influence maternal, child, and family health issues for the population, specifically in the jurisdiction. 05.03.04: Track actions taken by governmental public health and partners and identify facilitating and impeding factors in implementing maternal, child, and family health programs and strategies. 05.03.05: Assure availability of environmental, biological, and chemical laboratory testing, including for maternal and child health issues.
Massachusetts Examples	05.03.00 A: Implement and/or promote programs to connect families and pregnant individuals with preventive care and screenings (e.g., Doula Initiative, depression screening, newborn screening, infant immunizations, Sudden Infant Death Syndrome risk reduction practices, AWHONN's Post-Birth Warning Signs, etc.) fostering proactive health management and early intervention. 05.03.00 B: Deploy or connect community health workers and doulas to provide outreach, education, and support to at-risk families, particularly in underserved and historically marginalized communities (e.g., nutrition, parenting support, infectious disease screenings, glucose testing, access to healthcare, etc.).

05.04.00: Inform, communicate, work cooperatively with, and influence others on policy, system, and environmental changes that will prevent harm and improve maternal, child, and family health.

FPHS Activity	05.03.01: Engage with the appropriate governing entity about the public health agency's role and legal authority around maternal, child, and family health policy. 05.03.02: Build and maintain relationships with appropriate audiences to establish trust with governmental public health in the performance of maternal, child, and family health strategies. 05.03.03: Develop public health policy related to preventing or controlling maternal, child, and family health risks that are evidence-based, mindful of equity, and conscious of populations that might be disproportionately impacted by policies that prevent or control risks to maternal, child, and family health. 05.03.04: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction that might impact maternal, child, and family health, but which are beyond the immediate scope or authority of the governmental public health department. 05.03.05: Develop, implement, and maintain written organizational policies on maternal, child, and family health prevention strategies. 05.03.06: Organize support for public health statutes, regulations, rules, ordinances, and other policies related to maternal and child health and place them before an entity with the legal authority to enact them. 05.03.07: Provide education and technical assistance to organizations involved in maternal and child health initiatives to support their compliance with statutes, regulations, rules, ordinances, and other policies. 05.03.08: Coordinate and integrate categorically funded maternal and child health programs and services.
Mass. Examples	05.04.00 A: Establish collaborative partnerships with healthcare providers and community partners to efficiently distribute resources on maternal, child, and family health, creating a supportive network that enhances accessibility and empowers individuals and communities to make informed decisions about their well-being. 05.04.00 B: Design targeted campaigns and initiatives informed in partnership with community members to raise awareness and facilitate equitable access to services, such as immunizations for school-aged children.

05.05.00: Assure provision of mandated newborn screenings and follow-ups according to state or federal mandates.

FPHS Activity

05.05.01: Inform and influence state policy related to newborn screenings according to evidence-based practices and standards.

05.05.02: Establish and maintain or participate in systems, infrastructure, and/or community partnerships related to newborn screenings, early intervention, and follow-up.

05.05.03: Assess the availability, capacity, and distribution of clinical care services for newborn screening, with a focus on identifying any barriers to access.

05.05.04: Assure that infants receive newborn screenings as soon as possible after birth to increase early identification of disorders that can be detected at or after birth.

05.05.05: Develop and maintain systems for identifying infants with abnormal screening results, referring them for diagnostic assessments, and connecting them with treatment and support services as needed.

05.05.06: Monitor the effectiveness of the newborn screening program

There are no Massachusetts Examples for this Headline Responsibility



Accountability & Performance Management

06.01.00: Maintain accountability according to accepted business practices, applicable policies, and public health accreditation.

FPHS Activity

06.01.01: Develop and maintain infrastructure and systems to manage and track accountability for governmental public health.

06.01.02: Monitor actions taken by governmental public health and partners in implementing public health activities.

06.01.03: Deliver public health services according to accepted business standards, applicable policies, and public health accreditation standards and measures.

Massachusetts Examples

06.01.00 A: Establish and implement a comprehensive evaluation plan that includes regular assessment/data collection to ensure compliance with applicable municipal policies, public health accreditation standards, and internal strategic plan in service delivery.

06.01.00 B: Implement an accountability and performance management framework that integrates key elements from widely accepted tools such as Public Health Accreditation Board (PHAB) accreditation criteria and the Foundational Public Health Services (FPHS), to enhance organizational effectiveness and contribute to improved population health.

06.01.00 C: Complete the Performance Standards Self-Assessment Tool (available on the Mass.gov website) at least once annually. This tool allows local public health to measure their ability to achieve the Performance Standards.

PHAB Accreditation Measure: Identify and use applicable research and practice-based information for program development and implementation.

06.02.00: Maintain a performance management structure and establish appropriate quality improvement initiatives.

FPHS Activity

06.02.01: Develop and maintain infrastructure and systems, manage performance, and monitor achievement of agency objectives through established metrics.

