

Laboratory System Improvement Program Performance Measurement Tool

For Local Jurisdictions

Developed by
Association of Public Health Laboratories

In Partnership with
The Centers for Disease Control and Prevention



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INSTRUCTIONS

About the Instrument:

The Laboratory System Improvement Program Performance Measurement Tool is based on the Eleven Core Functions and Capabilities of Public Health Laboratories¹ and is designed within the framework of the Ten Essential Public Health Services². The former were developed through the Association of Public Health Laboratories and have been used since 2002. The latter were developed through a national collaborative process and have been in use since 1994. The Essential Services are the basis for the National Public Health Performance Standards Program tools, used for state and local public health systems and for local Boards of Health.

This instrument was developed by public health laboratory experts and partners, was piloted in two states, and has been field tested in nine states. The instrument is intended for measuring performance across state public health laboratory systems. It was not designed to assess solely the performance of state laboratories. This tool has been revised to reflect the local laboratory system in the Milwaukee area. Other localities should review this and the original tool to determine which indicators and model standards apply to their local jurisdiction. The Local Public Health (LPH) Laboratory System consists of all the participants in laboratory testing, including those who initiate testing and those who ultimately use the test results. It is HIGHLY recommended that you refer to the User's Guide before beginning use of this instrument for a more complete definition of the public health laboratory system, as an understanding of the concept of the system is of core importance to the assessment process.

LPH Laboratory System performance relative to each of the **Essential Services** is measured through one or more **Indicators**, each of which includes a **Model Standard**, which describes aspects of high level performance for local public health laboratory systems. The components of each standard are termed **Key Ideas**. Laboratory system performance related to each Standard is addressed through a series of Discussion Points for each Key Idea. The LPH Laboratory is assessed in terms of its contribution to the LPH Laboratory System.

Many important terms are defined in the accompanying Glossary. **Terms included in the Glossary are underlined** throughout the instrument to assist you during the assessment.

Using the Instrument:

Approach: The assessment of a local public health laboratory system can be completed in a variety of ways, although the recommended approach is to complete the assessment in one day using breakout groups. Consult the User's Guide for ideas to assist in deciding which stakeholders to include and how to plan and structure an assessment. A number of other important aids are found in the User's Guide as well.

¹ Core Functions and Capabilities of State Public Health Laboratories: A Report of the Association of Public Health Laboratories (CDC 20sep02)

² Public Health Functions Steering Committee: Public Health in America. July 1994.

Use of facilitators and Theme Takers: It is strongly recommended that multiple facilitators (three generally work well for a one day assessment) are used to guide the process. It is also recommended that the facilitators be “system neutral,” that is, not employed by any of the system partners. This helps assure neutrality and the elimination of assessment bias. It is also recommended that a “theme taker” be included for each essential service assessment. The suggested responsibilities of theme takers are described below. More information is provided in the User’s Guide.

Beginning the Assessment: The facilitator should begin each essential service by noting the estimated time required, as indicated on the title page, and should budget time accordingly throughout the ensuing assessment. After reading aloud the Essential Service, the Indicator and Model Standard to be assessed, the facilitator should guide participants through a discussion of the Points for Discussion that follow the first Key Idea. The purpose of the questions is to guide a brief conversation among the participants regarding who is performing the activities referenced and to what degree the questions are satisfied by the work currently being done by system partners. Each of the questions following the Key Idea is intended to represent essential activities that the system should be performing in that area. It is recommended that the facilitator read all of the questions aloud consecutively and facilitate a discussion of the questions together rather than individually. Individuals in the group who have first hand experience relative to one or more of the questions should share their perspectives and experiences. When the group identifies an issue related to the Key Idea or to one or more of the questions that requires deeper dialogue, the facilitator should ask the theme taker to capture that idea as a “parking lot” issue on the form provided for future consideration, and then move the group on. Some of the Key Ideas are accompanied by an “example box.” Those are intended only to add further clarity to the Key Idea and do not require a full discussion.

“Scoring” the Response: Once the questions for a Key Idea have been discussed, the facilitator should move the discussion to closure. The facilitator should ask the group how they would rate performance by the LPH Laboratory System relative to the Key Idea and the Points for Discussion. The performance options to be considered are:

9	1	2	3	4
No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

It is the facilitator’s responsibility to bring the group to general consensus on one of the ratings listed above for each Key Idea (but not each individual question). One method used is to ask for a “straw vote” on which rating individuals in the group believe best describes system performance, and then to have a brief explanation from 2 or 3 members of the group about why they voted as they did. The discussion often helps lead to consensus.

Laboratory System Improvement Program Performance Measurement Tool

Additional “re-votes” can be used to determine if the group is coalescing around a rating. When general consensus is reached, the theme taker should place a check mark beside the number that corresponds to the rating on the instrument scoring matrix located after the Points for Discussion, or, if using the instrument spreadsheet (described below), enter the number above the rating next to the corresponding Key Idea (e.g. if the group rates a Key Idea as “Moderate Activity,” enter a “2” in the corresponding box for that Key Idea on the spreadsheet; if No Activity is the rating, enter a “9”).

As a guideline, the facilitator should guide the group through the scoring process, using the following definitions of the rating options:

9	1	2	3	4
No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

No Activity	0% or absolutely no activity.
Minimal Activity	Greater than zero, but no more than 25% of the activity described within the question is met within the local public health laboratory system
Moderate Activity	Greater than 25%, but no more than 50% of the activity described within the question is met within the local public health laboratory system
Significant Activity	Greater than 50%, but no more than 75% of the activity described within the question is met within the local public health laboratory system
Optimal Activity	Greater than 75% of the activity described within the question is met within the local public health laboratory system

Important Next Steps: After the last Key Idea for each essential service, there is a space to list the top two to three “next steps” that System partners might consider taking to strengthen system performance in the overall essential service. A rating regarding the importance of each of the next steps is also suggested. The facilitator should help the group determine a consensus response. The responses will subsequently help identify priorities for system improvement projects. The theme taker should note the next steps selected by participants and, if possible, the name of contact persons who will convene a first meeting to begin addressing the respective issues.

