

DHS 140 Review

Possible Discussion Questions

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Introduction

Local health departments (LHDs) perform a valuable service to the people of Wisconsin by administering and providing public health services and expertise. [Wisconsin Stat. ch. 251](#), [Wis. Admin. Code ch. DHS 140](#), in conjunction with other [applicable Wisconsin state statutes and administrative code](#) constitute the knowledge, expertise, and services required of LHDs to operate in the state.

In order to confirm LHD levels of service in 2019 and 2020, staff from the Division of Public Health (DPH), Office of Policy and Practice Alignment (OPPA) will conduct an in-person discussion with the local health officer (LHO) and LHD staff. The LHD may choose to include members of the governing entity.

Preparing for the Discussion

Here are suggestions for preparing for the on-site visit.

- DPH review team should:
 1. Communicate and orient the LHD to the process, Regional Directors, and 140 coordinator.
 2. Review the summary of the previous LHD review in the health department's folder on [SharePoint](#).
 3. Determine the process for asking questions of the LHD during the in-person discussion. Suggested potential processes:
 - Assign sections to each review team member.
 - Assign specific questions to each review team member.
 - Determine the review team member to take the lead on various sections, and other team members to provide support on other questions.
 - Assign a lead and co-lead (two review team members) to ask questions under each section.
 4. Determine how to complete the "DHS 140 Review Notes" document (Appendix A).
 - Assign who and how to take notes during discussion.
- A LHD may find it helpful to prepare for the discussion by:
 1. Reading state statute and rule text related to public health.
 - Suggested Wisconsin Statutes
 - [Wisconsin Stat. ch. 251](#) Local Health Officials
 - [Wisconsin Stat. ch. 252](#) Communicable Diseases
 - [Wisconsin Stat. ch. 253](#) Maternal and Child Health
 - [Wisconsin Stat. ch. 254](#) Environmental Health
 - [Wisconsin Stat. ch. 255](#) Chronic Disease and Injuries
 - Suggested Wisconsin Administrative Code
 - [Wisconsin Admin. Code ch. DHS 139](#) Qualifications of Public Health Professionals Employed by Local Health Departments
 - [Wisconsin Admin. Code ch. DHS 140](#) Required Services of Local Health Departments
 - [Wisconsin Admin. Code ch. DHS 142](#) Access to Vital Records
 - [Wisconsin Admin. Code ch. DHS 144](#) Immunization of Students

- [Wisconsin Admin. Code ch. DHS 145](#) Control of Communicable Diseases
 - [Wisconsin Admin. Code ch. DHS 146](#) Vaccine-Preventable Diseases
2. Reviewing the possible discussion questions, provided below.
 3. Thinking about the work the LHD does in regard to Wisconsin State Statutes and Administrative Code.
 4. Determining who will participate in the in-person discussion.
NOTE: Best practice is to involve staff and members of the governing entity.
 5. Considering any challenges or barriers the LHD faces in meeting the needs of the community.
 6. Considering what type of support from DHS or others may increase the capacity of the LHD.

In-Person Review Discussion

Talking Points:

- Wisconsin administrative rule requires all LHDs in the state be formally evaluated at least every five years to assure a basic level of services for all citizens.
- Local health departments are also reviewed resulting from changes in jurisdiction, leadership, and services offered.
- This review process results in the confirmation of a Level I, II, or III LHD based on the services provided by the LHD and the qualifications of the LHO.
- The review team will ask the LHD questions during the in-person review discussion.
 - The goal is to complete the review discussion within three hours or less.
 - The review team will use [*explain how review team will divide up asking questions*] to ask questions with the LHD during the site visit.
- Recognize and acknowledge the review process for 2019 and 2020 involves some grey areas for both DPH staff and LHD staff.
 - This is a natural occurrence resulting from a major rule change.
 - Legislative action has also played a role.
 - OPPA staff will support LHDs through the process.
 - The questions that may be asked will not be perfect; DPH is looking to LHDs to inform the process used beyond 2020. DPH welcomes feedback.
- The LHD will have the opportunity to share successes and barriers facing the agency.
- At the conclusion of the review process, DPH reviewers will provide written recommendations for improving public health practice, functions, and staffing. DPH will also highlight strengths of the LHD and identify topics we can work together to improve.
 - The state health officer (SHO) will use the summary document to confirm the LHD level.
 - Outcome of review: The SHO and/or senior DPH leadership review results with LHD leadership, staff, and the governing entity; present the level certificate; and provide an opportunity to conduct bidirectional discussion on building local public health system capacity.
- Any questions before beginning?