06.02.02: Build organizational and staff competency in evaluation both to inform process improvement and to understand impact of public health interventions.

06.02.03: Develop, implement, and maintain a written plan for organizational quality improvement and cultivate a culture of quality improvement.

Massachusetts Examples

06.02.00 A: Develop a performance management framework within the health department to systematically measure staff outputs, implement ongoing quality improvement programs, streamline coordination, etc.

06.02.00 B: Facilitate or procure training opportunities, such as Lean Six Sigma, for staff aimed at enhancing their evaluation skills and formulating effective quality improvement targets.

06.02.00 C: Implement annual staff performance evaluations, documenting outcomes to identify competencies, strengths, and areas for improvement to guide strategic performance management decisions and staff training.

PHAB Accreditation Measure: Implement quality improvement projects.

PHAB Accreditation Measure: Establish a performance management system.



Assessment & Surveillance

07.01.00: Develop and maintain an assessment and analysis infrastructure.

FPHS Activity	07.01.01: Develop, maintain, and share internal electronic information systems and access external information systems. 07.01.02: Maintain capabilities to collect, access, analyze, interpret, and use data from a variety of sources, including data disaggregated by geography (e.g., census tract, zip code), sub-populations, race, ethnicity, and other variables that describe the health and well-being of a community and the factors that influence health. 07.01.03: Create and maintain infrastructure to collect foundational data to guide public health planning and decision-making at the state and local levels. 07.01.04: Collaborate with community partners to collect, report, and use public health data relevant to communities experiencing health inequities. 07.01.05: Develop and maintain internal systems and processes for receiving and responding to data requests from the public, policy makers, media, and others. 07.01.06: Maintain capabilities to collect, analyze, and interpret qualitative data (e.g., feedback from interviews or focus groups)
Massachusetts Examples	07.01.00 A: Establish a standardized data infrastructure and develop a Standard Operating Procedure for electronic data collection, management, maintenance, sharing (including data use agreements), storage, and responding to data requests. 07.01.00 B: Collect, assess, and analyze qualitative and quantitative data from various sources (e.g., MAPHIT, MAVEN, MIIS, etc.) on a regular basis at the municipal and/or Shared Services Arrangement levels to gain insights on demographics, health outcomes, and social determinants of health. 07.01.00 C: Establish a sharing agreement for MAVEN and MIIS access with other municipalities (e.g., Shared Services Arrangement) to grant staff access to relevant disease events, and establish data sharing agreements with local entities (e.g., police, fire, EMS, hospitals) that collect essential health and safety data for the municipality.
PHAB Accreditation Measure: Develop a community health assessment.	
PHAB Accreditation Measure: Participate in data sharing with other entities.	
PHAB Accreditation Measure: Collect primary non-surveillance data.	
PHAB Accreditation Measure: Analyze data and draw public health conclusions.	

07.02.00: Use collaborative processes to assess community health and identify health priorities.

FPHS Activity

07.02.01: Convene public health partners, communities, and individuals—especially those most impacted by disparities and inequities—to conduct a health assessment (e.g., community health assessment) to identify health priorities and root causes of health disparities and inequities.

07.02.02: Assess and analyze disparities and inequities in the distribution of disease and social determinants of health that contribute to higher health risks and poorer health outcomes.

Mass.

07.02.00 A: Utilize a variety of datasets such as the Massachusetts Public Health Information Tool and the State or local community Health Assessment, to assess and analyze inequities and social determinants of health in the municipality and/or Shared Services Arrangement.

07.03.00: Develop and maintain a surveillance and epidemiology infrastructure.

FPHS Activity

07.03.01: Develop and maintain internal systems and processes for surveilling significant health risks in the population.

07.03.02: Participate in or support surveillance systems to detect emerging health issues and threats.

07.03.03: Develop and maintain internal practices and procedures for epidemiological investigation.

Mass.

07.03.00 A: Ensure MAVEN training for all staff who respond to disease events. Ensure that the MAVEN LBOH Assessment Report is run on a monthly basis and use this report to monitor timely and appropriate completion of infectious disease case investigation.

PHAB Accreditation Measure: Maintain surveillance systems.

07.04.00: Develop and maintain a vital records infrastructure.

FPHS Activity

07.04.01: Develop and maintain secure electronic information systems for registering and storing vital records, consistent with National Center for Health Statistics (NCHS) guidelines.

07.04.02: Implement internal practices and procedures for registering, storing, and validating vital records.

07.04.03: Manage and share vital records data according to internal practices and procedures.

Mass.

07.04.00 A: Access, assess, and analyze birth and death data from the Massachusetts Registry of Vital Records and Statistics on a regular basis at the municipal and/or Shared Services Arrangement (SSA) levels, breaking down data by race and Hispanic ethnicity, age, sex, sexual orientation, gender identity, and other demographics.