Scoring Spreadsheet: Provided with the assessment kit is an Excel spreadsheet that will provide a system rating for each essential service and for overall performance. The spreadsheet can be filled out during the assessment, entering the ratings directly as they are determined, or can be completed sometime after the assessment by entering the numbers recorded on the assessment tool during the assessment.

Final Note: It is important that you keep copies (or originals) of worksheets to support subsequent work that you may wish to do with the results of the assessment. APHL is creating additional tools to assist public health laboratories and their partners in addressing system improvement.

ESSENTIAL SERVICE #1: MONITOR HEALTH STATUS TO IDENTIFY COMMUNITY HEALTH PROBLEMS

(Requires approximately 105 minutes to complete)

Intent: Partners in the Local Public Health Laboratory System are intricately involved in the monitoring of health status of the community and contribute to the identification of community health problems. Partners in the System participate in processes to support health surveillance programs by generating accurate and timely laboratory data in all areas of public health (i.e., communicable, metabolic, and chronic diseases and environmental exposures). Appropriate laboratory data is communicated rapidly and efficiently to all appropriate partners.

Special Partners to consider adding to assess this essential service:

State and Local Public Health Officials

Local and State Epidemiologists

Hospital Administrators

Local and State Public Health Administrators

Veterinarians

Legislators and Elected Officials

Federal Partners

Chronic Disease Providers

Pharmacists

Water/Air Quality Partners

Indicator 1.1: Surveillance Information Systems

LPH Laboratory System Model Standard:

The LPH Laboratory System generates surveillance information to support others to monitor and identify health problems in the community.

To accomplish this, the LPHL System:

- identifies sentinel events and trends
- participates in state and national surveillance systems for local, state and national linkage
- collaborates to strengthen surveillance systems

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

1.1 Surveillance Information Systems

KEY IDEA 1.1.1: The LPH Laboratory System identifies sentinel health events and trends

Points for Discussion:

Does the LPH Laboratory System:

- establish and/or participate in a sentinel system?
- have multiple methods for gathering laboratory data from sentinel laboratories?
- use disease registries?
- coordinate information with the local and state epidemiology section?
- translate data into useful information for subsequent public health use?

Evaluation:

1.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 1.1.2: The LPH Laboratory System participates in state and national surveillance systems for local, state and national linkage

Points for Discussion:

Does the LPH Laboratory System:

- partner with a variety of organizations and systems?
 - o National Infectious Disease Systems?
 - o National Environmental Health Systems?
 - o Other Surveillance Systems?

Example: The LPH Laboratory System interacts with:

- FoodNet
- Food Emergency Response Network
- ArboNet
- PulseNet
- CaliciNet
- Biomonitoring
- National Respiratory & Enteric Virus Surveillance System
- WHO Collaborative for Influenza Surveillance
- Emerging Infectious Diseases
- Environmental Health Tracking System
- CDC, EPA and other federal agencies

Evaluation:

1.1.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 1.1.3: LPH Laboratory System partners collaborate to strengthen surveillance systems

Points for Discussion:

Does the LPH Laboratory System:

- use a variety of resources to strengthen the surveillance system?
- regularly do a needs assessment/gap analysis?
- have resources and state-of-the-art equipment?
- have established policies for data/specimen/sample submission retention and security?
- have and use partnerships to strengthen surveillance systems?

Evaluation:

1.1.3	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 1.2: Monitoring of Community Health Status

LPH Laboratory System Model Standard:

The LPH Laboratory System generates information and supports others in identifying and monitoring health problems in the community and state.

To accomplish this, the LPH Laboratory System:

- has a comprehensive system to gather data, organisms and samples to support evaluating community environmental health
- identifies and detects infectious diseases and contributes to a local and statewide surveillance system
- generates reliable information about chronic diseases of public health significance
- has a secure, accountable and integrated information management system for data storage, analysis, retrieval, reporting and exchange

1.2 Monitoring of Community Health Status

KEY IDEA 1.2.1: The LPH Laboratory System has a comprehensive system to gather data, organisms and samples to support evaluating community environmental health

Points for Discussion:

Does the LPH Laboratory System:

- assure the presence of a system that links essentially all environmental testing in the community to a reporting system?
- have a reporting system that provides information on the state of the community regarding safe drinking water, healthy food, clean air and the presence of toxins?
- respond to toxic spills or chemical terrorism?
- provide bio-monitoring and monitor brownfields?
- liaise with appropriate partners and agencies responsible for environmental issues

Example: Potential Partners

- Epidemiology
- Environmental health departments
- Air monitoring agencies
- Water monitoring agencies
- Food inspectors

Evaluation:

1.2.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 1.2.2: The LPH Laboratory System identifies and detects infectious diseases and contributes to a local and statewide surveillance system

Points for Discussion:

- Are community monitoring systems in place?
- Does the LPH Laboratory require submission of isolates of public health significance?
- Does the LPH Laboratory System:
 - monitor laboratory reporting of pathogens?
 - look for clusters of disease?
 - identify clusters of disease incidence?
 - take appropriate action, using information about clusters of infectious disease?

Example:

- Processes are in place to obtain isolates/specimens when clinical laboratories are using “no-culture methods” or when cultures are not performed in a clinical setting.
- Isolates are submitted to PHL in a timely manner.
- The PHL performs real-time PFGE.
- The PHL reaches out to educate clinical laboratories about their role in outbreak investigations.

Evaluation:

1.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 1.2.4: The LPH Laboratory System generates reliable information about chronic diseases of public health significance

Points for Discussion:

- Is the breadth and scope of testing understood by the LPH Laboratory System?
- Is the LPH Laboratory System working to support Department of Health chronic disease initiatives such as heart disease and diabetes?
- Is the information used to provide aggregate surveillance information about chronic diseases?

Evaluation:

1.2.4	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 1.2.5: The LPH Laboratory System has a secure, accountable and integrated information management system for data storage, analysis, retrieval, reporting and exchange

Points for Discussion:

- Does the LPH Laboratory System:
 - have available a highly integrated and comprehensive data/info system (i.e. LIS or LIMS) capable of assimilating the information parallel with the flow of specimen processing and laboratory reporting which covers pre-analytical, analytical and post-analytical systems?
 - have an IT system with a centralized database with capability to electronically share laboratory results and to utilize nationally recognized data standards? (e.g., HL7, LOINC, SNOMED, ANSIX12)
 - interface with epidemiologists and with other health information systems?
 - have an IT system that supports prompt electronic laboratory reporting and real-time data exchange among relevant system partners?
 - have an IT system that meets the requirements of cyber security and assures quality including access to adequate IT staff?
 - enable public health laboratories and other appropriate laboratories to be connected to the LPH Laboratory System information system?

