

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 1: Conduct and disseminate assessments focused on population health status and public health issues facing the community			
Standard 1.1 Participate in or Conduct a Collaborative Process Resulting in a Comprehensive Community Health Assessment			
1.1.1	Participate in or conduct a partnership that develops a comprehensive community health assessment of the population	3.2a1	Product Offerings: HOW do you identify CUSTOMER and market requirements for product offerings and services? HOW do you identify and innovate product offerings to meet the requirements and exceed the expectations of your CUSTOMER groups and market SEGMENTS (identified in your Organizational Profile)? HOW do you identify and innovate product offerings to enter new markets, to attract new CUSTOMERS, and to provide opportunities for expanding relationships with existing CUSTOMERS, as appropriate?
		4.1a3	CUSTOMER Data: HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and in-formation (including complaints) to support operational and strategic decision making and INNOVATION?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
1.1.2	Complete a community health assessment	3.2a3	CUSTOMER Segmentation: HOW do you use CUSTOMER, market, and product offering information to identify current and anticipate future CUSTOMER groups and market SEGMENTS? HOW do you consider CUSTOMERS of competitors and other potential CUSTOMERS and markets in this segmentation? HOW do you determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to pursue for current and future products?
		4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?
1.1.3 A	Ensure that the community health assessment is accessible to agencies, organizations, and the general public	4.2a2	Data and Information Availability: HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?
Standard 1.2: Collect and maintain reliable, comparable, and valid data that provide information on conditions of public health importance and on the health status of the population			
1.2.1 A	Maintain a surveillance system for receiving reports 24/7 in order to identify health problems, public health threats, and environmental public health hazards	4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
1.2.2 A	Communicate with surveillance sites at least annually	4.2a2	Data and Information Availability HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?
1.2.3 A	Collect additional primary and secondary data on population health status	4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?
1.2.4	Provide reports of primary and secondary data	4.2a2	Data and Information Availability HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 1.3: Analyze public health data to identify trends in health problems, environmental public health hazards, and social and economic factors that affect the public’s health.			
1.3.1 A	Analyze and draw conclusions from public health data	4.1a2	Comparative Data: HOW do you select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?
		4.1b	PERFORMANCE ANALYSIS and Review: HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? HOW do you use these reviews to assess your organization’s ability to respond rapidly to changing organizational needs and challenges in your operating environment?
1.3.2	Provide public health data to the community in the form of reports on a variety of public health issues, at least annually	4.2a2	Data and Information Availability: HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 1.4: Provide and use the results of health data analysis to develop recommendations regarding public health policy, processes, programs or interventions.			
1.4.1 A	Use data to recommend and inform public health policy, processes, programs, and/or interventions	4.1b	PERFORMANCE ANALYSIS and Review: HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? HOW do you use these reviews to assess your organization’s ability to respond rapidly to changing organizational needs and challenges in your operating environment?
1.4.2	Develop and distribute health data profiles to support public health improvement planning processes	4.2a2	Data and Information Availability: HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?
1.4.3 S	Provide support to Tribal and local health departments in the state concerning the development and use of community health data profiles		

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 2: Investigate health problems and environmental public health hazards to protect the community			
Standard 2.1: Conduct timely investigations of health problems and environmental public health hazards.			
2.1.1 A	Maintain protocols for investigation process	1.2b1	What are your KEY compliance PROCESSES, MEASURES, and GOALS for achieving and surpassing regulatory and legal requirements, as appropriate?
2.1.2	Demonstrate capacity to conduct investigations of infectious or communicable diseases		
2.1.3 A	Demonstrate capacity to conduct investigations of non-infectious health problems, environmental, and/or occupational public health hazards		
2.1.4 A	Work collaboratively through established governmental and community partnerships on investigations of reportable/disease outbreaks and environmental public health issues	6.1a2	WORK SYSTEM Requirements HOW do you determine KEY WORK SYSTEM requirements, incorporating input from CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate? What are the KEY requirements for these WORK SYSTEMS?
2.1.5 A	Monitor timely reporting of notifiable/reportable diseases, lab test results, and investigation results		