07.05.00: Develop and maintain a public health laboratory infrastructure.

FPHS Activity

07.05.01: Develop and maintain—or have processes for accessing—a certified public health laboratory infrastructure.

07.05.02: Develop and maintain internal practices and procedures for proper collection, preparation, packaging, and shipment of samples.

07.05.03: Provide or access chemical, biological, and radiological testing in collaboration with other partners.

Mass.

07.05.00 A: Access and utilize the State Public Health laboratory and ensure there is a list of accredited/certified private laboratories, list of laboratory services, specimen submission forms, and specimen collection tools available so that all who need them are able to access and utilize them for testing when appropriate and necessary.

PHAB Accreditation Measure: Ensure 24/7 access to resources for rapid detection, investigation, containment, and mitigation of health problems and environmental public health hazards.



Communications

08.01.00: Develop and maintain a public communications infrastructure.

FPHS Activity

08.01.01: Develop, implement, and maintain systems and infrastructure for bi-directional, 24/7, public-facing communications.

08.01.02: Develop, implement, and maintain a written routine communications plan.

08.01.03: Develop, implement, and maintain written organizational policies and templates for public health messaging across various audiences that consider accessibility and cultural humility.

08.01.04: Build and maintain relationships with broadcast and other media organizations to establish trust with governmental public health in delivering health information, especially in the coverage of public health issues.

08.01.05: Collaborate with partners, communities, and individuals to co-create communications strategies and coordinate routine and emergency communications.

08.01.06: Use social media to communicate bi-directionally with partners and community members.

08.01.07: Ensure information and messages of public health importance are conveyed to the public in a timely and transparent manner and that misinformation is addressed.

08.01.08: Establish metrics and monitor the quality of public health communications within the jurisdiction and adjust communications and strategies accordingly.

08.01.00: Develop and maintain a public communications infrastructure.

Massachusetts Examples

8.01.00 A: Monitor the efficacy of communication plan initiatives via website analytics, survey feedback and engagement through social media, instant-messaging apps, and email communications.

8.01.00 B: Determine which communication channels are the most effective in the community and utilize them to engage with various target audiences with the goal of being viewed as a trusted authority regarding individual and community health needs. (E.g., Maintaining the Facebook page of the local health authority, partnering with local media and community organizations, presenting at meetings, etc.).

8.01.00 C: Identify and consider target audience groups, taking into account the diversity within each community, (e.g. demographics, language, attitudes, beliefs, etc.). Tailor communication content and methods to effectively reach these diverse community groups, especially vulnerable populations like non-English speakers, older residents, and individuals experiencing homelessness.

8.01.00 D: Collaborate with healthcare providers, municipal partners, community organizations, and faith-based institutions to disseminate public health messages that are clear, relevant to the community, and in accordance with National Culturally and Linguistically Appropriate Services (CLAS) Standards.

8.01.00 E: Collaborate with individuals or vendors who can provide translation and interpretation services, and make these resources available and accessible for both routine and emergency situations.

8.01.00 F: Create standard operating procedures for the utilization of social media for communicating with the public to ensure consistency in branding, clarity in messaging, and unified voice of the department.

PHAB Accreditation Measure: Maintain procedures to provide ongoing, non-emergency communication outside the health department.

08.02.00: Develop and maintain public health education and risk communication capabilities.

FPHS Activity	08.02.01: Develop, implement, and maintain a health education plan that provides for the dissemination of timely and accurate information to the public, with intentional focus on planning for accessibility and cultural humility.
	08.02.02: Develop, implement, and maintain a public health risk communication plan.
	08.02.03: In the event of a public health crisis or event, lead and coordinate messaging using risk communications principles to assure consistency in messaging around critical public information, with intentional focus on communicating with accessible language and cultural humility.
Mass. Examples	08.02.00 A: Develop and provide training for staff on health risk communication and other communication techniques necessary for successful communication at the local/municipal level.
	08.02.00 B: Use easy-to-understand language, consistent with DPH messaging and guidance, to craft effective and efficient communications related to public health issues.
	08.02.00 C: Connect and collaborate with peer municipalities to ensure cohesive messaging and strategies for communication, especially with regards to risk communications.
PHAB Accreditation Measure: Maintain and implement a risk communication plan for communicating with the public during a public health crisis or emergency.	
PHAB Accreditation Measure: Implement health communication strategies to encourage action to promote health	



Community Partnership Development

09.01.00: Develop and maintain capabilities to cultivate relationships and convene partners.

FPHS Activity

09.01.01: Maintain capabilities (e.g., training and other supports) to develop relationships and engage with partners and communities, including Tribal Nations, as appropriate.

09.01.02: Create organizational policies and practices to advance relationship development, authentic engagement, and equity solutions.