Evaluation:

1.2.5	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #1 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #2: DIAGNOSE AND INVESTIGATE HEALTH PROBLEMS AND HEALTH HAZARDS IN THE COMMUNITY

(Requires approximately 75 minutes to complete)

Intent: Participants in the Local Public Health Laboratory System provide laboratory services of the highest quality, consistent with the needs of the community and state. Members of the System collaborate through networks to support responses to public health emergencies, and have the capacity, authority and necessary arrangements in place to assure rapid response to such emergencies.

Special Partners to consider adding to assess this essential service:

Local and State Public Health Officials
Local and State Epidemiologists
Public Safety First Responders
Federal Partners

Emergency Management Partners
Emergency Planners
Researchers

Indicator 2.1: Appropriate and State of the Art Testing

LPH Laboratory System Model Standard:

The LPH Laboratory System assures the availability of appropriate laboratory testing of high quality to support timely diagnosis and investigation of all health problems and hazards.

To accomplish this, the LPH Laboratory System:

- assures provision of services at the highest level of quality to assist in the diagnosis and investigation of all health problems and hazards of public health significance

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

2.1 Appropriate State of the Art Testing

KEY IDEA 2.1.1: The LPH Laboratory System assures provision of services at the highest level of quality to assist in the diagnosis and investigation of all health problems and hazards of public health significance

Points for Discussion:

Does the LPH Laboratory System:

- possess adequate, appropriate scientific expertise to assure the highest level of quality through state of the art testing?
- use its combined resources efficiently, including staff, state of the art equipment, methodology and reagents to respond to health problems?
- have a mechanism to assess quality of system services to meet the related standards or regulations?
- assure the necessary system capacity, including appropriate availability of advanced technology to state of the art testing, including Biosafety Level 3 capability?

Evaluation:

2.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 2.2: Collaboration and Networks

LPH Laboratory System Model Standard:

The LPH Laboratory System collaborates and establishes networks to respond to natural and man-made disasters.

To accomplish this, the LPH Laboratory System:

- members are actively involved in networks that collaborate in the epidemiological investigation of and response to natural and man-made disasters

2.2: Collaboration and Networks

KEY IDEA 2.2.1: LPH Laboratory System members are actively involved in networks that collaborate in the epidemiological investigation of and response to natural and man-made disasters

Points for Discussion:

- Do LPH Laboratory System members understand the Laboratory Response Network and their individual roles in public health emergency preparedness and response?
- Does the network of public and private laboratories have 2-way communication--including telephonic, radio and computer-based--to support collaboration on comprehensive disease diagnosis and surveillance?
- Are both IT and communications connectivity in place for essentially all system laboratories to enable the receipt of alert notices of public health importance and the reporting of threats of public health significance?
- Do appropriate laboratories from the LPH Laboratory System participate on investigation teams with epidemiologists and other public health partners?
- Do LPH Laboratory System members participate in public health preparedness exercises?
- Do members of the PHL System have capacity to:
 - o handle unknown samples of potential bioterrorism?
 - o detect biologic, radiological, chemical or explosive samples?
 - o conduct preliminary assessment of unknown samples in a triage area using a defined process?

Example

- Local laboratory issues are adequately addressed in the local and state incident command system for emergencies.
- The LPH Laboratory System helps develop and participates in drills and exercises.

Evaluation:

2.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

2.3 Continuity of Operations Plan and Surge Capacity

KEY IDEA 2.3.1: The LPH Laboratory System has the necessary capacity, authority, and other preparations in place to assure a rapid response to public health emergencies

Points for Discussion:

- Has the LPH Laboratory:
 - o identified and planned for surge capacity needed to assure responses to testing needs in extraordinary circumstances while maintaining routine laboratory testing needs?
 - o stockpiled reagents for use in emergencies?
- Has the LPH Laboratory System:
 - o defined and agreed upon the roles for the SPH Laboratory, local public health laboratories, neighboring jurisdictions, other laboratories and other partners and providers for continuity of operations and surge capacity?
 - o arranged for necessary agreements, contracts and interstate compacts for expedited purchases, contracts for service, personnel credentialing and facility needs?
 - o made arrangements for communication throughout the system, including incident management, laboratory specimen/sample and results tracking and reporting, coordinated interpretation and use of laboratory information?
 - o coordinated with the Local and State emergency plan, exercised on a regular basis, and received feedback on participation in exercises?

Example:

The LPH Laboratory System assures expedited purchases, outside services, confirmation of personnel credentials, and availability of facilities through:

- Interstate, intrastate and federal contracts
- Interstate, intrastate and federal compacts

Evaluation:

2.3.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #2 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH, MEDIUM,
LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL MEETING) FOR
EACH STEP:

ESSENTIAL SERVICE #3: INFORM, EDUCATE, AND EMPOWER PEOPLE ABOUT HEALTH ISSUES

(Requires approximately 75 minutes to complete)

Intent: Members of the Local Public Health Laboratory System are actively engaged in creating and distributing accurate and relevant information about laboratory issues to health partners (e.g., providers, physicians) and non-health partners (e.g. public, policy makers). System partners participate in outreach through education and communication to identify needs and share appropriate information. Partnerships exist to empower communities to initiate programs in response to health problems.

Special Partners to consider adding to assess this essential service:

Local and State Public Health Officials
Local and State Epidemiologists
Public Safety First Responders
Legislators and Elected Officials
Business Community
Public Information Officers
Media

Emergency Management Partners
Emergency Planners
Researchers
Professional Organizations/Associations
General Public
Community Leaders
Schools

Indicator 3.1: Outreach and Communication with Partners

LPH Laboratory System Model Standard:

The LPH Laboratory System shares information with partners and the community.