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
2.1.6 S	Provide consultation, technical assistance, and/or information to Tribal and local health departments in the state regarding disease outbreak and environmental public health hazard management		
Standard 2.2: Contain/mitigate health problems and environmental public health hazards.			
2.2.1 A	Maintain protocols for containment/mitigation of public health problems and environmental public health hazards	6.2b1	KEY WORK PROCESS Implementation HOW does your day-to-day operation of these PROCESSES ensure that they meet KEY PROCESS requirements? What are your KEY PERFORMANCE MEASURES or INDICATORS and in-process MEASURES for the control and im-provement of your WORK PROCESSES?
2.2.2 A	Demonstrate a process for determining when the All Hazards Emergency Operations Plan (EOP) will be implemented	6.1c	Emergency Readiness HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?
2.2.3 A	Complete an After Action Report (AAR) following events	6.1c	See Above

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 2.3: Ensure access to laboratory and epidemiological/environmental			
2.3.1 A	Maintain provisions for 24/7 emergency access to epidemiological and environmental public health resources capable of providing rapid detection, investigation, and containment/mitigation of public health problems and environmental public health hazards		
2.3.2 A	Maintain 24/7 access to laboratory resources capable of providing rapid detection, investigation and containment of health problems and environmental public health hazards		
2.3.3 A	Maintain access to laboratory and other support personnel and infrastructure capable of providing surge capacity		

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
2.3.4 A	Demonstrate that Tribal, state, and local health departments work together to build capacity and share resources to address Tribal, state, and local efforts to provide for rapid detection, investigation, and containment/mitigation of public health problems and environmental public health hazards		
Standard 2.4: Maintain a plan with policies and procedures for urgent and non-urgent communications.			
2.4.1 A	Maintain written protocols for urgent 24/7 communications	3.2a2	CUSTOMER Support: HOW do you enable CUSTOMERS to seek information and CUSTOMER support? HOW do you enable them to conduct their business with you and provide feedback on your products and your CUSTOMER support? What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements? HOW do you ensure that CUSTOMER support requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?

PHAB Measure	Description	Baldrige Area to Address	Alignment: High, Medium, Low Statement of Baldrige Criteria and Description of Alignment
2.4.2 A	Implement a system to receive and provide health alerts and to coordinate an appropriate public health response	3.2a2	CUSTOMER Support: HOW do you enable CUSTOMERS to seek information and CUSTOMER support? HOW do you enable them to conduct their business with you and provide feedback on your products and your CUSTOMER support? What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements? HOW do you ensure that CUSTOMER support requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?
2.4.3 A	Provide timely communication to the general public during public health emergencies	6.1c	Emergency Readiness HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?
2.4.4 S	Provide consultation and technical assistance to Tribal and local health departments on the accuracy and clarity of public health information associated with a public health emergency	6.1c	Emergency Readiness HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 3: Inform and educate about public health issues and functions			
Standard 3.1: Provide health education and health promotion policies, programs, processes, and interventions to support prevention and wellness.			
3.1.1 A	Provide information to the public on protecting their health	3.2a2	What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements?
3.1.2 A	Implement health promotion strategies to protect the population from preventable health conditions		
Standard 3.2: Provide information on public health issues and public health functions through multiple methods to a variety of audiences.			
3.2.1 A	Provide information on public health mission, roles, processes, programs and interventions to improve the public's health	1.1a1	Vision and Values: How do senior leaders set your organization's vision and values? How do senior leaders deploy your organization's vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do senior leaders' actions reflect a commitment to the organization's values?
		3.2b1	Relationship Management: HOW do you market, build, and manage relationships with CUSTOMERS to achieve the following? <ul style="list-style-type: none"> • acquire CUSTOMERS and build market share • retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle • increase their ENGAGEMENT with you