Questions That May Be Asked of All LHDs

Jurisdiction and Structure

- Describe the structure and jurisdiction of the LHD.
- What programs and services are offered by the LHD?
 - What are your major programs/initiatives?
 - ...by foundational public health model area, national public health performance standard, essential services?
 - What LHD programs/initiatives do you consider innovative?

Board of Health

- Explain how the appointed members reflect the diversity of your jurisdiction and meet the requirements of a board of health. [[Wis. Stat. § 251.03\(1\)](#)]
- How does the board of health employ qualified public health professionals? [[Wis. Stat. § 251.04\(8\)](#)]
- Describe frequency of board of health meetings. [[Wis. Stat. § 251.04\(5\)](#)]
- How has the board of health assessed public health needs and advocated for the reasonable and necessary provision of public health services within the past year? [[Wis. Stat. § 251.04\(6\)\(a\)](#)]
- Describe how the board of health develops policy and provides leadership that:
 - Fosters involvement and commitment of the community.
 - Advocates for equitable distribution of public health resources.
 - Is consistent with public health needs in the jurisdiction of the board of health. [[Wis. Stat. § 251.04\(6\)\(b\)](#)]

Surveillance and Investigation

[[Wis. Stat. § 251.05\(2\)\(a\)](#); [Wis. Admin. Code § DHS 140.04\(1\)\(a\)](#)]

- Provide an example of how the LHD regularly and systematically collects, assembles, analyzes, and makes available information on the health status of the community.
- How are health problems, environmental public health hazards, and social and economic risks that affect the public's health identified? [[Wis. Admin. Code § DHS 140.04\(1\)\(a\)1.a.](#)]
- Describe how assessment data is used to inform decisions. [[Wis. Admin. Code § DHS 140.04\(1\)\(a\)1.b.](#)]
- What recommendations have been developed by the LHD in regard to policy, programs, and interventions? [[Wis. Admin. Code § DHS 140.04\(1\)\(a\)1.c.](#)]
- How do you ensure assessment data is reflective of all populations within your jurisdiction?

Communicable Disease Control

[[Wis. Stat. § 251.05\(2\)\(a\)](#); [Wis. Admin. Code § DHS 140.04\(1\)\(b\)](#)]

- Describe how the LHD provides surveillance, investigation, prevention, and control of communicable diseases, including the prompt reporting of suspect and confirmed communicable diseases directly to the department, or directing nurses and physicians to report suspect and confirmed communicable diseases directly to the department. [[Wis. Stat. § 252.05\(1\)](#)]

Other Disease Prevention

[\[Wis. Stat. § 251.05\(2\)\(a\); Wis. Admin. Code § DHS 140.04\(1\)\(c\)\]](#)

- Describe how the LHD develops and implements interventions intended to reduce the incidence, prevalence, or onset of chronic diseases, or to prevent or ameliorate injuries. [\[Wis. Admin. Code § DHS 140.04\(1\)\(c\)1.\]](#)
 - How do these interventions align with community needs and the most recent state public health agenda?
- Describe LHD efforts to increase access to health care services for the jurisdiction. [\[Wis. Admin. Code § DHS 140.04\(1\)\(c\)3.\]](#)
- When developing and implementing other disease prevention interventions, how are populations of color, American Indians, rural populations, and others experiencing health inequities considered?

Emergency Preparedness and Response

[\[Wis. Admin. Code § DHS 140.04\(1\)\(d\)\]](#)

- Describe plans, processes, and systems in place that allow the LHD to prepare for and respond to public health emergencies.
 - How is the continuity of operations considered?
- What strategies exist to protect the health of vulnerable populations during a disaster, outbreak, or emergency? [\[Wis. Admin. Code § DHS 140.04\(1\)\(d\)8.\]](#)

Health Promotion

[\[Wis. Stat. § 251.05\(2\)\(a\); Wis. Admin. Code § DHS 140.04\(1\)\(e\)\]](#)

- How has the LHD developed and implemented interventions, policies, and systems to promote practices that support positive public health outcomes and resilient communities?
- Describe an example of the LHD providing public education to promote the health of the public.
- Describe the LHD's communication and outreach processes.
 - How is health literacy considered in the development of materials?
 - How is feedback from the public and community partners gathered?
 - Does the communication and outreach process change in the event of a public health emergency?