To accomplish this, the LPH Laboratory System:

- has an identified system of outreach and communication to inform about relevant health issues associated with laboratory services

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

Outreach and Communication with Partners

KEY IDEA 3.1.1: The LPH Laboratory System has an identified system of outreach and communication to inform about relevant health issues associated with laboratory services

Points for Discussion

Does the LPH Laboratory System:

- have a mechanism in place to communicate with partners?
- share information with professional societies?
- conduct outreach to partners to provide resources and information about laboratory services?
- have systems in place to distribute public health laboratory information to community organizations?
- have a committee(s)/advisory group(s) of partners that provide feedback to the local public health laboratory?

Evaluation:

3.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 3.2: Public Information

LPH Laboratory System Model Standard:

The LPH Laboratory System provides reliable information to inform the community.

To accomplish this, the LPH Laboratory System creates and delivers targeted laboratory information to appropriate:

- health partners
- non-health partners and the public

3.2 Public Information

KEY IDEA 3.2.1: The LPH Laboratory System creates and delivers targeted laboratory information to appropriate health partners

Points for Discussion:

Does the LPH Laboratory System:

- have a mechanism in place for identifying information needs of health partners?
- have a mechanism for developing targeted information/messages for health partners?
- provide partners with targeted information, tools and resources to understand and utilize the public health laboratory?
- have a mechanism to evaluate the usefulness of its information, resources and tools?
- share information with public health officials?

Evaluation:

3.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 3.2.2: The LPH Laboratory System creates and delivers targeted laboratory information to appropriate non-health partners and the public

Points for Discussion:

Does the LPH Laboratory System:

- have a defined process for authorizing the release of information?
- have a mechanism for developing targeted information/messages for public partners?
- provide appropriate messages to the public and include substantiated data to support messages?
- work proactively with media to educate about laboratory issues and the public health system?
- inform and/or educate local and state level advocates such as government, elected officials, and teachers?
- conduct outreach to the general public?

Evaluation:

3.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 3.3: Education

The LPH Laboratory System Model Standard:

The LPH Laboratory System empowers community partners through education.

To accomplish this, the LPH Laboratory System:

- employs education and relationship building opportunities to empower community partners

3.3 Education

KEY IDEA 3.3.1: Education and relationship building opportunities are employed to empower community partners

Points for Discussion:

Does the LPH Laboratory System:

- use education and relationship building activities to empower community partners to address important issues?
- use multiple information modes (e.g., website, multiple languages, flyers, etc.) and levels of complexity (e.g., reading levels, technical level) for educating partners?
- have processes in place to measure the effectiveness of education being developed and provided?
- create special relationships with service organizations, advocacy groups, and other key community members?
- create opportunities for members of the public health system to learn about the partners and the ways they work.?

Evaluation:

3.3.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

ESSENTIAL SERVICE #3 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #4:
MOBILIZE COMMUNITY PARTNERSHIPS TO IDENTIFY AND SOLVE HEALTH PROBLEMS

(Requires approximately 75 minutes to complete)

Intent: The Local Public Health Laboratory leads the development of the Local Public Health Laboratory System. Members of the System create and maintain a network of partnerships with stakeholders to identify and solve health problems related to the laboratory system. System partners communicate regularly with each other to foster collaboration, and share resources to support the mobilization of partnerships in response to community health issues.

Special Partners to consider adding to assess this essential service:

Local and State Public Health Officials
Local and State Epidemiologists
Public Safety First Responders
Legislators and Elected Officials
Business Community
Media

Emergency Management Partners
Emergency Planners
Researchers
Professional Organizations/Associations
Public Information Officers

Indicator 4.1: Constituency Development

The LPH Laboratory System Model Standard:

Organizations within the LPH Laboratory System demonstrate collaborative relationships with each other.

To accomplish this, the LPH Laboratory System:

- partners develop and maintain positive relationships with each other and with other key constituencies

Terms underlined in the instrument are defined in the Assessment Glossary.

4.1: Constituency Development

KEY IDEA 4.1.1: Partners in the LPH Laboratory System develop and maintain positive relationships with each other and with other key constituencies

Points for Discussion:

- Does the LPH Laboratory:
 - o convene partners to formalize the public health laboratory system?
 - o organize a system in which partners participate in an ongoing committee to clarify and define the LPH Laboratory System?
- Does LPH Laboratory System:
 - o have a process for identifying key constituents and building partnerships among member organizations to identify and solve health problems, including disease surveillance and epidemiological investigations?
 - o have collaborations that address the need for shared organizational vision, values, and a focus on customers and accomplishing the LPH Laboratory System objectives?
 - o have the ability to contribute to partnerships by incorporating new technology and scientific knowledge?
 - o have an ongoing monitoring process to measure, research and evaluate the effectiveness of partner/collaborations and to respond to feedback?

Example:

- Roles and responsibilities of member organizations in the LPH Laboratory System are defined.
- Agreements (e.g. Memoranda of Understanding) are in place to delineate partner responsibilities.
- Partnerships are sustained financially, politically and programmatically.
- An individual from the system is a dedicated liaison with clinical/hospital-based laboratories.

Evaluation:

4.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 4.2: Communication

The LPH Laboratory System Model Standard:

The LPH Laboratory System has a plan in place to support regular and effective collaboration.

To accomplish this, the LPH Laboratory System:

- communication plan is fully integrated with partners' and collaborators' communication plans
- communicates effectively in a regular, timely, and accurate way to support collaboration

4.2: Communication

KEY IDEA 4.2.1: The LPH Laboratory System communication plan is fully integrated with partners' and collaborators' communication plans

Points for Discussion:

- Do members of the LPH Laboratory System have communication plans for their respective organizations?
- Is the LPH Laboratory System communication plan fully integrated with the communication plans of LPH Laboratory System member organizations and other partners?
- Is the LPH Laboratory System communication plan tested, evaluated and updated on a regular basis?