09.01.03: Develop and maintain systems and processes for routine information sharing with community members and partners.

Mass. Examples

09.01.00 A: Develop and maintain a user-friendly community partnership database to facilitate efficient information sharing among a diverse network of partners, ensuring the contact list remains up-to-date and effective.

09.01.00 B: Organize and facilitate training sessions to enhance staff professional development and partnership capabilities, focusing on critical skills such as interpersonal communication, cultural humility, and collaborative leadership.

PHAB Accreditation Measure: Collaborate with other sectors to improve access to social services.

09.02.00: Develop and maintain strategic partnerships with governmental and non-governmental partners.

FPHS Activity	09.02.01: Identify strategic partnerships with governmental (including Tribal Nations as appropriate) and non-governmental partners from across sectors that may have roles in delivering public health services, improving the social determinants of health, or impacting health outcomes. 09.02.02: Participate in external partnerships to represent public health interests, coordinate policy agendas, and provide resources and support to improve health outcomes. 09.02.03: Maintain partnerships with governmental and non-governmental partners and review and revisit strategic aims, partner roles and responsibilities, and service arrangements. 09.02.04: Convene governmental and non-governmental partners to promote health, prevent disease, and protect residents.
Massachusetts Examples	09.02.00 A: [If applicable - for those municipalities that are part of a Shared Services Arrangement (SSA)] Identify and implement strategies to actively share resources—such as staffing, equipment, knowledge, and expertise—among all municipalities within the Shared Services Arrangement, by establishing regular meetings to identify gaps and needs, review ongoing work, and explore collaborative problem-solving and resource-sharing opportunities. 09.02.00 B: Develop a process to keep detailed records of partnership activities, including historical data, future plans, best practices, outcomes, and lessons learned to maintain institutional knowledge 09.02.00 C: Organize and/or engage in regular meetings with external partners from different sectors to build relationships and ensure effective bi-directional communication. 09.02.00 D: Allocate and ensure sufficient time for staff to engage in community health coalitions covering various public health topics (e.g., Drug-Free Communities, school wellness initiatives, healthy aging collaboratives, and food access coalitions.) 09.02.00 E: Facilitate and participate in regular multi-sectoral meetings with community leaders to discuss the significance and efficacy of local public health initiatives using data, to assess current community needs, to explore new partnerships, and develop strategic solutions.

PHAB Accreditation Measure: Participate actively in community health coalition(s).

09.03.00: Develop and maintain trusted relationships with communities.

FPHS Activity	09.03.01: Develop a broad understanding of how communities within the jurisdiction are organized and how community relationships and history may affect the public's health. 09.03.02: Establish relationships with communities located within the jurisdiction with the goal of building trust and authentically engaging through community-driven approaches, particularly in historically marginalized and underserved communities and those most impacted by health disparities and underlying inequities. 09.03.03: Convene communities at the grassroots level to engage with residents, support bi-directional information sharing, foster leadership opportunities, and facilitate participatory decision-making and action.
Massachusetts Examples	09.03.00 A: Analyze the current community landscape with an equity lens to build understanding of how historical, geographical, and structural factors have influenced the community's public health and ability to participate in decision making. (E.g., Environmental Justice neighborhoods). 09.03.00 B: Develop a streamlined information-sharing procedure with community members that enables them to efficiently and effectively share their public health concerns with local health department officials. 09.03.00 C: Conduct annual partnership mapping to regularly review and assess collaborative relationships. 09.03.00 D: Identify and build partnerships with historically marginalized and under-resourced community groups to collaboratively assess and prioritize needs, allocate program resources, and seek funding opportunities.

09.04.00: Use collaborative processes to develop health improvement plans to address identified priorities.

FPHS Activity

09.04.01: Convene public health partners, communities, and individuals to develop or maintain a community health improvement plan to address health priorities from the community health assessment.

09.04.02: Convene public health partners, communities, and individuals to establish a system and metrics for monitoring the community health improvement plan and associated interventions.

Massachusetts Examples

09.04.00 A: Employ a community-based participatory research process to actively engage community partners and residents in data collection and result sharing.

09.04.00 B: Collaborate with various and diverse partners (e.g., local organizations, Shared Service Arrangement partners, and local colleges and universities) to develop outcome measures for the Community Health Improvement Plan and track progress over time.

09.04.00 C: Implement and engage in the activities outlined in the municipality's or Shared Services Arrangement's Community Health Improvement Plan.

PHAB Accreditation Measure: Adopt a community health improvement plan.



Emergency Preparedness & Response

10.01.00: Establish governmental public health's role in preparedness and response to incidents.

FPHS Activity

10.01.01: Develop, implement, and maintain a bi-directional information-sharing infrastructure with partners and the public with unified, accurate, and geographically relevant information available on a 24/7 basis.