Human Health Hazard Control

[\[Wis. Stat. § 251.05\(2\)\(a\); Wis. Admin. Code § DHS 140.04\(1\)\(f\)\]](#)

- Describe the LHD practice for reporting and investigating occurrences of occupational disease, environmental disease, or exposure to a human health hazard. [\[Wis. Admin. Code § DHS 140.04\(1\)\(f\)1.\]](#)
- Describe partnerships with other entities to control human health hazards within your jurisdiction.

Policy and Planning

[\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)\]](#)

- What is your agency's process for maintaining internal operating policies and procedures?
- How does the LHD coordinate planning and serve as a source of information and expertise in the development and implementation of policies affecting public health? [\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)1.\]](#)
- Describe the LHD's efforts to engage diverse populations and consideration of adversely impacted populations in the development, adoption, and implementation of policies impacting public health. [\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)2.\]](#)
- Please provide the date of the last community health assessment (CHA) and the start and end dates of your community health improvement plan (CHIP) developed with partners. [\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)3.\]](#)
 - List the health priorities.
 - Provide examples of partners working on each priority.
 - Provide a progress summary and evaluation for each priority as of 2019.
- How does the CHIP development process cultivate community ownership throughout the development and implementation of the plan? [\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)4.\]](#)
- Describe any involvement of the LHD to promote land use planning and sustainable development activities to create positive health outcomes. [\[Wis. Admin. Code § DHS 140.04\(1\)\(g\)6.\]](#)

Leadership and Organizational Competencies

[\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)\]](#)

- Who are the LHD's partners and stakeholders? [\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)1.\]](#)
 - How are they involved with the development of the LHD's goals? [\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)2.\]](#)
- Describe the LHD's access to legal or corporate counsel.
- How is progress towards LHD goals, such as strategic plan, CHIP, and others tracked, monitored, and evaluated over time? [\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)4.\]](#)
- How does the LHD identify areas for improvement?
- How is the LHD implementing processes within public health programs that create health equity? [\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)5.\]](#)
- How are continuing education and other training opportunities provided to LHD staff? [\[Wis. Admin. Code § DHS 140.04\(1\)\(h\)7.\]](#)
 - ALTERNATIVE: How is the LHD promoting professional development?
- Describe your process for checking licenses or certifications before hiring staff and reviewing licenses and certifications on a regular basis.
- How does the LHD maintain confidentiality of records with personally identifiable information?

Public Health Nursing Services

[\[Wis. Admin. Code § DHS 140.04\(1\)\(i\)\]](#)

- How are public health nurses involved in applying nursing and public health principles in assessment, development, and implementation of the LHD's services?
 - Including coalitions, community efforts, CHA and CHIP, etc.

Annual Reporting

- Describe how the LHD's annual report of operations is developed and shared to the board of health and the public.

Overall LHD Questions

- Describe any barriers the LHD is experiencing.
- Tell us how technical assistance or support could be helpful.

Questions That May Be Asked of Level II and III LHDs

Foundational Areas

[\[Wis. Admin. Code § DHS 140.05\(1\)\(a\)\]](#)

- Describe how the LHD provides support, leadership, and resources in the following areas:
 - Communicable disease control
 - Chronic disease and injury prevention
 - Environmental public health
 - Maternal, child, and family health
 - Access and linkage to health services
- Describe how the LHD engages the public health system and utilizes evidence-informed service delivery in the following areas:
 - Communicable disease control
 - Chronic disease and injury prevention
 - Environmental public health
 - Maternal, child, and family health
 - Access and linkage to health services
- Describe how the LHD provides, evaluates, and reports to the community and local board of health on progress and performance in the following areas:
 - Communicable disease control
 - Chronic disease and injury prevention
 - Environmental public health
 - Maternal, child, and family health
 - Access and linkage to health services

Workforce Development

- Has the LHD included core public health competencies and credentialing requirements in all department job descriptions? [\[Wis. Admin. Code § DHS 140.05\(1\)\(b\)1.\]](#)
 - Is this prohibited by local governing body?
- Describe the efforts to assess staff core public health competencies in order to identify department training needs. [\[Wis. Admin. Code § DHS 140.05\(1\)\(b\)2.\]](#)
- Describe how annual performance evaluations and personal development plans are completed, unless prohibited by the local governing body. [\[Wis. Admin. Code § DHS 140.05\(1\)\(b\)3.\]](#)

Performance Management and Quality Improvement

- What activity surrounding performance management and quality improvement is the LHD currently engaged in? [[Wis. Admin. Code § DHS 140.05\(1\)\(c\) and \(d\)](#)]
 - Describe future plans to enhance these efforts.
 - Describe barriers to implementation.
 - Describe training available to staff.