Evaluation:

4.2.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 4.2.2: The LPH Laboratory System communicates effectively in a regular, timely, and accurate way to support collaboration

Points for Discussion:

- Does the LPH Laboratory System:
 - provide information, both routine and emergency, to partners in a coordinated fashion?
 - have processes in place to receive and incorporate feedback from partners?
 - use multiple and alternative methods, including news media, to effectively communicate LPH Laboratory System messages to ensure the public is well informed about public health issues?
 - have redundant communication systems in place between partners?
- Are member organizations of the LPH Laboratory System kept informed of key policies, legislation and other information of importance to the LPH Laboratory System?
- Do members of the LPH Laboratory System have information to enable contacting key member organizations 24/7?
- Is the effectiveness of the LPH Laboratory System communication evaluated regularly?

Example:

- The LPH Laboratory System:
- has an integrated or coordinated website
 - does regular website updates
 - has the capacity to generate blast faxes and public service announcements
 - has a laboratory newsletter.

Evaluation:

4.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 4.3: Resources

The LPH Laboratory System Model Standard:

The LPH Laboratory System has resources to solve health issues.

To accomplish this, the LPH Laboratory System:

- works together to share existing resources and/or to identify new resources to assist in identifying and solving health issues

4.3: Resources

KEY IDEA 4.3.1: The LPH Laboratory System works together to share existing resources and/or to identify new resources (e.g., funding, personnel, tools) to assist in identifying and solving health issues

Points for Discussion:

- Does the LPH Laboratory System:
 - o have adequate time and resources to build and maintain relationships with partners?
 - o successfully advocate for laboratory needs when negotiating cooperative grant funds (or other funding sources) with other entities/partners within their organizations?
 - o share resources (funding, personnel, equipment, etc.) to increase effectiveness?
 - o collaborate in seeking and developing new resources to strengthen the system?
- Do the plans of the LPH Laboratory System include a systematic approach for evaluating effectiveness of identifying needs, measuring outcomes, managing communications externally and internally, and obtaining funding?

Evaluation:

4.3.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #4 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #5:
DEVELOP POLICIES AND PLANS THAT SUPPORT INDIVIDUAL AND
COMMUNITY HEALTH EFFORTS

(Requires approximately 105 minutes to complete)

Intent: The Local Public Health Laboratory and its system partners provide expertise, at all levels of government, in policy development related to laboratory services. Health policy is based on adequate laboratory data, scientifically sound policy options, and policies that are consistent across jurisdictions. The System disseminates new and revised policy to all appropriate community partners. Policies and plans that affect the Local Public Health Laboratory System are reviewed and updated on a regular basis.

Special Partners to consider adding to assess this essential service:

Local and State Public Health Officials
Local and State Epidemiologists
Public Safety First Responders
Legislators and Elected Officials
Business Community
Policy Makers

Emergency Management Partners
Emergency Planners
Schools
Department Legal Advisor
Public Information Officers
Medical Associations

Indicator 5.1: Role in Laboratory Related Policy Making

The LPH Laboratory System Model Standard:

The LPH Laboratory System contributes expertise to inform and influence policy based on science and data.

To accomplish this, the LPH Laboratory System:

- and partners contribute their expertise and resources to inform and influence policy
- policies and plans are informed by science and data

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

5.1 Role in Laboratory Related Policy Making

KEY IDEA 5.1.1: The LPH Laboratory and system partners contribute their expertise and resources to inform and influence policy

Points for Discussion:

- Does the LPH Laboratory System:
 - o promote local policies that are consistent with state and federal policies, regulations and plans?
 - o work with Local and State Health Officials and, where appropriate, Mayor’s office, and aldermen and legislators in the development of policy?
 - o contribute to policy development and planning at all levels inside and outside of government (e.g., city and county councils, state legislature, executive branch, non-governmental organizations, advocacy groups)?
- Is laboratory policy considered in conjunction with other public health programs?

Evaluation:

5.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 5.1.2: Policies and plans are informed by science and data

Points for Discussion:

- Does the LPH Laboratory System:
 - have the means to link laboratory data and community health policy development?
 - apply research and/or evidence-based approaches to policy?
- Are sufficient and appropriate laboratory data collected and analyzed to inform the policy making process?
- Are efforts made to align political considerations with scientifically sound policy options?
- Are policies and plans based proactively on community needs as determined through formal assessment and analysis?

Evaluation:

5.1.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 5.2: Partnerships in Public Health Planning

The LPH Laboratory System Model Standard:

The LPH Laboratory System assures broad involvement in developing plans and policies addressing priority issues.

To accomplish this, the LPH Laboratory System:

- obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones
- issues are represented in local and state level plans and policies

5.2 Partnerships in Public Health Planning

KEY IDEA 5.2.1: The LPH Laboratory System obtains input from diverse partners and constituencies to develop new policies and plans and modify existing ones

Points for Discussion:

- Does the LPH Laboratory System consider input from key partners, organizations, and agencies (e.g., agricultural laboratories, veterinarian laboratories, community based organizations, etc.) in policy development and planning?
- Are LPH Laboratory policies consistent with those of other local and state agencies (e.g., health, environment, agriculture, etc)?

Evaluation:

5.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 5.2.2: LPH Laboratory System issues are represented in local and state-level plans and policies

Points for Discussion:

- Does the LPH Laboratory System work with Local and State officials to prioritize efforts to address pressing health needs of the community?
- Are LPH Laboratory System issues, including public health emergency response, integrated into plans for public health programs?

Evaluation:

5.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 5.3: Dissemination and Evaluation

The LPH Laboratory System Model Standard:

The LPH Laboratory System disseminates current plans and policies.

To accomplish this, the LPH Laboratory System:

- disseminates plans and policies widely to inform members of the system, other stakeholders, and the public
- plans and policies are routinely evaluated and updated

5.3 Dissemination and Evaluation

KEY IDEA 5.3.1: **Plans and policies are widely disseminated to inform members of the LPH Laboratory System, other stakeholders and the public**

Points for Discussion:

- Are policies and plans, both new and revised, routinely disseminated to all partners of the LPH Laboratory System?
- Does the LPH Laboratory System have a work group to develop strategies to inform the affected communities and organizations of relevant laboratory system plans and policies?
- Is information routinely communicated to increase community awareness of plans and policies that govern the LPH Laboratory System?
- Are the people/organizations affected by LPH Laboratory System plans and policies aware of them?