10.01.02: Assure leadership of governmental emergency health and medical operations, including serving as the primary or coordinating agency for public health responses (i.e., Emergency Support Function 8).

10.01.03: Collaboratively define the scope and responsibility of response by community-based organizations and governmental partners and establish trust to enable necessary action before, during, or after public health emergencies.

10.01.04: Ensure staff and volunteers are trained on emergency preparedness and response competencies.

10.01.05: Establish authority to issue and enforce emergency health orders, as necessary and appropriate.

Massachusetts Examples

10.01.00 A: Support the development, maintenance, and utilization of a local emergency notification system (e.g., Smart911, CodeRed) for the general public in collaboration with municipal or regional emergency management partners.

10.01.00 B: Partner with Health and Medical Coordinating Coalitions and Public Health Emergency Preparedness, by participating in planning events, training, drills, and exercises, to enhance planning and capacity across public health and healthcare disciplines within the jurisdiction.

10.01.00 C: Collaborating with local public safety and emergency management agencies, establish a mechanism to document or collect data on individuals with access and functional needs to be utilized during an emergency response.

10.02.00: Develop, exercise, and maintain preparedness and response plans.

FPHS Activity

10.02.01: Develop, exercise, and maintain preparedness and response strategies and plans in accordance with established guidelines and to address a range of events, including natural or other disasters, communicable disease outbreaks, environmental emergencies, or other events which may be short- or long-term.

10.02.02: Develop, implement, and maintain written policies and procedures (e.g., Emergency Support Function 8) to activate and alert public health personnel and response partners during an emergency.

Mass. Examples

10.02.00 A: Participate in the development and maintenance of all-hazards response plans that document public health roles and responsibilities, define policies and procedures, and ensure access and equity in response operations and services.

10.02.00 B: Ensure staff and leadership actively participate in the Public Health Emergency Preparedness (PHEP) Coalition and actively contribute to deliverable requirements. (E.g. attending meetings, reviewing and updating Emergency Operations and Response Plans, Emergency Dispensing Site plans (EDS) and actively participating in drills.).

10.03.00: Assure public health continuity of operations.

FPHS Activity

10.03.01: Identify priority or essential public health functions and the people, facilities, and financial and other resources needed to provide these services during an emergency.

10.03.02: Ensure staff who have roles or responsibilities in priority or essential public health functions are trained on necessary sections of the continuity of operations plan and have the necessary supports and resources to fulfill response roles.

Massachusetts Examples

10.03.00 A: Contribute to a whole of local government Continuity of Operations Plan (COOP) by documenting and prioritizing delivery of essential public health services, including through shared service agreements.

10.03.00 B: Ensure at least two staff members from local public health are enrolled in the Health and Homeland Alert Network (HHAN) and participate in quarterly HHAN notification drills.

10.03.00 C: Ensure at least two staff members (1 primary and 1 backup) are able to access MDPH WebEOC and participate in the quarterly drills.

10.03.00 D: Ensure all staff and volunteers have completed Incident Command System (ICS) training at the level that corresponds with their assigned emergency response role(s).

10.03.00 E: Ensure municipal participation in the statewide Mutual Aid Agreement to support cross jurisdiction public health staff and resources requests during public health emergencies and events with health consequences. Document public health Shared Service Agreements in local response plans.

PHAB Accreditation Measure: Maintain a public health emergency operations plan (EOP).

10.04.00: Respond to incidents.

FPHS Activity	10.04.01: Convene public health partners in response to incidents to identify strategies or initiatives for governmental public health response.
	10.04.02: Assess the need for incident response efforts in the jurisdiction and the legal and statutory process for issuing and enforcing state and local emergency health orders.
	10.04.03: Activate and alert emergency response personnel and communications systems in the event of a public health crisis on a 24/7 basis.
	10.04.04: Operate within the established incident command system according to the role of public health, as outlined in emergency preparedness and response plans, during a public health incident and incidents not led by public health.
	10.04.05: Assure availability of biological and chemical laboratory testing, including bioterrorism agent testing.
Mass. Examples	10.04.00 A: Document procedures and systems for tracking and reporting public health emergency response actions and data (e.g., MEMA WebEOC, MAVEN, etc.).
	10.04.00 B: Establish a partnership with an incident response group such as Medical Reserve Corps, Regional Emergency Planning Committees, Community Emergency Response Team, local Fire Department, etc.
PHAB Accreditation Measure: Ensure continuity of operations during response.	
PHAB Accreditation Measure: Maintain and implement a process for urgent 24/7 communications with response partners.	

10.05.00: Recover from incidents.

FPHS Activity

10.05.01: Convene public health partners following incidents to identify strategies or initiatives for governmental public health to implement to address incident recovery for the population.

10.05.02: Assess the need for incident recovery efforts in the jurisdiction and the legal and statutory process for issuing and enforcing state and local emergency health orders.