Overall LHD Questions

- Describe any barriers the LHD is experiencing.
- Tell us how technical assistance or support could be helpful.

Questions That May Be Asked of Level III LHDs

Community Health Strategist

- How has the LHD led the collection of data? [[Wis. Admin. Code § DHS 140.06\(1\)](#)]
 - How was this data utilized to guide public health planning and decision-making at the local level?
- Provide an example of the LHD serving as the public health expert within the jurisdiction to elected officials, stakeholders, and community partners, including data and research. [[Wis. Admin. Code § DHS 140.06\(2\)](#)]
- What efforts is the LHD currently undertaking to identify and address factors impacting population health by implementing evidence-informed and emerging practices? [[Wis. Admin. Code § DHS 140.06\(3\)](#)]
- Describe the LHD's current activity related to addressing factors that impact health where we live, learn, grow, work, and play (social determinants of health). [[Wis. Admin. Code § DHS 140.06\(4\)](#)]

Environmental Health Program

- Describe participation, and provision of environmental health expertise, in the development of community plans. [[Wis. Admin. Code § DHS 140.06\(5\)\(a\)](#)]
- Describe practices related to providing or arranging for the availability of services authorized under [Wis. Stat. ch. 254](#), such as for toxic substances, indoor air quality, animal-borne or vectorborne disease, and human health hazards? [[Wis. Admin. Code § DHS 140.06\(5\)\(b\)](#)]
- How does the LHD collect, review, and analyze environmental and community health data to manage, control, and prevent environmental factors that may adversely affect the health, safety, or well-being of individuals or the community? [[Wis. Admin. Code § DHS 140.06\(5\)\(c\)](#)]
- What agreements does the LHD currently have established with state agencies to provide or arrange for environmental health services? [[Wis. Admin. Code § DHS 140.06\(5\)\(d\)](#)]
- Is the LHD administering regulations of the board of health or other local governing body? [[Wis. Admin. Code § DHS 140.06\(5\)\(e\)](#)]

State Public Health Agenda

- How is the LHD providing or arranging for other services that the LHD determines appropriately address objectives or services in the most recent state public health agenda? [[Wis. Admin. Code § DHS 140.06\(6\)](#)]

Performance Management and Quality Improvement

- Describe efforts to develop and implement methods to collect performance data, evaluate goals, conduct quality improvement, and report progress to advise organizational decisions. [[Wis. Admin. Code § DHS 140.06\(7\)](#)]
- How is the agency quality improvement plan implemented and integrated throughout the organization? [[Wis. Admin. Code § DHS 140.06\(8\)](#)]

Overall LHD Questions

- Describe any barriers the LHD is experiencing.
- Tell us how technical assistance or support could be helpful.

Quality Improvement Questions

- What were your expectations when the review process began?
- Describe the value of the review process.
- How can the review process be improved?
- Describe your vision for the role of the state in the review process.
- How can the in-person discussion be improved?
- How can the review questions be improved?

After the In-Person Review Discussion

After the in-person review discussion, DPH review team members will summarize information gathered during the visit. The review summary will be sent to the LHD and SHO. The SHO will use the review summary document to confirm the LHD's level of service. After the SHO confirms the LHD level, a member of the DPH review team will contact the LHO to schedule a meeting for presentation of the certificate and discussion on building the local public health system capacity. The SHO and/or a member of the DPH Senior Leadership team will attend the meeting to engage in a dialog with the LHO, the governing entity, and the LHD staff (representatives of the LHD are invited at the LHO's discretion).



Wisconsin Department of Health Services
Division of Public Health
P-02521 (10/2019)

Appendix A



**WISCONSIN DEPARTMENT
of HEALTH SERVICES**

Division of Public Health
Office of Policy and Practice Alignment

DHS 140 Review Notes

[Click here to enter name of local health department.](#)

Date: [Click here to enter date of on-site visit.](#)

Onsite Visit Participants

Local Health Department Representatives	
Name	Title
Wisconsin Department of Health Services (DHS), Division of Public Health (DPH) Staff	
Name	Bureau/Office and Title

Contact Information for Post DHS 140 Review Correspondence

Name and address of board of health chair:	Name and address of county board chair, mayor or other local official:

Highlights, Strengths, and Impacts of Efforts from Level I, II, or III

Area	Highlight

Best Practice Opportunities for Public Health Practice, Function, and Staffing

Area	Opportunities

Discussion Notes

Question	Local Health Department Response	Opportunities