Evaluation:

5.3.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 5.3.2: LPH Laboratory System plans and policies are routinely evaluated and updated

Points for Discussion:

- Is there a mechanism in place to periodically monitor the effectiveness of LPH Laboratory System policies and plans?
- Is feedback regularly collected from partners and others regarding LPH Laboratory System plans and policies?
- Are feedback and evaluation information maintained to be used in future policy planning and revisions?
- Are LPH Laboratory System plans and policies regularly updated?

Evaluation:

5.3.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #5 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #6:
ENFORCE LAWS AND REGULATIONS THAT PROTECT HEALTH AND ENSURE SAFETY

(Requires approximately 75 minutes to complete)

Intent: The Local Public Health Laboratory System and its system partners assure that all laboratory-related laws and regulations that protect health and ensure safety are enforced. System members review and recommend revisions of applicable laws and regulations on a regular basis. System members encourage compliance with the laws and regulations and support necessary enforcement functions.

Special Partners to consider adding to assess this essential service:

Business Community

General Public

Laboratory Regulators/Accreditators

Community Leaders

State and Federal Partners

Agriculture

Indicator 6.1: Revision of Laws and Regulations

LPH Laboratory System Model Standard:

The LPH Laboratory System contributes (as needed and when requested) to revisions of laws and regulations pertaining to laboratory practice.

To accomplish this, the LPH Laboratory System:

- as needed, and when requested, reviews and recommends revisions of federal, state and local laws and regulations pertaining to laboratory practice

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

6.1 Revision of Laws and Regulations

KEY IDEA 6.1.1: The LPH Laboratory System recommends revisions as needed and when requested of federal and State laws and regulations pertaining to laboratory practice

Points for Discussion:

Does the LPH Laboratory System as needed and when requested:

- review laws and regulations?
- evaluate the appropriateness of existing laws and regulations?
- collaborate with aldermen legislators to provide expertise regarding the revision of statutes?

Example:

Review of laws and regulations

- Reportable Diseases
- CLIA
- EPA Regulations

Evaluation:

6.1.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

Indicator 6.2: Encourage Compliance

LPH Laboratory System Model Standard:

The LPH Laboratory System encourages its members to comply with applicable laws and regulations.

To accomplish this:

- the LPH Laboratory System has mechanisms in place to encourage or promote compliance by all laboratories in the system with all applicable State and federal regulations
- all laboratories in the LPH Laboratory System comply with all applicable laws and regulations

6.2 Encourage Compliance

KEY IDEA 6.2.1: The LPH Laboratory System has mechanisms in place to encourage or promote compliance by all laboratories in the system with all applicable State and federal regulations

Points for Discussion:

Does the LPH Laboratory System:

- have staff whose primary responsibility includes promoting quality systems that meet regulatory standards?
- communicate and disseminate regulations (i.e., appropriate rules, guidance, interpretations, and expectations) clearly and in a timely manner to the regulated community of the LPH Laboratory System with defined terminology and abbreviations?
- have resources available to provide technical assistance to organizations having difficulty complying with laws and regulations?
- provide technical assistance and/or consultant services to support the regulated community in achieving substantial compliance?

Example:

- Technical assistance resources might include:
- Training offerings
 - Technical updates
 - Flyers
 - Newsletters

Evaluation:

6.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local and State Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 6.2.2: All Laboratories in the LPH Laboratory System comply with all applicable laws and regulations

Points for Discussion:

- Are all laboratories within the LPH Laboratory System accredited by an external organization wherever available and appropriate?
- Do Laboratories in the LPH Laboratory System participate in compliance programs which include comprehensive certification elements to ensure active and continuous enrollment and participation in regulated proficiency testing programs?

Example:

- Accreditation bodies include
- CLIA
 - EPA
 - CAP

Evaluation:

6.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #6-

LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH, MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #7: LINK PEOPLE TO NEEDED PERSONAL HEALTH SERVICES AND ASSURE
THE PROVISION OF HEALTHCARE WHEN OTHERWISE UNAVAILABLE

(Requires approximately 45 minutes to complete)

Intent: Members of the Local Public Health Laboratory System work to assure that people in the community have access to laboratory services, especially when services are otherwise unavailable. To accomplish this, System members establish processes to identify laboratory services that are needed, and collaborate within the system to fill any identified gaps.

Special Partners to consider adding to assess this essential service:

Public Safety First Responders
Public Health Departments
Hospital Association
Health Insurers

Legislators and Elected Local Officials
Clinical Laboratories
Other Health Care Organizations
Clinics and Community-Based Agencies

Indicator 7.1: Availability of Laboratory Services

LPH Laboratory System Model Standard:

The LPH Laboratory System collaborates to assure access to laboratory services.

To accomplish this, the LPH Laboratory System:

- identifies laboratory service needs and collaborates to fill gaps

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

7.1 Availability of Laboratory Services

KEY IDEA 7.1.1: The LPH Laboratory System identifies laboratory service needs and collaborates to fill gaps

Points for Discussion:

Does the LPH Laboratory System:

- assess availability, accessibility and timeliness of laboratory services?
- make projections of future capacity needs?
- collaborate to fill gaps?
- seek resources to fill the gaps?

Example:

The LPH Laboratory System has in place:

- Efficient transport services for specimen/isolate delivery for appropriate testing
- After hours protocol
- Sufficient hours of coverage
- Information on turn-around time for laboratory testing
- Results reporting
- Technical capability
- Partnerships with clinical laboratories

Evaluation:

7.1.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

ESSENTIAL SERVICE #7 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH, MEDIUM,
LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL MEETING) FOR
EACH STEP:

ESSENTIAL SERVICE #8: ASSURE A COMPETENT PUBLIC HEALTH AND PERSONAL HEALTH CARE WORKFORCE

(Requires approximately 75 minutes to complete)

Intent: Members of the Local Public Health Laboratory System collaborate to assure that the laboratory workforce is adequate in make-up and is highly qualified to respond to all demands for laboratory service. The System promotes the consistent use of position descriptions which are based on education, experience, and certification for all members of the System workforce. System members regularly monitor and assess the performance of their laboratory staff.

