

**Form Approved**  
**OMB No. XXXX-XXXX**  
**Expiration Date XX/XX/XXXX**

**Welcome**

NORC at the University of Chicago (NORC) is asking recently accredited health departments to participate in a survey about the national public health accreditation program. The survey includes questions about your experiences with the process, the benefits of accreditation, and short-term outcomes and other effects from accreditation. NORC is conducting this survey on behalf of the Public Health Accreditation Board (PHAB) and the Centers for Disease Control and Prevention (CDC) to evaluate the outcomes of the national public health accreditation program. The questions and topics in this survey are intended for the director of your health department, or a designee, if the director is unable to complete the survey. Thank you for participating in this survey.

**Directions**

Use your mouse to click on the circle or box to indicate your answer. Click "Next" to advance to the next page, and scroll to the bottom of each page and click "Previous" to return to the previous page. On the last page of the questionnaire, click "Done" to complete the questionnaire. Note: once you click "Done," you will not be able to edit or return to your questionnaire responses.

If you have technical difficulties, contact Megan Heffernan at [heffernan-megan@norc.org](mailto:heffernan-megan@norc.org) or 301-634-9412. Thank you again for your participation.

**Background**

The survey is estimated to take 20 minutes or less to complete. Your open and honest feedback is appreciated. Findings from this assessment will be included in a report to PHAB and CDC and may be publicly available. All data will be presented in the aggregate; report findings will not be linked to the organization that completed the survey. For more information about this assessment, please contact Project Director Michael Meit at [meit-michael@norc.org](mailto:meit-michael@norc.org).

CDC estimates the average public reporting burden for this collection of information as 20 minutes per response, including the time for reviewing instructions, searching existing data/information sources, gathering and maintaining the data/information needed, and completing and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing burden to CDC/ATSDR Reports Clearance Officer; 1600 Clifton Road NE MS H21-8, Atlanta GA 30333 (ATTN: PRA (0920-xxxx)).

Information About Your Health Department

\* 1. Name of Health Department:

Note: This information will be used to analyze findings by health department structure, size, and geographic region; responses will not be linked to any specific health department.

\* 2. Respondent Role:

- Director of Health Department
- Accreditation Coordinator
- Other, please describe:

## Accredited Survey (Survey 2)

### PHAB Standards and Measures

3. For each statement below, consider your impressions of and experiences with the PHAB Standards and Measures. Please select the appropriate column to indicate whether you *Strongly Agree*, *Agree*, *Disagree*, or *Strongly Disagree*. If you are unsure, please select *Don't Know*.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
As currently written, the PHAB Standards and Measures for accreditation allow for accurate measurement of the public health capacities and processes in our health department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As currently written, the PHAB Standards and Measures for accreditation accurately reflect the practice of high-performing health departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Action Plan

4. Did the Accreditation Committee require your health department to develop an Action Plan?

- Yes
- No
- Don't know

Action Plan

Please provide additional information about the Action Plan process.

5. It was beneficial for our health department to implement the activities identified in the Action Plan.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

6. Please provide additional comments about the Action Plan process, if desired.

Preparation

7. Select any of the following documents, plans, or systems, that you developed for the **first time** to prepare for accreditation. *Select all that apply.*

- Community health assessment
- Community health improvement plan
- Health department strategic plan
- Workforce development plan
- Public health emergency operations plan
- Quality improvement plan
- Performance management policy and/or system
- Organizational branding strategy

8. Please provide additional comments about developing these documents, plans, or systems.

9. Did your health department hire a consultant to assist with the accreditation process?

- Yes
- No
- Don't know

Preparation

10. What role did the consultant play?

## Accredited Survey (Survey 2)

### Internal Benefits and Outcomes

11. For each statement below, consider the internal benefits and/or outcomes your health department has seen as a result of applying for PHAB accreditation.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
The accreditation process has stimulated greater accountability and transparency within our health department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Undergoing accreditation has stimulated greater collaboration across departments or units within our health department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of our participation in the accreditation process, integration across departments or units in our health department has improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our health department's ability to identify and address gaps in employee training and workforce development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our health department's overall capacity to provide high quality programs and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has increased our health department's capacity to identify and address health priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has increased the extent to which our health department uses evidence-based practices for public health programs and/or business practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of our participation in the accreditation process, our health department's staff competencies have improved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has strengthened employee pride in our agency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Accredited Survey (Survey 2)

### Quality Improvement

12. For each statement below, consider the changes in your health department's quality improvement (QI) activities because of your participation in the accreditation process.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Because of our participation in the accreditation process, our health department has implemented or plans to implement new strategies for QI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of our participation in the accreditation process, our health department has implemented or plans to implement new strategies to monitor and evaluate our effectiveness and quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of our participation in the accreditation process, our health department has used or plans to use information from our QI processes and/or performance management system to inform decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Because of our participation in the accreditation process, our health department has created or improved operational or public health policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please provide additional clarification for any of your responses, if desired.

