

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

**Welcome**

NORC at the University of Chicago (NORC) is asking health departments that are approaching reaccreditation to participate in a survey about the national public health accreditation program. The survey includes questions about the benefits, short-term outcomes, and other effects of accreditation, as well as your intentions to apply for reaccreditation. 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:

Annual Reporting Process

3. These questions ask you to reflect on your experiences completing the PHAB Annual Report forms. Please select the appropriate column to indicate whether you *Strongly Agree*, *Agree*, *Disagree*, or *Strongly Disagree* with each of the following statements. If you are unsure, please select *Don't Know*.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
Completing the Annual Report forms has provided our health department an opportunity to reflect on quality and performance improvement activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Completing the Annual Report forms has helped our health department consider how to address emerging public health issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

## Year 4 Accreditation Survey (Survey 4)

### Benefits and Outcomes

5. For each statement below, consider the benefits or outcomes your health department may have experienced since becoming accredited.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
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 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"/>
As a result of accreditation, our health department has applied health equity to internal planning, policies, or processes.	<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"/>
Since becoming accredited, our health department has used the PHAB Standards and Measures for ongoing improvement efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved the credibility of our health department within our community and/or state.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved our health department's visibility or reputation to external stakeholders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since becoming accredited, our health department has had new opportunities for partnerships and/or collaborations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since becoming accredited, our health department has strengthened its 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"/>
Since becoming accredited, our health department has compared our programs, processes, and/or outcomes against other similar health departments as a benchmark for performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Accreditation has strengthened the culture of QI in our health department.

Accreditation has helped our health department use health equity as a lens for identifying and addressing health priorities.

Health department activities implemented as a result of being accredited have led to improved health outcomes in our community.

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

7. Since becoming accredited, what has been the most important positive outcome or benefit your health department has experienced as a result of accreditation?

Quality Improvement and Performance Management

Please describe the current quality improvement (QI) and performance management culture in your agency.

8. 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

9. 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

10. 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

Workforce Development and Training

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

11. 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:

## Year 4 Accreditation Survey (Survey 4)

### Financial Status

12. For each statement below, consider the financial benefits or outcomes your health department may have experienced since becoming accredited.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	N/A
Accreditation has improved our health department's competitiveness for funding opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has improved the utilization of resources within our health department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has had a positive impact on our health department budget (i.e., helped us demonstrate our value and needs in budget discussions, or protected the health department against budget cuts).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our health department leadership team views the PHAB annual services fee as a good value.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accreditation has resulted in new funding for our health department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. If you strongly agree or agree with any of the previous statements about financial status, please provide specific examples.

Reaccreditation

Please answer the following questions regarding your agency's intent to apply for reaccreditation through PHAB.

14. Does your health department intend to apply for reaccreditation?

- Yes, we intend to apply for reaccreditation
- No, we do not intend to apply for reaccreditation
- Undecided

Reaccreditation

Please answer the following questions about why your agency has decided to apply for reaccreditation.

\* 15. What are the reasons your health department has decided to apply for reaccreditation?  
*Please select up to five reasons.*

- Maintain our status as an accredited health department
- Maintain our visibility or reputation within the community as a high-performing health department
- Continue to demonstrate conformity with PHAB Standards and Measures
- Engage in continuous QI
- Support and/or to meet expectations from health department leadership
- Support and/or to meet expectations from elected officials
- Support and/or to meet expectations from partners
- Potential for future funding opportunities to be tied to accreditation status
- New opportunity to complete a self-study for improvement
- Improve the health of our population served
- Other, please describe:

16. Has your health department experienced any of the following challenges that might be considered barriers to reaccreditation?

*Select all that apply.*

- Leadership changes
- Staff turnover or loss of key staff
- Limited staff time or other schedule limitations
- Reduced funding available to support accreditation activities
- Decreased perceived value or benefit of accreditation
- 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
- None
- Other, please describe:

17. Please provide additional clarification for your response, if desired.

Thank You

Thank you for your participation!

Reaccreditation

Please answer the following questions regarding the reasons your agency has decided not to apply for reaccreditation.

18. What factors contributed to your decision to not apply for reaccreditation?

*Select all that apply.*

- Loss of key staff who support accreditation
- Limited staff time or other schedule limitations
- Reduced funding available to support accreditation activities
- Lack of perceived value or benefit of reaccreditation
- Limited return on investment of accreditation
- Fees for reaccreditation
- Low priority for our health department
- Limited support from board of health or governing entity
- Limited support from other elected leaders
- Limited support from health department leadership team
- Other, please describe:

19. Do you anticipate any of the following negative effects on your health department as a result of not undergoing reaccreditation?

*Select all that apply.*

- We do not anticipate any negative effects
- Decreased emphasis on QI and/or performance management
- Reduced documentation of public health programs, processes, and policies
- Decreased capacity to provide high quality programs and services
- Decreased competitiveness for funding opportunities
- Decreased visibility or reputation to community stakeholders
- Other, please describe:

Thank You

Thank you for your participation!

Reaccreditation

20. Please describe the factors that will influence your health department's decision to participate in reaccreditation.

Thank You

Thank you for your participation!