Special Partners to consider adding to assess this essential service:

Professional Organizations
Laboratory Staff Training Programs
Media
Laboratory Regulators

Public Information Officers
Human Resources Department Staff
School Career Counselors

Indicator 8.1: Workforce Competencies

LPHL Model Standard:

Competencies for all laboratory workforce categories within the LPH Laboratory System are defined and regularly assessed.

To accomplish this, all laboratories within the LPH Laboratory System:

- identify position requirements for all laboratory workforce categories
- have tools to assess competency of the laboratory workforce

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

8.1 Workforce Competencies

KEY IDEA 8.1.1: All laboratories within the LPH Laboratory System identify position requirements for all laboratory workforce categories

Points for Discussion:

- Are position descriptions reflective of the knowledge, skills, and abilities required for each position category?
- Are position requirements based on education, experience, and actual performance?
- Are position descriptions in place for both scientific and administrative position categories in the workforce in the local public health laboratories?

Evaluation:

8.1.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 8.1.2: The LPH Laboratory System has tools to assess competency of the laboratory workforce

Points for Discussion:

Do all laboratories within the LPH Laboratory System:

- have a performance evaluation process in place?
- assess the qualifications of new personnel at the time of hire?
- assess the competency of personnel performance on a regular basis?
- ensure a skilled workforce?

Evaluation:

8.1.2	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

Indicator 8.2: Staff Development

LPHL Model Standard:

The LPH Laboratory System provides a range of staff development activities to address identified needs.

To accomplish this, laboratories within the LPH Laboratory System:

- identify staff development needs
- promote the availability of resources for staff development

8.2 Staff Development

KEY IDEA 8.2.1: Laboratories within the LPH Laboratory System identify staff development needs

Points for Discussion:

- Have laboratories in the LPH Laboratory System identified gaps in skills sets, especially when new methodologies and new technologies are introduced?
- When performance gaps are identified, do LPH Laboratory System members institute and document appropriate staff development activities to address the gaps?

Evaluation:

8.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 8.2.2: Laboratories within the LPH Laboratory System promote the availability of resources for staff development

Points for Discussion:

- Are all levels of laboratorians offered appropriate training options for staff development?
- Do the LPH Laboratory System partners collaborate through fellowships, training programs, internships, practicums, rotations, coaching and mentoring?

Example:

- Potential training resources for the LPH Laboratory System include:
- Shared education plans among the partners
 - Use of distance learning methodologies
 - Staff development in areas such as technology, leadership and management
 - Collaboration with academia to develop and promote public health laboratory internships, fellowships and job opportunities

Evaluation:

8.2.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 8.3: Assuring Laboratory Workforce

LPH Laboratory System Model Standard:

The LPH Laboratory System creates the conditions which assure continued availability of an adequate workforce.

To accomplish this, the LPH Laboratory System:

- maintains an environment that attracts and retains exceptional staff
- addresses workforce shortage issues

8.3 Assuring Laboratory Workforce

KEY IDEA 8.3.1: The LPH Laboratory System maintains an environment that attracts and retains exceptional staff

Points for Discussion:

Do the organizations in the LPH Laboratory System collaborate on and promote:

- recruitment and retention?
- compensation adequate to attract and retain qualified staff?
- a culturally and racially diverse workforce?
- career pathways for staff?

Evaluation:

8.3.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 8.3.2: The LPH Laboratory System addresses workforce shortage issues

Points for Discussion:

Does the LPH Laboratory System:

- monitor trends related to the laboratory workforce?
- address the availability of personnel to fill positions in the workforce?
- work with educational institutions to promote laboratory careers?
- promote public health laboratory science among various audiences?
- promote succession planning among partners?

Evaluation:

8.3.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #8 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #9:
EVALUATE EFFECTIVENESS, ACCESSIBILITY, AND QUALITY OF
PERSONAL AND POPULATION-BASED SERVICES

(Requires approximately 105 minutes to complete)

Intent: Members of the Local Public Health Laboratory System regularly examine services and operations in the System to assure that the needs of the community it serves continue to be met, the quality of services provided are high, and changes are made when quality and access objectives are not met. System members regularly evaluate the utility of collaboration across the Local Public Health Laboratory System and strive for improvement.

Special Partners to consider adding to assess this essential service:

Professional Organizations
Community Leaders
Emergency Management
Local Public Health Programs

General Public
Professional Organizations/Associations
Laboratory Regulators

Indicator 9.1: System Mission and Purpose

LPH Laboratory System Model Standard:

The LPH Laboratory System regularly evaluates its collective mission, services provided and technologies used.

To accomplish this, the LPH Laboratory System:

- evaluates its range of services as related to its mission and purpose on a regular basis
- has a process in place for periodic review and evaluation of the test menus and technologies in use by laboratories within the system

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

9.1 System Mission and Purpose

KEY IDEA 9.1.1: The LPH Laboratory System range of services, as related to its mission and purpose, are evaluated on a regular basis

Points for Discussion:

- Is the mission of the LPH Laboratory System clearly established, communicated, and re-examined on a regular basis?
- Is a system in place to routinely evaluate the scope of services provided within the LPH Laboratory System?
- Does the LPH Laboratory System have a process in place to assess laboratory system capacity and performance?

Evaluation:

9.1.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 9.1.2: The LPH Laboratory System has a process in place for periodic review and evaluation of the test menus and technologies in use by laboratories within the system

Points for Discussion:

Does the LPH Laboratory System:

- regularly assess the degree to which advancing technology has been incorporated into public and private laboratories in the community?
- regularly assess gaps in laboratory technology among public and private laboratories, including implementation of rapid test methods and data management?
- share results of the periodic evaluations among system partners?

Evaluation:

9.1.2	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

Indicator 9.2: System Effectiveness, Quality, and Consumer Satisfaction

LPH Laboratory System Model Standard:

The LPH Laboratory System evaluates the quality of laboratory services provided in the community.

To accomplish this, the LPH Laboratory System:

- regularly determines the accessibility and effectiveness of laboratory services provided throughout the community
- regularly determines the quality of laboratory services provided throughout the community

9.2 System Effectiveness, Quality, and Consumer Satisfaction

KEY IDEA 9.2.1: **The accessibility and effectiveness of personal and population-based laboratory services provided throughout the community is regularly determined**

Points for Discussion:

- Does the LPH Laboratory System:
 - have a process in place to evaluate the accessibility and effectiveness of services in the LPHLS?
 - have a plan and resources for tracking the contribution of laboratory services to healthcare outcomes over time?
- Are results of available assessments used to assist with policy development or resource redeployment to improve the availability of laboratory services in the community?