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
3.2.2 A	Establish and maintain communication procedures to provide information outside the health department	3.2a2	What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements?
3.2.3 A	Maintain written risk communication plan	3.2a2	CUSTOMER Support: HOW do you enable CUSTOMERS to seek information and CUSTOMER support? HOW do you enable them to conduct their business with you and provide feedback on your products and your CUSTOMER support? What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements? HOW do you ensure that CUSTOMER support requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?
3.2.4 A	Make information available through a variety of methods	3.2a2	CUSTOMER Support: HOW do you enable CUSTOMERS to seek information and CUSTOMER support? HOW do you enable them to conduct their business with you and provide feedback on your products and your CUSTOMER support? What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements? HOW do you ensure that CUSTOMER support requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?
		4.2a2	Data and Information Availability: HOW do you make needed data and information available to your WORK-FORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
3.2.5 A	Provide accessible, accurate, actionable, and current information in culturally sensitive and linguistically appropriate formats for populations served by the health department	3.2a2	What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 4: Engage with the community to identify and address health problems			
Standard 4.1: Engage with the public health system and the community in identifying and addressing public health problems through collaborative processes.			
4.1.1 A	Establish and/or actively participate in partnerships and/or coalitions to address specific public health issues or populations	3.1a1	Listening to Current CUSTOMERS: HOW do you listen to CUSTOMERS to obtain actionable information? HOW do your listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you use social media and Web-based technologies to listen to CUSTOMERS, as appropriate? HOW do your listening methods vary across the CUSTOMER life cycle? HOW do you follow up with CUSTOMERS on the quality of products, CUSTOMER support, and transactions to receive immediate and actionable feedback?
		3.2a1	Product Offerings: HOW do you identify CUSTOMER and market requirements for product offerings and services? HOW do you identify and innovate product offerings to meet the requirements and exceed the expectations of your CUSTOMER groups and market SEGMENTS (identified in your Organizational Profile)? HOW do you identify and innovate product offerings to enter new markets, to attract new CUSTOMERS, and to provide opportunities for expanding relationships with existing CUSTOMERS, as appropriate?
		3.2b1	Relationship Management: HOW do you market, build, and manage relationships with CUSTOMERS to achieve the following? <ul style="list-style-type: none"> • acquire CUSTOMERS and build market share • retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle • increase their ENGAGEMENT with you

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
		4.1a3	CUSTOMER Data: HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and in-formation (including complaints) to support operational and strategic decision making and INNOVATION?
4.1.2 T/L	Link stakeholders and partners to technical assistance regarding models of engaging with the community	3.2a1	Product Offerings: HOW do you identify CUSTOMER and market requirements for product offerings and services? HOW do you identify and innovate product offerings to meet the requirements and exceed the expectations of your CUSTOMER groups and market SEGMENTS (identified in your Organizational Profile)? HOW do you identify and innovate product offerings to enter new markets, to attract new CUSTOMERS, and to provide opportunities for expanding relationships with existing CUSTOMERS, as appropriate?
Standard 4.2: Promote the community’s understanding of and support for policies and strategies that will improve the public’s health.			
4.2.1 A	Engage with the community about policies and/or strategies that will promote the public’s health	3.1a1	Listening to Current CUSTOMERS: HOW do you listen to CUSTOMERS to obtain actionable information? HOW do your listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you use social media and Web-based technologies to listen to CUSTOMERS, as appropriate? HOW do your listening methods vary across the CUSTOMER life cycle? HOW do you follow up with CUSTOMERS on the quality of products, CUSTOMER support, and transactions to receive immediate and actionable feedback?
		3.2b1	Relationship Management: HOW do you market, build, and manage relationships with CUSTOMERS to achieve the followings? <ul style="list-style-type: none"> • acquire CUSTOMERS and build market share • retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle • increase their ENGAGEMENT with you

			Alignment: High, Medium, Low
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4.2.2 A	Engage with governing entities, advisory boards, and elected officials about policies and/or strategies that will promote the public's health		

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 5: Develop public health policies and plans			
Standard 5.1: Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity.			
5.1.1 A	Monitor and track public health issues that are being discussed by individuals and entities that set public health policies and practices		
5.1.2 A	Engage in activities that contribute to the development and/or modification of public health policy		
5.1.3 A	Inform governing entities, elected officials, and/or the public of potential public health impacts, both intended and unintended, from current and/or proposed policies		
Standard 5.2: Conduct a comprehensive planning process resulting in a Tribal/state/community health improvement plan.			
5.2.1	Conduct a process to develop health improvement plan		
5.2.2	Produce a health improvement plan as a result of the health improvement process		
5.2.3 A	Implement elements and strategies of the health improvement plan, in partnership with others		

PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
5.2.4 A	Monitor progress on implementation of strategies in the community health improvement plan in collaboration with broad participation from stakeholders and partners	2.2a5	<p>PERFORMANCE MEASURES: What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking the achievement and EFFECTIVENESS of your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT? HOW do you ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?</p>
		4.1a1	<p>PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?</p>
		4.1b	<p>PERFORMANCE ANALYSIS and Review: HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? HOW do you use these reviews to assess your organization’s ability to respond rapidly to changing organizational needs and challenges in your operating environment?</p>

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PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 5.3: Develop and implement a health department organizational strategic plan.			
5.3.1 A	Conduct a department strategic planning process	1.1a1	Vision and Values: How do senior leaders set your organization’s vision and values? How do senior leaders deploy your organization’s vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do senior leaders’ actions reflect a commitment to the organization’s values?
		2.1a1	Strategic Planning PROCESS: HOW does your organization conduct its strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? HOW does your PROCESS identify potential blind spots? HOW do you determine your CORE COMPETENCIES, STRATEGIC CHALLENGES, and STRATEGIC ADVANTAGES (identified in your Organizational Profile)? What are your short- and longer-term planning time horizons? HOW are these time horizons set? HOW does your strategic planning PROCESS address these time horizons?

PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
5.3.2 A	Adopt a department strategic plan	1.1a1	<p>Alignment: High, Medium, Low</p> <p>Vision and Values: How do senior leaders set your organization’s vision and values? How do senior leaders deploy your organization’s vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do senior leaders’ actions reflect a commitment to the organization’s values?</p>
		2.1a2	<p>Strategy Considerations: HOW do you ensure that strategic planning addresses the KEY elements listed below? HOW do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning PROCESS?</p> <ul style="list-style-type: none"> • your organization’s strengths, weaknesses, opportunities, and threats • early indications of major shifts in technology, markets, products, CUSTOMER preferences, competition, the economy, and the regulatory environment • long-term organizational SUSTAINABILITY, including needed CORE COMPETENCIES, and PROJECTIONS of your future PERFORMANCE and your competitors’ or comparable organizations’ future PERFORMANCE • your ability to execute the strategic plan
		2.1b1	<p>KEY STRATEGIC OBJECTIVES: What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them? What are your most important GOALS for these STRATEGIC OBJECTIVES?</p>
		2.2a5	<p>PERFORMANCE MEASURES: What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking the achievement and EFFECTIVENESS of your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT? HOW do you ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?</p>

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
5.3.3 A	Implement the department strategic plan	1.1a3	<p>Creating a SUSTAINABLE Organization: HOW do SENIOR LEADERS create a SUSTAINABLE organization? HOW do SENIOR LEADERS achieve the following?</p> <ul style="list-style-type: none"> • create an environment for organizational PERFORMANCE improvement, the accomplishment of your MISSION and STRATEGIC OBJECTIVES, INNOVATION, PERFORMANCE leadership, and organizational agility • create a WORKFORCE culture that delivers a consistently positive CUSTOMER experience and fosters CUSTOMER ENGAGEMENT • create an environment for organizational and WORKFORCE LEARNING • develop and enhance their leadership skills • participate in organizational LEARNING, succession planning, and the development of future organizational leaders
		1.1b2	<p>Focus on Action: HOW do SENIOR LEADERS create a focus on action to accomplish the organization’s objectives, improve PERFORMANCE, and attain its VISION? HOW do SENIOR LEADERS identify needed actions? HOW do SENIOR LEADERS include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS in their organizational PERFORMANCE expectations?</p>
		2.2a1	<p>ACTION PLAN Development: HOW do you develop your ACTION PLANS? What are your KEY short- and longer-term ACTION PLANS and their relationship to your STRATEGIC OBJECTIVES? What are the KEY planned changes, if any, in your products, your CUSTOMERS and markets, your suppliers and PARTNERS, and how you will operate?</p>

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
		4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?
Standard 5.4: Maintain an all hazards emergency operations plan.			
5.4.1 A	Participate in the process for the development and maintenance of an All Hazards Emergency Operations Plan (EOP)	6.1c	Emergency Readiness: HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?
5.4.2 A	Adopt and maintain a public health emergency operations plan (EOP)	4.2b2	Emergency Availability: In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information to EFFECTIVELY serve CUSTOMERS and business needs?
		6.1c	Emergency Readiness: HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? HOW does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?

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PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 6: Enforce public health laws			
Standard 6.1: Review existing laws and work with governing entities and elected/appointed officials to update as needed			
6.1.1 A	Review laws to determine the need for revisions		
6.1.2 A	Inform governing entity and/or elected/appointed officials of needed updates/amendments to current laws and/or proposed new laws		
Standard 6.2: Educate individuals and organizations on the meaning, purpose, and benefit of public health laws and how to comply			
6.2.1 A	Maintain agency knowledge and apply public health laws in a consistent manner	4.2a3	Knowledge Management: HOW do you manage organizational knowledge to accomplish the following? <ul style="list-style-type: none"> • the collection and transfer of WORKFORCE knowledge • the transfer of relevant knowledge from and to CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS • the rapid identification, sharing, and implementation of best practices • the assembly and transfer of relevant knowledge for use in your INNOVATION and strategic planning PROCESSES
6.2.2 A	Ensure that laws and permit/license application requirements are accessible to the public		
6.2.3 A	Provide information or education to regulated entities regarding their responsibilities and methods to achieve full compliance with public health related laws		

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 6.3: Conduct and monitor public health enforcement activities and coordinate notification of violations among appropriate agencies			
6.3.1 A	Maintain current written procedures and protocols for conducting enforcement actions		
6.3.2 A	Conduct and monitor inspection activities of regulated entities according to mandated frequency and/or a risk analysis method that guides the frequency and scheduling of inspections of regulated entities		
6.3.3 A	Follow procedures and protocols for both routine and emergency situations requiring enforcement activities and complaint followup	3.2b2	Complaint Management: HOW do you manage CUSTOMER complaints? HOW does your CUSTOMER complaint management PROCESS ensure that complaints are resolved promptly and EFFECTIVELY? HOW does your CUSTOMER complaint management PROCESS enable you to recover your CUSTOMERS' confidence and enhance their satisfaction and ENGAGEMENT?
6.3.4 A	Determine patterns or trends in compliance from enforcement activities, and complaints	4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?

PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
6.3.5 A	Coordinate notification of violations to the public, when required, and coordinate the sharing of information among appropriate agencies about enforcement activities, followup activities, and trends or patterns		

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 7: Promote strategies to improve access to health care services			
Standard 7.1: Assess health care service capacity and access to health care services			
7.1.1 A	Convene and/or participate in a collaborative process to assess the availability of health care services	4.1a3	CUSTOMER Data: HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and in-formation (including complaints) to support operational and strategic decision making and INNOVATION?
7.1.2 A	Identify populations who experience barriers to health care services	4.1a3	CUSTOMER Data: HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and information (including complaints) to support operational and strategic decision making and INNOVATION?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
7.1.3 A	Identify gaps in access to health care services	3.2a3	<p>PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?</p> <p>CUSTOMER Segmentation: HOW do you use CUSTOMER, market, and product offering information to identify current and anticipate future CUSTOMER groups and market SEGMENTS? HOW do you consider CUSTOMERS of competitors and other potential CUSTOMERS and markets in this segmentation? HOW do you determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to pursue for current and future products?</p>
Standard 7.2: Identify and implement strategies to improve access to health care services			
7.2.1 A	Convene and/or participate in a collaborative process to establish strategies to improve access to health care services	6.2a2	<p>WORK SYSTEM Requirements HOW do you determine KEY WORK SYSTEM requirements, incorporating input from CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate? What are the KEY requirements for these WORK SYSTEMS?</p>
7.2.2 A	Collaborate to implement strategies to increase access to health care services		

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
7.2.3 A	Lead or collaborate in culturally competent initiatives to increase access to health care services for those who may experience barriers due to cultural, language, or literacy differences	3.2a2	What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 8: Maintain a competent public health workforce			
Standard 8.1: Encourage the development of a sufficient number of qualified public health workers			
8.1.1	Establish relationships and/or collaborations that promote the development of future public health workers	5.1	Workforce Environment: How do you build an effective and supportive workforce environment?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 8.2: Assess staff competencies and address gaps by enabling organizational and individual training and development opportunities			
8.2.1 A	Maintain, implement and assess the health department workforce development plan that addresses the training needs of the staff and the development of core competencies	5.1	Workforce Environment: How do you build an effective and supportive workforce environment?
		2.2a4	WORKFORCE Plans: What are your KEY human resource or WORKFORCE plans to accomplish your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS? HOW do the plans address potential impacts on your WORKFORCE members and any potential changes to WORKFORCE CAPABILITY and CAPACITY needs?
		4.2a3	Knowledge Management: HOW do you manage organizational knowledge to accomplish the following? <ul style="list-style-type: none"> • the collection and transfer of WORKFORCE knowledge • the transfer of relevant knowledge from and to CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS • the rapid identification, sharing, and implementation of best practices • the assembly and transfer of relevant knowledge for use in your INNOVATION and strategic planning PROCESSES
		5.1a1	CAPABILITY and CAPACITY: HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
		5.2c1	<p>LEARNING and Development System: HOW does your LEARNING and development system address the following factors for your WORKFORCE members and leaders?</p> <ul style="list-style-type: none"> • your organization’s CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of its ACTION PLANS, both short-term and long-term • organizational PERFORMANCE improvement and INNOVATION • ethics and ethical business practices • CUSTOMER focus • their LEARNING and development needs, including those that are self-identified and those identified by supervisors, managers, and SENIOR LEADERS • the transfer of knowledge from departing or retiring WORKFORCE members
8.2.2 A	Provide leadership and management development activities	5.2c1	<p>LEARNING and Development System: HOW does your LEARNING and development system address the following factors for your WORKFORCE members and leaders?</p> <ul style="list-style-type: none"> • your organization’s CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of its ACTION PLANS, both short-term and long-term • organizational PERFORMANCE improvement and INNOVATION • ethics and ethical business practices • CUSTOMER focus • their LEARNING and development needs, including those that are self-identified and those identified by supervisors, managers, and SENIOR LEADERS • the transfer of knowledge from departing or retiring WORKFORCE members

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
8.2.3 S	Provide consultation and/or technical assistance to Tribal and local health departments regarding evidence-based and/or promising practices in the development of workforce capacity, training and continuing education	5.1a1	CAPABILITY and CAPACITY: HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 9: Evaluate and continuously improve health department processes, programs, and interventions			
Standard 9.1: Use a performance management system to monitor achievement of organizational objectives			
9.1.1 A	Engage staff at all organizational levels in establishing or updating a performance management system	1.1b2	Focus on Action: HOW do SENIOR LEADERS create a focus on action to accomplish the organization’s objectives, improve PERFORMANCE, and attain its VISION? HOW do SENIOR LEADERS identify needed actions? HOW do SENIOR LEADERS include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS in their organizational PERFORMANCE expectations?
9.1.2 A	Implement a performance management system	All	Baldrige is a performance management system and is suggested in the PHAB Guidance

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
9.1.3 A	Use a process to determine and report on achievement of goals, objectives, and measures set by the performance management system	2.2a5	PERFORMANCE MEASURES: What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking the achievement and EFFECTIVENESS of your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT? HOW do you ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?
		4.1a1	PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?
		4.1a3	CUSTOMER Data HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and in-formation (including complaints) to support operational and strategic decision making and INNOVATION?
		4.1b	PERFORMANCE ANALYSIS and Review: HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? HOW do you use these reviews to assess your organization’s ability to respond rapidly to changing organizational needs and challenges in your operating environment?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
		4.1c3	Continuous Improvement and INNOVATION: HOW do you use organizational PERFORMANCE review findings to develop priorities for continuous improvement and opportunities for INNOVATION? HOW are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization? When appropriate, HOW are the priorities and opportunities DEPLOYED to your suppliers, PARTNERS, and COL-LABORATORS to ensure organizational ALIGNMENT?
9.1.4 A	Implement a systematic process for assessing customer satisfaction with health department services	3.1b1	Satisfaction and ENGAGEMENT: HOW do you determine CUSTOMER satisfaction and ENGAGEMENT? HOW do these determination methods differ among CUSTOMER groups and market SEGMENTS, as appropriate? HOW do your measurements capture actionable information for use in exceeding your CUSTOMERS' expectations and securing your CUSTOMERS' ENGAGEMENT?
		3.1b3	Dissatisfaction: HOW do you determine CUSTOMER dissatisfaction? HOW do your measurements capture actionable information for use in meeting your CUSTOMERS' requirements and exceeding their expectations in the future?
		4.1a3	CUSTOMER Data: HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and in-formation (including complaints) to support operational and strategic decision making and INNOVATION?
9.1.5 A	Provide staff development opportunities regarding performance management	5.2c1	LEARNING and Development System HOW does your LEARNING and development system address the following factors for your WORKFORCE members and leaders? <ul style="list-style-type: none"> • organizational PERFORMANCE improvement and INNOVATION
9.1.6 S	Provide technical assistance and/or training on performance management to Tribal and local health departments	4.1c1	Best-Practice Sharing: HOW do you use PERFORMANCE review findings to share lessons learned and best practices across organizational units and WORK PROCESSES?