10.05.03: Activate and alert public health recovery personnel and emergency communication systems.

10.05.04: Implement prioritized strategies or initiatives to support recovery from incidents for the population.

10.05.05: Evaluate the response of the governmental public health system and the health department to incidents.

Mass. Examples

10.05.00 A: Compile a list of short- and long-term activities to support public health recovery efforts, identifying their respective impacts, service gaps, and barriers to certain populations.

10.05.00 B: Complete After Action Reports (AAR) with leadership and other responding departments as appropriate, evaluating and updating existing response plans based on feedback for improvement, and replenishing supplies utilized during the incident.

PHAB Accreditation Measure: Conduct exercises and use After Action Reports (AARs) to improve preparedness and response.



Equity

11.01.00: Develop and demonstrate agency commitment to equity.

FPHS Activity

11.01.01: Foster a shared understanding of equity.

11.01.02: Create, revise, and maintain organizational policies and practices to promote a culture of equity across all programs and services.

11.01.03: Support staff in developing a culture of equity.

Massachusetts Examples

11.01.00 A: Provide mandatory annual equity staff training conducted by relevant partners, ensuring the content is tailored to address the specific needs and challenges faced by diverse communities within the department's service area and includes racial justice, socio-economic justice, and other topics related to building health equity.

11.01.00 B: Conduct bi-ennial equity audits, utilizing tools such as the Culturally and Linguistically Appropriate Services (CLAS) Internal Assessment, to evaluate how internal and external policies and practices affect department culture, staff, and public health, and use the findings to support a continuous quality improvement cycle to enhance the impact of department policies and practices.

11.01.00 C: Engage in the development of a comprehensive health department equity statement, created collaboratively with input from staff, the board of health, and community partners. Ensure this statement is effectively disseminated and communicated to all relevant partners, and integrated into the department's mission, vision, and activities.

11.01.00 D: Establish and uphold inclusive hiring protocols and practices aimed at recruiting and retaining staff reflective of the diversity of the local community, implementing strategies to support staff professional development and advancement.

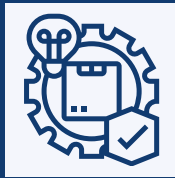
11.01.00 E: Develop and implement a strategic plan for the municipality and/or Shared Services Arrangement, embedding equity and racial justice throughout. This plan should include measurable goals and actions to address and reduce disparities, promote inclusivity, and ensure equitable access to services, data, and opportunities for all community members. This plan should be evaluated biennially.

PHAB Accreditation Measure: Manage operational policies including those related to equity.

11.02.00: Inform and influence public and external organizational policies to advance equity.

FPHS Activity	11.02.01: Convene governmental and non-governmental partners to promote a shared understanding of populations within the community that are at greater risk for poor health and identify effective strategies to ameliorate that risk. 11.02.02: Appraise governance structures and encourage representation by persons disproportionately impacted by health inequities in governing bodies. 11.02.03: Develop and support public policy and services that prioritize interventions that will advance equity.
Massachusetts Examples	11.02.00 A: Design, implement, and evaluate programs and policies that emphasize equity, utilizing the DPH Health Equity Framework, the Massachusetts Culturally and Linguistically Appropriate Services Toolkit, and the Racial Equity Data Road Map as references. 11.02.00 B: Establish or participate in community-driven teams aimed at addressing systemic barriers impacting health. In order to be effective, community voice should be prioritized throughout policy and decision making processes. 11.02.00 C: Produce and disseminate a policy brief highlighting evidence-based interventions and recommendations aimed at reducing systemic disparities and advancing equity in public health, with specific recommendations for an equity in all approach for all Foundational Areas and Capabilities. 11.02.00 D: Promote equity, inclusivity, and diversity by setting clear benchmarks in governance bodies to ensure equitable representation that reflects, supports, and values the diverse backgrounds and experiences of all members of the community. 11.02.00 E: Engage with tribal nations to advocate for initiatives that address the needs prioritized by tribal members, ensuring that local public health adopts best practices to advance equity while honoring tribal sovereignty.

PHAB Accreditation Measure: Address factors that contribute to specific populations' higher health risks and poorer health outcomes.



Organizational Competencies

12.01.00: Maintain a governance structure and establish the strategic direction for public health.