Quality Improvement and Performance Management

Please answer the following questions regarding other changes in quality improvement (QI) and performance management culture within your agency.

14. Has your health department established an organization-wide process for QI?

- Yes, established while participating in the accreditation process (after registering in e-PHAB)
- Yes, established prior to participating in the accreditation process, but updated while undergoing the process
- Yes, established prior to participating in the accreditation process and not updated while undergoing the process
- No, but under development
- No, not working on it
- Don't know

15. Indicate the level of familiarity your health department staff members have with QI.

- Have no knowledge of QI
- Subset of staff have familiarity with QI
- Majority of staff have familiarity with QI
- Subset of staff are knowledgeable and practice QI
- Majority of staff are knowledgeable and practice QI
- Majority of staff routinely practice/use QI
- Don't know

16. Currently, QI in my agency is...

- Not practiced anywhere in the agency
- Talked about, but not required
- Conducted informally; sporadic program efforts
- Conducted formally in specific areas
- Conducted formally and agency-wide
- Our culture
- Don't know

17. Engaging in QI has affected my agency by...

*Select all that apply.*

- Decreasing time spent completing processes and cost
- Improving process quality
- Improving public health outcomes
- Strengthening our performance management system
- Making us better prepared for public health accreditation
- It has not made much of an impact
- We are not engaging in QI
- Don't know

18. Please provide additional clarification for any of your responses, if desired.

19. Approximately what percentage of staff in your organization have received training in performance management and/or QI?

- 0-5%
- 6-25%
- 26-50%
- 51-75%
- 76-95%
- 96-100%
- Don't know

20. If there was a change in knowledge and practice of QI in your health department because of participation in the accreditation process, please describe the change and indicate how the accreditation process contributed to this change.

Workforce Development and Training

Please answer the following question about your health department's workforce development and training.

21. Select all workforce development and training activities currently implemented by your health department. *Select all that apply.*

- Include education and training objectives in performance reviews
- Allow participation in training during working hours
- Pay travel/registration fees for trainings
- Provide on-site training
- Have staff position(s) whose responsibilities include coordinating internal training for employees
- Provide employee reward and recognition programs
- Other, please describe:

Communication and Relationship with Stakeholders

22. Please describe how accreditation has improved your relationship with stakeholders.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Accreditation has improved our board of health or governing entity's working knowledge of our health department's roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our local policymakers' (other than our governing entity) working knowledge of our health department's roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved the public's working knowledge of our health department's roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our partners' working knowledge of our health department's roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our health department's relationship with key partners in other sectors (e.g., health care, social services, education).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has helped us to build relationships with new partners across sectors (e.g., health care, social services, education).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has led to increased collaboration with other health departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please provide additional clarification for any of your responses, if desired.



Additional Feedback

Please answer the following questions to provide additional feedback about your health department's experiences as you completed the PHAB accreditation process.

25. Our health department made the correct decision to apply for national accreditation through PHAB.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

26. Throughout the process of applying for accreditation, did your health department experience any of the following challenges?

*Select all that apply.*

- Leadership changes
- Staff turnover or loss of key staff
- Limited staff time or other schedule limitations
- Decreased perceived value or benefit
- Decreased priority for our health department
- Decreased support from board of health or governing entity
- Decreased support from other elected leaders
- Decreased support from health department leadership team
- Limited funding or financial constraints
- Unanticipated costs
- None
- Other, please describe:

27. For any of the challenges selected above, please describe how your health department overcame the obstacle.

28. Were there any unanticipated benefits or outcomes to planning, undergoing, and becoming an accredited health department? If so, please explain.

- Yes
- No
- Don't know



Additional Feedback

29. Please describe the unanticipated benefits or outcomes your health department experienced.

Thank You

Thank you for your participation!