Alignment: High, Medium, Low			
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 9.2: Develop and implement quality improvement processes integrated into organizational practice, programs, processes, and interventions.			
9.2.1 A	Establish a quality improvement program based on organizational policies and direction	6.2b3	PROCESS Improvement: HOW do you improve your WORK PROCESSES to achieve better PERFORMANCE, reduce variability, and improve products?
9.2.2 A	Implement quality improvement activities	6.2b3	PROCESS Improvement: HOW do you improve your WORK PROCESSES to achieve better PERFORMANCE, reduce variability, and improve products?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 10: Contribute to and apply the evidence base of public health			
Standard 10.1: Identify and use the best available evidence for making informed public health practice decisions			
10.1.1 A	Identify and use applicable evidence-based and/or promising practices when implementing new or revised processes, programs and/or interventions	3.2a4	CUSTOMER Data Use: HOW do you use CUSTOMER, market, and product offering information to improve marketing, build a more CUSTOMER-focused culture, and identify opportunities for INNOVATION?
		4.1c1	Best-Practice Sharing: HOW do you use PERFORMANCE review findings to share lessons learned and best practices across organizational units and WORK PROCESSES?
		6.1a1	Design Concepts: HOW do you design and innovate your overall WORK SYSTEMS? HOW do you capitalize on your CORE COMPETENCIES? HOW do you decide which PROCESSES within your overall WORK SYSTEMS will be internal to your organization (your KEY WORK PROCESSES) and which will use external resources?
10.1.2 T/S	Foster innovation in practice and research	1.1a3	Creating a SUSTAINABLE Organization HOW do SENIOR LEADERS create a SUSTAINABLE organization? HOW do SENIOR LEADERS achieve the following? <ul style="list-style-type: none"> • create an environment for organizational PERFORMANCE improvement, the accomplishment of your MISSION and STRATEGIC OBJECTIVES, INNOVATION, PERFORMANCE leadership, and organizational agility

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 10.2: Promote understanding and use of the current body of research results, evaluations, and evidence-based practices with appropriate audiences.			
10.2.1 A	Ensure human subjects are protected when the health department is involved in or supports research activities		
10.2.2 A	Maintain access to expertise to analyze current research and its public health implications	4.1b	PERFORMANCE ANALYSIS and Review HOW do you review organizational PERFORMANCE and capabilities? HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid?
10.2.3 A	Communicate research findings, including public health implications	3.2a2	What are your KEY means of CUSTOMER support, including your KEY communication mechanisms? HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you determine your CUSTOMERS' KEY support requirements?
10.2.4 S	Provide consultation or technical assistance to Tribal and local health departments and other public health system partners in applying relevant research results, evidence-based and/or promising practices		
10.2.4 T	Provide technical assistance to the state health department, local health departments, and other public health system partners in applying relevant research results, evidence-based and/or promising practices		

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 11: Maintain administrative and management capacity			
Standard 11.1: Develop and maintain an operational infrastructure to support the performance of public health functions			
11.1.1 A	Maintain policies and procedures regarding health department operations, review policies and procedures regularly, and make them accessible to staff	6.2b1	KEY WORK PROCESS Implementation HOW do your KEY WORK PROCESSES relate to your WORK SYSTEMS? HOW does your day-to-day operation of these PROCESSES ensure that they meet KEY PROCESS requirements? What are your KEY PERFORMANCE MEASURES or INDICATORS and in-process MEASURES for the control and im-provement of your WORK PROCESSES?
11.1.2 A	Maintain written policies regarding confidentiality, including applicable HIPAA requirements	4.2a1	Properties: HOW do you manage your organizational data, information, and knowledge to ensure the following properties? <ul style="list-style-type: none"> • accuracy • integrity and reliability • timeliness • security and confidentiality
11.1.3 A	Maintain socially, culturally, and linguistically appropriate approaches in health department processes, programs, and interventions, relevant to the population served in its jurisdiction	3.2a4	CUSTOMER Data Use: HOW do you use CUSTOMER, market, and product offering information to improve marketing, build a more CUSTOMER-focused culture, and identify opportunities for INNOVATION?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
11.1.4 A	Maintain a human resources system	5.1a2	New WORKFORCE Members: HOW do you recruit, hire, place, and retain new members of your WORKFORCE? HOW do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring and CUSTOMER community?
		5.1b2	WORKFORCE Policies and Benefits: HOW do you support your WORKFORCE via policies, services, and benefits? HOW are these tailored to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?
		5.2a3	PERFORMANCE Management: HOW does your WORKFORCE PERFORMANCE management system achieve the following? <ul style="list-style-type: none"> • support HIGH-PERFORMANCE WORK and WORKFORCE ENGAGEMENT • consider WORKFORCE compensation, reward, recognition, and incentive practices • reinforce a CUSTOMER and business focus and achievement of your ACTION PLANS
11.1.5 A	Implement and adhere to the health department’s human resources policies and procedures	5.1a2	New WORKFORCE Members: HOW do you recruit, hire, place, and retain new members of your WORKFORCE? HOW do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring and CUSTOMER community?
		5.1b2	WORKFORCE Policies and Benefits: HOW do you support your WORKFORCE via policies, services, and benefits? HOW are these tailored to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
11.1.6 A	Use information systems that support the health department mission and workforce by providing infrastructure for data collection/analysis, program management, and communication	4.2a1	Properties: HOW do you manage your organizational data, information, and knowledge to ensure the following properties? <ul style="list-style-type: none"> • accuracy • integrity and reliability • timeliness • security and confidentiality
		4.2b1	Hardware and Software Properties: HOW do you ensure that hardware and software are reliable, secure, and user-friendly?
11.1.7 A	Maintain facilities that are clean, safe, accessible, and secure	5.1b1	Workplace Environment HOW do you address workplace environmental factors, including accessibility, to ensure and improve WORKFORCE health, safety, and security?
Standard 11.2: Establish effective financial management systems			
11.2.1A	Comply with external requirements for the receipt of program funding	1.2a1	GOVERNANCE System: HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system? <ul style="list-style-type: none"> • accountability for the management’s actions • fiscal accountability • transparency in operations and selection of and disclosure policies for GOVERNANCE board members, as appropriate • independence in internal and external audits • protection of STAKEHOLDER and stockholder interests, as appropriate
11.2.2 A	Maintain written agreements with entities providing processes, programs and/or interventions delegated or purchased by the public health department	6.2b2	Supply-Chain Management: HOW do you manage your supply chain? HOW do you ensure that suppliers you select are qualified and positioned to enhance your PERFORMANCE and CUSTOMER satisfaction? HOW do you evaluate supplier PERFORMANCE? HOW do you deal with poorly performing suppliers?

		Alignment: High, Medium, Low	
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
11.2.3 A	Maintain financial management systems	1.2a1	<p>GOVERNANCE System: HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system?</p> <ul style="list-style-type: none"> • accountability for the management’s actions • fiscal accountability • transparency in operations and selection of and disclosure policies for GOVERNANCE board members, as appropriate • independence in internal and external audits • protection of STAKEHOLDER and stockholder interests, as appropriate
		4.1a1	<p>PERFORMANCE MEASURES: HOW do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?</p>
		6.1b2	<p>Cost Control: HOW do you control the overall costs of your WORK SYSTEMS? HOW do you prevent defects, service errors, and rework and minimize warranty costs or CUSTOMERS’ PRODUCTIVITY losses, as appropriate? HOW do you minimize the costs of inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate?</p>
11.2.4 A	Seek resources to support agency infrastructure and processes, programs, and interventions	2.2a3	<p>Resource Allocation: HOW do you ensure that financial and other resources are available to support the accomplishment of your ACTION PLANS, while meeting current obligations? HOW do you allocate these re-sources to support the accomplishment of the plans? HOW do you manage the financial and other risks associated with the plans to ensure the financial viability of your organization?</p>

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Domain 12: Maintain capacity to engage the public health governing entity			
Standard 12.1: Maintain current operational definitions and statements of public health roles, responsibilities, and authorities			
12.1.1 A	Provide mandated public health operations, programs, and services		
12.1.2 A	Maintain current operational definitions and/or statements of the public health governing entity's roles and responsibilities		
Standard 12.2: Provide information to the governing entity regarding public health and the official responsibilities of the health department			
12.2.1 A	Communicate with the governing		
12.2.2 A	Communicate with the governing entity regarding the responsibilities of the governing entity	1.2a1	<p>GOVERNANCE System HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system?</p> <ul style="list-style-type: none"> • accountability for the management's actions • fiscal accountability • transparency in operations and selection of and disclosure policies for GOVERNANCE board members, as appropriate • independence in internal and external audits • protection of STAKEHOLDER and stockholder interests, as appropriate

			Alignment: High, Medium, Low
PHAB Measure	Description	Baldrige Area to Address	Statement of Baldrige Criteria and Description of Alignment
Standard 12.3: Encourage the governing entity’s engagement in the public health department’s overall obligations and responsibilities			
12.3.1 A	Provide the governing entity with information about important public		
12.3.2 A	Track actions taken by the governing entity	1.2a2	HOW do you evaluate the PERFORMANCE of members of your GOVERNANCE board, as appropriate? HOW do SENIOR LEADERS and your GOVERNANCE board use these PERFORMANCE reviews to advance their development and improve both their personal leadership EFFECTIVENESS and that of your board and LEADERSHIP SYSTEM, as appropriate?
12.3.3 A	Communicate with the governing entity about assessing and improving the performance of the health department	1.2a1	GOVERNANCE System: HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system? <ul style="list-style-type: none"> • accountability for the management’s actions • fiscal accountability • transparency in operations and selection of and disclosure policies for