FPHS Activity	12.01.01: Develop, implement, and maintain a governance structure in compliance with statutes, regulations, rules, ordinances, and other policies.
	12.01.02: Engage with the jurisdictional governing entity(ies) to educate on public health roles, responsibilities, and authorities.
	12.01.03: Develop and support the governing entity(ies) in examining, understanding, and modifying organizational policies and jurisdictional authorities related to public health governance.
	12.01.04: Serve as the face of governmental public health and be a leader for public health strategy and initiatives in the community.
	12.01.05: Develop and maintain an agency strategic plan.
	12.01.06: Establish a system and metrics for monitoring the agency strategic plan and associated interventions.
	12.01.07: Track metrics for the agency strategic plan and identify facilitating and impeding factors for plan success.
Mass.	12.01.00 A: If applicable, engage regularly with regional committees such as Shared Services Arrangements, Regional Emergency Preparedness Coalitions, municipal agencies, etc., to establish, evaluate, and update governing rules and decision-making processes (e.g., IMA, bylaws, etc.) to ensure clarity and efficiency in governance.
PHAB Accreditation Measure: Adopt a department-wide strategic plan.	
PHAB Accreditation Measure: Communicate with governance routinely and on an as-needed basis.	

12.02.00: Provide or access services for information technology, privacy, and security.

FPHS Activity	12.02.01: Develop, implement, and maintain systems and infrastructure for information technology and assure continuity of operations and connectivity according to informatics best practices. 12.02.02: Procure and maintain the hardware, software, and information systems needed to support the department's operations and analysis of health data. 12.02.03: Develop and maintain internal systems, controls, and policies to maintain data security, receive consent for data use, and ensure confidentiality and privacy for protected information. 12.02.04: Support and maintain technologies and systems for external communications and interactions with the public. 12.02.05: Build organizational and individual staff competency around information systems to promote use of those systems and to improve population health outcomes.
Massachusetts Examples	12.02.00 A: Create and maintain a department and/or a Shared Services Arrangement webpage. 12.02.00 B: Seek out and enroll all staff in training programs covering essential operational tools like Microsoft Office, Google Workspace, or other standardized data technology for public health. 12.02.00 C: Collaborate with IT to develop a Standard Operating Procedure (SOP) for data security, ensuring HIPAA compliance and protected health information data standards such as encryption and access controls. 12.02.00 D: Work with IT to address and resolve issues related to IT infrastructure, privacy, HIPAA compliance, and security in a prompt and effective manner.
PHAB Accreditation Measure: Protect information and data systems through security and confidentiality policies.	
PHAB Accreditation Measure: Support programs and operations through an information management infrastructure.	

12.03.00: Provide or access human resources services and develop and maintain a competent workforce.

FPHS Activity	12.03.01: Develop and maintain a workforce development infrastructure, plan, and associated training materials for priority topics.
	12.03.02: Provide trainings to staff on priority topics that relate to capabilities or cut across program areas.
	12.03.03: Develop and maintain a human resource management infrastructure.
	12.03.04: Develop and implement infrastructure and processes for equitable personnel recruitment and hiring.
	12.03.05: Develop and implement infrastructure and processes for employee satisfaction, well-being, and retention.
	12.03.06: Develop and implement a workforce succession plan.
	12.03.07: Develop and implement internal processes for routine employee performance review and accountability.

Mass.	12.03.00 A: Assign a local or regional staff member to develop actionable plans to track health department staff progress in meeting workforce related Performance Standards.
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PHAB Accreditation Measure: Recruit a qualified and diverse health department workforce

PHAB Accreditation Measure: Maintain a human resource function.

PHAB Accreditation Measure: Develop a workforce development plan that assesses workforce capacity and includes strategies for improvement.

PHAB Accreditation Measure: Provide professional and career development opportunities for all staff.

12.04.00: Provide or access financial management services and facilitate contracting, procurement, and maintenance of facilities and operations.

FPHS Activity

- 12.04.01: Develop, implement, and maintain systems and infrastructure for financial management that complies with applicable rules and standards and performs necessary administrative functions.
- 12.04.02: Develop and manage an agency budget in compliance with applicable rules and standards.
- 12.04.03: Develop, implement, and maintain systems and infrastructure for contractual compliance, financial oversight, and auditing of financial operations in compliance with applicable rules and standards.
- 12.04.04: Develop and maintain processes for procuring necessary financial resources for organizational operations.
- 12.04.05: Procure, maintain, and manage necessary goods and services.
- 12.04.06: Procure, maintain, and replace long-term or capital assets for clean, safe, and accessible organizational operations.
- 12.04.07: Manage and operate facilities as safe and physically secure workplaces.
- 12.04.08: Maintain processes or systems for ensuring resources are allocated to address equity and social determinants of health.

Massachusetts Examples

- 12.04.00 A: [If applicable for those municipalities that are part of a Shared Services Arrangement (SSA)] Prepare the upcoming fiscal year budget through collaboration and shared consensus with all municipalities within the Shared Services Arrangement (SSA) and utilize PHE Grant Program work plans to track and manage expenses.
- 12.04.00 B: Compile and update a comprehensive list of funding sources including all municipal and grant funding, revolving accounts, inspectional fees, stabilization funds and other municipal approved funds.
- 12.04.00 C: Strengthen organizational capacity by actively seeking out training sessions conducted by external partners, specifically targeting the enhancement of grant writing proficiency, including pre and post-award grant management best practices and strategies.
- 12.04.00 D: Require that staff managing grants receive certification of completion of the Federal Grants Management Training Series on TRAIN MA to demonstrate understanding of government grant requirements and management.

PHAB Accreditation Measure: Manage financial systems

PHAB Accreditation Measure: Oversee grants and contracts

12.05.00: Access public health legal services and analysis.

FPHS Activity

12.05.01: Develop processes to access and use legal services and analysis.

12.05.02: Build organizational and individual staff competency in understanding and interpreting statutes, regulations, rules, ordinances, and other policies that are relevant to the organization and the public's health.

12.05.03: Develop, implement, and maintain written organizational policies supported by statutes, regulations, rules, ordinances, and other policies for issuing and enforcing state and local emergency health orders.

Massachusetts Examples

12.05.00 A: Engage with providers specializing in public health law for easy access and consultation (e.g. Massachusetts Association of Health Boards, Massachusetts Municipal Lawyers Association, local legal council, etc.)

12.05.00 B: Establish a standard process for the examination of board of health regulations and enforcement strategies by municipal authorities prior to the implementation of any new policy, and establish a defined procedure to access municipal legal counsel for consultation and assistance in enforcement of actions, legal proceedings, and lawsuits.

12.05.00 C: Attend annual Massachusetts Health Officers Association (MHOA) and Massachusetts Association of Health Boards legal training for local board of health (LBOH) authority.

PHAB Accreditation Measure: Access and use legal services in planning, implementing, and enforcing public health initiatives



Policy Development & Support

13.01.00: Develop, amend, and enact public health policies in collaboration with partners, policymakers, and community members.

FPHS Activity

13.01.01: Analyze existing policies and assess the need for new or revised public health policies in the jurisdiction.

13.01.02: Collaborate with partners, policymakers, and community members to develop or update public health policies that are evidence-based and consider the perspectives of individuals with lived experiences.

13.01.03: Organize support for public health policies and place them before the governing entity(ies) with the legal authority to enact them.

13.01.04: Evaluate policies and impacts of those policies.

Massachusetts Examples

13.01.00 A: Develop strategies for soliciting input, conducting focus groups, surveys, or town hall meetings to gather perspectives on public health issues, prioritizing those most affected by these issues.

13.01.00 B: Conduct a policy analysis report to identify gaps, strengths, weaknesses, and areas of improvement in current policies, with a focus on health and racial equity.

13.01.00 C: Develop principles to promote equity in policy development for governing bodies to ensure the delivery of equitable public health services.

13.01.00 D: Ensure timely reporting of new and/or updated Board of Health regulations and amendments to the relevant entities including municipal officials and residents.

13.01.00 E: Educate Board of Health members on the range of public health responsibilities as laid out in the FPHS, as well as statutory requirements under Massachusetts General Law.

PHAB Accreditation Measure: Examine and contribute to improving policies and laws.

13.02.00: Participate in policy development initiatives being considered by partners that affect the public's health.

FPHS Activity

13.02.01: Inform and influence policies being considered by other governmental and non-governmental organizations within the jurisdiction beyond the immediate scope or authority of the agency but that impact health and equity.

13.02.02: Convene cross-sector partners to identify strategies or initiatives for governmental and non-governmental partners to implement to address Health in All Policies for the population.

Massachusetts Examples

13.02.00 A: Incorporate methods for ensuring inclusivity and representation of historically underserved and underrepresented communities in the policy development process.

13.02.00 B: Develop an action plan detailing specific strategies for local public health and community partners to implement Health in All Policies (HiAP) approaches.

13.02.00 C: Collaborate with local governmental, community-based, and service organizations to monitor and address emerging public health risks, such as vape usage amongst youth, strengthening relationships between municipal departments and Shared Service Arrangements to enhance public health protection.

13.03.00: Implement and support enacted public health policies.

FPHS Activity

13.03.01: Provide education and technical assistance to key partners, regulated entities, and the public to support understanding and compliance with public health policies.

13.03.02: Develop and maintain written training materials and provide trainings to relevant staff on public health policies to assure consistent implementation of policy.

13.03.03: Conduct public health enforcement activities, including in response to public health complaints.

13.03.04: Monitor and report public health violations and enforcement responses and notify the public, as necessary.

Massachusetts Examples

13.03.00 A: Conduct training and/or provide educational materials for all regulated establishments and the general public to educate them on new regulations, such as amendments to the food code, the housing code and any other amendments to laws, codes and regulations.

13.03.00 B: Submit a bi-annual report to the Board of Health and/or Commissioner detailing all violations and associated enforcement activities .

13.03.00 C: Conduct all relevant inspections as required by the Performance Standards for Local Public Health.

PHAB Accreditation Measure: Conduct enforcement actions.