Evaluation:

9.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 9.2.2: The quality of personal and population-based laboratory services provided throughout the community is regularly determined

Points for Discussion:

- Does the LPH Laboratory System:
 - measure consumer satisfaction with laboratory services?
 - evaluate the contribution of laboratory services to health outcomes, both at the population level and the personal services level?
 - conduct studies of the cost of laboratory services?
- Are results of quality assessments used to assist with policy development or resource redeployment to improve the availability of laboratory services in the community?

Evaluation:

9.2.2	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

Indicator 9.3: LPH Laboratory System Collaboration

LPH Laboratory System Model Standard:

The LPH Laboratory System evaluates the usefulness and quality of collaboration throughout the system.

To accomplish this, the LPH Laboratory System:

- measures and shares the level and utility of collaboration among members of the LPH Laboratory System

9.3 LPH Laboratory System Collaboration

KEY IDEA 9.3.1: The level and utility of collaboration among members of the LPH Laboratory System is measured and the results are shared

Points for Discussion:

Does the LPH Laboratory System:

- identify community organizations and entities that contribute to the delivery of laboratory services to personal and population-based health programs?
- evaluate the effectiveness of collaborative working relationships among system components?
- evaluate the quality of collaborative working relationships among system components?
- identify and share opportunities for improvement in laboratory services that could be achieved through expanded collaboration?

Evaluation:

9.3.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #9 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH,
MEDIUM, LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL
MEETING) FOR EACH STEP:

ESSENTIAL SERVICE #10:
RESEARCH FOR INSIGHTS AND INNOVATIVE SOLUTIONS TO HEALTH PROBLEMS

(Requires approximately 75 minutes to complete)

Intent: Members of the Local Public Health Laboratory System collaborate to find evidence-based solutions to current health issues and problems encountered by System partners. The System utilizes the expertise and resources of a broad range of partners from the clinical and environmental laboratory arenas, academia, and other science-based disciplines. Research findings are evaluated and broadly disseminated.

Special Partners to consider adding to assess this essential service:

Local and State Public Health Officials
Local and State Epidemiologists
Professional Organizations/Associations
Federal Partners
Laboratory Regulators

Researchers
Legislators and Elected Officials
Business Community
Manufacturers

Indicator 10.1: Planning and Financing Research Activities

LPH Laboratory System Model Standard:

The LPH Laboratory System plans meaningful research and innovation activities.

To accomplish this, the LPH Laboratory System:

- has adequate capacity to plan research and innovation activities
- collaborates to finance research activities

Note: Terms underlined in the instrument are defined in the Assessment Glossary.

10.1 Planning and Financing Research Activities

KEY IDEA 10.1.1: The LPH Laboratory System has adequate capacity to plan research and innovation activities

Points for Discussion:

- Does the LPH Laboratory System:
 - identify partners/agencies to provide guidance/advice for research projects?
 - assess research needs at the system level?
 - have an established process for recommending and evaluating research projects that support broad public health goals?
- Do LPH Laboratory System partners have access to institutional review boards that provide protection for human research subjects?

Evaluation:

10.1.1	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 10.1.2: The LPH Laboratory System collaborates to finance research activities

Points for Discussion:

Do LPH Laboratory System partners:

- collaborate to advocate for funding to conduct research?
- provide resources/support to employees so that they can be proficient at grant writing?

Evaluation:

10.1.2	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

Indicator 10.2: Implementation, Evaluation, and Dissemination

LPH Laboratory System Model Standard:

The LPH Laboratory System involves a broad range of partners to conduct and evaluate research and to disseminate findings.

To accomplish this, the LPH Laboratory System:

- draws on diverse perspectives and expertise to stimulate innovative thinking
- evaluates research to foster innovation
- disseminates research outcomes and best practices to promote recognition of research activities

10.2 Implementation, Evaluation, and Dissemination

KEY IDEA 10.2.1: The LPH Laboratory System research efforts draw on diverse perspectives and expertise to stimulate innovative thinking

Points for Discussion:

Does the LPH Laboratory System:

- have representation or a voice on the local public health department’s research committee or equivalent?
- have access to non-laboratory representatives to provide feedback on key LPH Laboratory System issues?
- have an organizational culture that promotes innovation?

Evaluation:

10.2.1	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

KEY IDEA 10.2.2: The LPH Laboratory System research is evaluated to foster improvement and innovation

Points for Discussion:

Does the LPH Laboratory System:

- have a process to track and evaluate research and innovation activities and outcomes?
- have a system or mechanism for programmatic evaluation of the implementation of innovative ideas?
- conduct research that contributes to the health of the public?

Evaluation:

10.2.2	9	1	2	3	4
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity

Parking Lot Issues:

KEY IDEA 10.2.3: The LPH Laboratory System disseminates research outcomes, best practices, and recognition of research activities

Points for Discussion:

Does the LPH Laboratory System:

- have written agreements with Institutional Review Boards (IRB) and collaborators that include provisions for sharing of research data?
- have a process established for sharing research and innovation projects and findings?
- have mechanisms in place to recognize contributions made to innovation and health research?
- generate publications which acknowledge impacts of research on partners’ services?
- share “best practices” in laboratory science?
- publish findings in peer reviewed literature?

Evaluation:

10.2.3	9	1	2	3	4
	No Activity	Minimal Activity	Moderate Activity	Significant Activity	Optimal Activity
How would you rate the performance of the Local Public Health Laboratory System collectively on achieving this Standard?					

Parking Lot Issues:

ESSENTIAL SERVICE #10 –
LIST TOP 2-3 POSSIBLE NEXT STEPS, RATE THEIR IMPORTANCE (IMMEDIATE, HIGH, MEDIUM,
LOW) AND INCLUDE A CONTACT PERSON (WHO WILL CONVENE AN INITIAL MEETING) FOR
EACH STEP:

