

Project Public Health Ready State Implementation Guidance



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Introduction

Project Public Health Ready (PPHR) is a competency-based training and recognition program that assesses preparedness and assists local health departments (LHDs), or groups of LHDs working collaboratively as a region, to respond to emergencies. It builds preparedness capacity and capability through a continuous quality improvement model. The PPHR Criteria are the only known national standards for local public health preparedness and are updated annually to incorporate the most recent federal initiatives. Each of the three PPHR project goals—all-hazards preparedness planning, workforce capacity development, and demonstration of readiness through exercises or real events—has a comprehensive list of standards that must be met in order to achieve PPHR recognition.

Vision: LHDs will be fully integrated into the response community and prepared to respond to any emergency.

Mission: To protect the public's health and increase the public health infrastructure by building LHD preparedness capacity and capability with assistance from state health departments using sustainable tools to plan, train, and exercise a continuous improvement model.

State-Supported Model

The PPHR state-supported model creates a network of collaboration between local and state health departments and among the entire preparedness community. The model allows local emergency preparedness to improve statewide preparedness and provides a framework to address cross-jurisdictional issues. The PPHR state-supported model was developed by and for LHDs to ensure that state health departments meet local needs. This model takes into account limited funding and avoids duplication of efforts through a streamlined, statewide process.

All new LHDs seeking PPHR recognition must implement the program through the state-supported model. The model requires at least five applicants to submit applications to the National Association of County and City Health Officials (NACCHO) during a submission period in order for NACCHO to conduct a national review of those applications. The process is led by a state contact who coordinates the implementation of PPHR. A staff member at NACCHO will be assigned as a primary contact person for the state PPHR lead.

This State Implementation Guidance will do the following:

- Provide an overview of the PPHR process.
- Outline the benefits of participating in PPHR.
- Explain state PPHR lead and NACCHO lead roles and responsibilities.
- Explain PPHR terms.
- Explain PPHR technical assistance.
- Describe the online location of PPHR information.
- Describe additional resources.
- Provide the Executive Summary Tip Sheet.
- Provide the PPHR Application Tip Sheet.
- Provide guidelines for PPHR mentoring.
- Explain the technical review process.
- Explain scoring procedures.
- Describe the procedure for review team conference calls.
- Explain the resubmission process.
- Provide review timelines for both fall and spring submission.

Outline of the PPHR Process

- A state lead contacts NACCHO to describe the state's interest in implementing PPHR.
- PPHR planning: Planning calls and/or meetings with PPHR staff.
- PPHR orientation: State orientation meeting.
- PPHR technical assistance: PPHR staff provides technical assistance, coordinated through the state PPHR lead.
- Technical reviews: In-state technical review process.
- Application submission.
- Review of applications: NACCHO staff recruits and trains reviewers.
- Review committee in-person meeting.
- Applicants gather additional requested materials: Applicants have 72 hours to submit the additional materials to the state PPHR lead.
- State PPHR lead provides additional requested materials to reviewers and to NACCHO lead.
- Review team calls: State coordinates review team conference calls and informs applicants of additional requested materials.
- Recognition status is determined.
- Recognition: NACCHO lead sends compiled comments, letters, and additional materials to applicants.
- Recognition reception.
- Resubmission (optional): Unrecognized applicants pursue resubmission during the next application period.

Outline of PPHR Goals and Measures

The PPHR Criteria are composed of three goals. Each goal contains measures and sub-measures with specific items (evidence elements) that applicants must address in order to be recognized as Public Health Ready. The evidence elements are detailed in the PPHR Criteria. Applicants must address each evidence element in the PPHR Criteria. The three goals and nine measures of PPHR are listed below:

Goal I: All-Hazards Preparedness Planning

Measure #1: Possession and Maintenance of Written All-Hazards Response Plan

Goal II: Workforce Capacity Development

Measure #2: Conduct of Regular Training Needs Assessment

Measure #3: Completion and Maintenance of Workforce Development Plan

Measure #4: Organizational Capacity to Support and Maintain Staff Competence in Emergency Preparedness

Goal III: Quality Improvement through Exercises and Responses and a Comprehensive Exercise Plan

Measure #5: Learning and Improving through Exercises or Responses

Measure #6: Comprehensive Exercise Plan

The Benefits of Participating in PPHR

Key Benefits of Participating in PPHR as Identified by Recognized LHDs

- An outcome-based project.
- Provides a framework that includes measurable standards and benchmarks for local and regional emergency preparedness.
- Requires compliance with elements of federal initiatives including the Public Health Emergency Preparedness Cooperative Agreement, Hospital Preparedness Program, and National Incident Management System.
- Helps identify resources from partners or neighboring jurisdictions.
- National recognition of the LHD endorsed by a federal/national agency.
- Stable criteria/standards that allow LHDs to evaluate their preparedness capacity with national standards.
- Provides staff education.
- Meets local needs and fits existing structure (e.g., regional entities).
- Allows for public marketing of the LHD, and allows for departments within the LHD to work together.
- Promotes a learning organization.

PPHR Key Accomplishments

- As of 2010, 174 LHDs have been recognized as meeting all PPHR requirements.
- Twenty-five states have at least one LHD that is recognized as meeting all PPHR requirements.
- PPHR Criteria are the only national standards for local public health preparedness.
- States are working to adopt PPHR as a method to increase and improve state-wide preparedness by ensuring that local efforts meet national standards and utilize a continuous quality improvement (CQI) process (i.e., PPHR Criteria).
- PPHR Criteria incorporate a number of federal requirements and have been field tested and approved by LHDs.
- Uses a CQI process that is beneficial and applicable for the overall public health infrastructure.
- First project to use, test, create criteria for, and evaluate a regional model for public health preparedness.
- Developed a regional public health planning guidance to aid LHDs in successful regional planning and implementation.
- Developed the PPHR Toolkit, a searchable online database of best-practices, including tools and resources from recognized LHDs.

PPHR State-Supported Model Roles and Responsibilities

PPHR Planning

NACCHO Lead

- Provide State Guidance Document to state PPHR lead.
- Provide state PPHR lead with PPHR timeline for national review.
- Participate in planning calls with state PPHR lead as needed.

State PPHR Lead

- Serve as lead contact person for PPHR.
- Review State Guidance Document.
- Identify at least five agencies to participate in the PPHR program and collect information from the agencies that will be participating, including contact information for the PPHR lead at the agency.
- Coordinate planning calls with NACCHO lead as needed.

PPHR Orientation

NACCHO Lead

- Prepare orientation presentation.
- Participate in orientation webinar or in-person meeting.

State PPHR Lead

- Coordinate orientation webinar or in-person meeting.
- Provide all relevant information and documents to agency PPHR leads.

Costs for State

- Cost of orientation webinar or in-person meeting including NACCHO lead travel (if applicable).

PPHR Process/Technical Assistance

NACCHO Lead

- Respond to requests for technical assistance, coordinated through the state PPHR lead.
- Participate in monthly or quarterly conference calls and/or in-person meetings as desired by the state PPHR lead.

State PPHR Lead

- Track and coordinate all technical assistance inquiries.
- Coordinate monthly or quarterly conference calls and/or in-person meetings as desired.
- Maintain communication with applicants to ensure they are progressing.

Costs for State

- Cost of monthly or quarterly conference calls and/or in-person meetings as desired, including NACCHO lead travel (if applicable).

PPHR Review Process: Technical Reviews

NACCHO Lead

- Provide technical review training.

State PPHR Lead

- Identify technical reviewers.
- Inform NACCHO lead, the names of agencies submitting from your state; provide names, phone numbers, and e-mail addresses of lead PPHR contact for each agency and the agency director (at least five agencies must submit applications in order for NACCHO to conduct a national review).
- Conduct technical reviews and provide feedback to applicants.

PPHR Review Process: National Reviewer Recruitment and Training

NACCHO Lead

- Recruit national reviewers and assign to review teams.
- Coordinate reviewer orientation conference call/webinar.
- Send reviewer packets, including a Reviewer Survival Guide, to reviewers.
- Ensure national reviewers are adequately trained.

State PPHR Lead

- Send applications to reviewers.
- Work to ensure that no member of the review committee for your state has a conflict of interest.
- Preserve the anonymity of the review process by maintaining the confidentiality of all identifying information about PPHR national reviewers such as their names, states, and agencies.
- Identify the same number of potential PPHR reviewers from your state as will be required for the review of your applicants. The number of required reviewers is 1.5 times the number of applications submitted.

Costs to State

- Any applicable reviewer training fees.
- Mailing/FedEx costs of applications.

PPHR Review Process: Review Team Calls

NACCHO Lead

- Maintain communication with reviewers to ensure scoring sheets are submitted on time.

State PPHR Lead

- In conjunction with team leaders, schedule review team calls to determine what additional information must be requested from applicants.
- Take notes during review team call.
- Collect requested items from applicants and send the requested material to the reviewers.

Review Team Lead

- Take notes during review team call
- Compile list of items requested by the review team and send to State PPHR Lead

Costs to State

- Cost of review team conference calls.

PPHR Review Process: Review Committee Meeting

NACCHO Lead

- Identify facilitator from PPHR Workgroup to facilitate in-person review committee meeting.
- Coordinate in-person review committee meeting logistics.
- Attend in-person review meeting to assist in determining recognition status based on scoring system.

State PPHR Lead

- Create copies of compiled scores and comments from the online reviewer system
- Take notes during the review committee in-person meeting.

Review Team Lead

- Give brief overview of the health department/jurisdiction being reviewed at the in-person meeting

Costs to State:

- Reviewer travel for review committee meeting.

PPHR Review Process: Recognition

NACCHO Lead

- Review final compiled scores and comments.
- Update PPHR website to reflect newly-recognized PPHR agencies.
- Coordinate with state PPHR lead to hold PPHR recognition reception.
- Create letters for both recognized and not recognized agencies, to receive the signature of the NACCHO executive director.
- Create template for press release for recognized agencies.
- Send letters of recognition status, final compiled reviewer comments, and as necessary, intent to resubmit notices or press release templates to agency directors.
- Send plaque templates to state PPHR lead.
- Order plaques for recognized agencies.
- Enter any exemplary practices into PPHR toolkit.

State PPHR Lead

- Compile final scores and final comments from review meeting for applicants, review for accuracy and clarity, contact review team members if there are questions about final score sheets, and send the forms to NACCHO for final review.
- Communicate with applicants regarding recognition status.
- Complete plaque template for recognized agencies.
- Coordinate with NACCHO lead to hold PPHR recognition reception.
- Provide NACCHO lead with any exemplary practices recognized during the in-person review meeting.

Costs to State

- Plaques for recognized agencies.
- Costs of PPHR recognition reception (this cost can be split with NACCHO).

PPHR Review Process: Resubmission (if applicable)

NACCHO Lead

- Provide state PPHR lead with PPHR timeline for biannual submission/resubmission dates.
- Provide technical assistance to applicants participating in resubmission, coordinated through the state PPHR lead.
- Recruit national reviewers and assign to review teams.
- Coordinate reviewer orientation conference call/webinar.
- Send reviewer packets, including a Reviewer Survival Guide, to reviewers.
- Ensure national reviewers are adequately trained.
- Review final compiled scores and comments and inform state of final recognition status of applicants.
- Create letters for both recognized agencies and those that were not recognized, to receive the signature of the NACCHO executive director.
- Send letters of recognition status, final compiled reviewer comments, and, as necessary, press release templates to agency directors.
- Update PPHR website to reflect newly-recognized PPHR agencies.
- Coordinate with state PPHR lead to hold PPHR recognition reception.
- Send plaque templates to state PPHR lead.
- Order plaques for recognized agencies.
- Enter any exemplary practices into PPHR toolkit.

State PPHR Lead

- Confirm list of applicants participating in resubmission.
- Maintain communication with applicants to ensure they are progressing throughout the resubmission process.
- Track and coordinate all technical assistance inquiries.
- Work to ensure that no member of the review committee for your state has a conflict of interest.
- Coordinate review team conference call to reach agreement on all resubmitted evidence elements.
- Take notes during review team conference call.
- Compile final scores and final comments from review calls for applicants, review for accuracy and clarity, contact review team members if there are questions about final score sheets, and send the forms to NACCHO for final review.
- Complete plaque template for recognized agencies.
- Coordinate with NACCHO lead to hold PPHR recognition reception.
- Provide NACCHO lead with any exemplary practices recognized during the in-person review meeting.

Costs to State

- Conference call costs.
- Plaques for recognized applicants.
- Costs of PPHR recognition reception (this cost can be split with NACCHO).

PPHR Terms

PPHR applicant: LHD or region that is participating in the PPHR process and submitting an application for PPHR recognition.

PPHR application: The documentation submitted by the LHD or region to be considered for PPHR recognition. This documentation includes the following:

1. Executive Summary;
2. PPHR Criteria Checklist documenting where evidence for each criteria element can be found;
3. An optional letter from the state agency describing the state's public health system and any standard templates and procedures used in public health preparedness; and
4. Evidence for each goal of the PPHR Criteria:
 - Goal I
 - All-hazards preparedness plan (or emergency operations plan).
 - Supporting documents or annexes to the all-hazards preparedness plan.
 - Goal II
 - Training needs assessment.
 - Training plan.
 - Supporting documents.
 - Goal III
 - Evidence of an exercise including a comprehensive after-action report (AAR) or improvement plan; or
 - Evidence of a response to a real event including an incident action plan, (if more than one incident action plan is created, then all incident action plans should be submitted), an AAR, and plan of correction.

application to participate in PPHR: A form that states may ask agencies to complete if the agencies are interested in participating in PPHR. Not all states choose to use this form.

PPHR Criteria: The complete listing of the PPHR requirements. The document contains all PPHR goals, measures, sub-measures, and evidence elements. Applicants submit documentation to address the PPHR Criteria. The PPHR Criteria are the only known national standards for local public health preparedness. The criteria are updated annually to reflect the most recent federal initiatives and innovations in local public health preparedness practice.

PPHR Criteria Checklist: A document included within the PPHR application that details the location of the documentation provided for each evidence element of the PPHR Criteria.

PPHR Criteria Guidance and Glossary: Documents included at the end of the PPHR Criteria document. The criteria guidance contains specific information related to how applicants should document specific evidence elements. The glossary is a compendium of definitions of key terms that appear in the PPHR Criteria.

evidence elements: A specific criterion within a sub-measure, identified with a letter and number combination (e.g., a1.) or a letter, number, and roman numeral combination (e.g., a1i). Each evidence element is scored by PPHR national reviewers.

gap analysis: The process by which applicants compare the PPHR Criteria to their current preparedness capacities and identify specific areas of need. Completing a gap analysis will provide an applicant a more

complete picture of their strengths and gaps. It will also assist in developing a work plan for PPHR implementation.

goal: The PPHR Criteria include three overarching integral goals of public health preparedness: Goal 1: All-Hazards Preparedness Planning; Goal 2: Workforce Capacity Development and; Goal 3: Quality Improvement through Exercises and Real Events.

PPHR implementation (PPHR process): The process by which an agency participates in PPHR and undergoes the PPHR review process. In the PPHR state-supported model, the state, in collaboration with NACCHO, will work with their agencies to implement PPHR.

local PPHR lead: The individual at the applying agency who is responsible for coordinating the PPHR application process and is the primary contact for the state PPHR lead.

measure: A specific topic within a goal of the PPHR Criteria, identified with a number. There are seven measures within the PPHR Criteria.

Executive Summary: A document included within the PPHR application that describes the LHD's demographics, preparedness coordination, and how the LHD addresses the criteria for each of the three PPHR goals. Specific items that must be included in the Executive Summary can be found in the PPHR Executive Summary Tip Sheet.

PPHR national reviewers: Local health officials and public health preparedness professionals who volunteer to review PPHR applications to determine whether PPHR applicants have successfully met all the PPHR requirements. National reviewers are recruited and trained by NACCHO.

PPHR orientation meeting: A meeting coordinated by the state PPHR lead for all the local PPHR leads in the state at the beginning of the PPHR process. NACCHO staff attend the meeting to give an introduction to the PPHR process, review the PPHR Criteria, and answer any questions. The goal of the meeting is to promote peer exchange and information sharing among the agencies participating in PPHR.

PPHR recognition: The status given to PPHR applicants who have successfully completed the PPHR process and who have received sufficient passing scores from PPHR national reviewers. PPHR recognition is valid for four years.

re-recognition: The process that recognized PPHR agencies undergo three years following their initial PPHR recognition. Successfully completing this process ensures that the agency will retain its PPHR recognition status. Re-recognition is an integral part of the PPHR CQI process.

resubmission: The process that PPHR applicants who do not receive recognition may undergo in an attempt to obtain recognition. During resubmission, documentation for only those areas that were found deficient (Partially Met or Not Met) during the initial PPHR review are requested.

review committee: The entire group of PPHR national reviewers (i.e., compilation of review teams). The review committee meets at the conclusion of the review process to make final recommendations regarding the recognition status of each PPHR application.

review process: The formal review process through which PPHR recognition status is determined. PPHR applications are reviewed by PPHR national reviewers.

review team: A group of three national reviewers who review a PPHR application and score each evidence element. Each application is randomly assigned to a review team.

PPHR Scoring System: The process by which PPHR national reviewers determine PPHR recognition status by scoring the application based on each evidence element of the PPHR Criteria as Met, Partially Met, or Not Met.

PPHR staff (PPHR team, NACCHO staff): Staff at NACCHO who work on the PPHR project.

PPHR state mentors: Individuals who have gone through the PPHR process and/or are familiar with the PPHR Criteria and agree to provide support to other applicants in their state. These individuals may also be the technical reviewers for the state. Not all states have in-state mentors.

state PPHR lead: The individual at the state health department who is responsible for coordinating the activities of all agencies participating in PPHR in the state.

state-supported PPHR model: The current process through which new applications implement PPHR. NACCHO works with state health departments to implement PPHR among several agencies in each state. The model requires at least five applicants from a state to submit applications to NACCHO during a submission period in order for NACCHO to conduct a national review of those applications. The process is led by a state contact who coordinates the implementation of PPHR. A staff member at NACCHO will be assigned as a primary contact person for the state PPHR lead.

sub-measure: A specific topic within a measure of the PPHR Criteria, identified with a letter (e.g., A. Table of Contents).

technical assistance: Assistance provided by NACCHO, state PPHR leads, and/or PPHR mentors to the PPHR applicants during the implementation process. Assistance is also provided by NACCHO to the state PPHR lead. This assistance includes conference calls and/or in-person meetings for planning PPHR implementation, in-person orientation or virtual meeting, responses to questions about the criteria via phone or e-mail, reviewing plans or parts of plans, monthly conference calls, quarterly or biannual in-person meeting, and technical reviewer training. In the state-supported model, the state PPHR leads collect questions and requests for assistance from applicants and determines the most appropriate avenue to provide answers (e.g., from NACCHO, other LHDs, mentors, state health department staff). The state lead is responsible for keeping a compiled list of questions and answers.

technical review: Preliminary review of the PPHR application that is completed by the state PPHR leads and/or designated technical reviewers. This technical review is done prior to the national review in an attempt to ensure that PPHR applications are complete and ready to be reviewed by the national reviewers.

PPHR Workgroup (PPHR Oversight Council): An advisory group of NACCHO members and other critical partners that make recommendations to NACCHO staff regarding PPHR Criteria updates and PPHR policies and procedures.

PPHR Technical Assistance

PPHR staff offer states substantial technical support throughout the implementation of PPHR. This support can be made available as needed or on a regularly scheduled basis.

Examples of Technical Assistance Provided by PPHR

- Initial planning conference calls and/or in-person meetings.
- Orientation in-person or virtual meeting.
- Responses to questions about the criteria via phone or e-mail.
- Reviewing plans or parts of plans.
- Monthly conference calls.
- Quarterly or biannual in-person meetings.
- Technical reviewer training.

Please note that the last day for submitting agencies to request technical assistance from NACCHO through their state health department is the last business day of the month prior to the submission date.

The PPHR website offers technical assistance in addition to the assistance provided by PPHR staff. Please see the document titled *PPHR on the Web* for more information.

PPHR on the Web

PPHR has many online resources that can provide help and guidance to state partners as they implement PPHR.

1. PPHR Technical Assistance Webpage

www.naccho.org/topics/emergency/pphr/techassist.cfm

The PPHR Technical Assistance webpage contains links to many of the pages and documents most important to state partners implementing PPHR, including the State Implementation Guidance Document, the PPHR Toolkit, and the Frequently Asked Questions page.

2. PPHR Toolkit

www.naccho.org/toolbox/program.cfm?id=4&display_name=pphr%20toolkit

NACCHO's *Toolbox* is a free, online collection of local public health tools (organized into specific programmatic areas) produced by members of the public health community. Tools within the Toolbox are materials and resources public health professionals and other external stakeholders can use to inform and improve their work of promoting and advancing public health objectives. Current examples of tools include case examples, presentations, fact sheets, drills, evaluations, protocols, templates, reports, and training materials.

The PPHR Toolkit contains example plans, templates, and tools that can help agencies perform the actions necessary to become PPHR recognized. The example plans in the PPHR Toolkit were developed by agencies that received PPHR recognition and were recognized as exemplary practices during PPHR review committee meetings. The plans serve as useful models to agencies implementing PPHR. While many of the plans continue to represent model public health preparedness practices, some plans were selected as exemplary practices using earlier versions of the PPHR Criteria, and the plans may no longer meet all of the requirements of more recent versions of the criteria. *The contents of Toolbox are solely the responsibility of the authors and do not necessarily reflect any official recommendations from NACCHO.*

Using the PPHR Toolkit

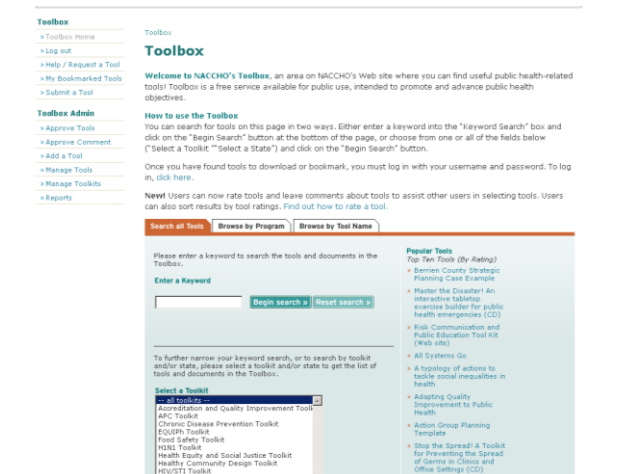
Step 1: Go to the Toolbox.



The screenshot shows the NACCHO website interface. The navigation menu at the top includes 'Programs', 'Publications', 'Toolbox', 'Public Health Advocacy', 'Press Room', and 'Membership'. The 'Toolbox' link is circled in red. Below the navigation, there is a main content area with a 'Rate Tools in NACCHO's Toolbox' section, followed by 'In the Spotlight' and 'You Need to Know' sections. The right sidebar contains 'Featured Events', 'Featured Publications', and 'Featured Tools'.

Step 2: Search for tools.

There are many ways to search for a tool. You can search for a tool by entering a keyword, selecting the appropriate toolkit, selecting a state, or searching the tool names. It is recommended that you select the PPHR Toolkit and enter two to three keywords.



Step 3: Click “Login” to download or view tool.



Step 4: Log in to www.naccho.org in order to view tools.

You can sign in with your email address and password, create a new free account in New Visitor Registration or get an email reminder of your password.

Use this link:
<http://eweb.naccho.org/eweb/DynamicPage.aspx?webcode=verify> to check to see if you have an existing account and if not, to create an account.

Login Required

The page you are attempting to access requires a log in.

Please provide your information below. If your log in information is displayed below, then you are already logged in. If you are a visitor and do not already have a username and login, please use the [New Visitor Registration](#) to register for the site.

login

email address

password

Go

remember me

[forgot your password?](#)

Please click the "Go" button. Do not use the Enter key.

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Step 5: Add a comment and rate the tool online.

RATE/COMMENT: This feature allows you to rate tools by scoring each tool between 1 and 5 stars. It also allows users to write comments on the tool's usefulness.

Tools can then be sorted by rating, allowing LHDs to quickly find the most useful PPHR tools.

Top rated tools are listed on the Toolbox homepage!

Click on add new comment

Select a 1-5 star rating

Type comments on the usefulness of the tool

When finished, click "Submit Comment"

You will receive a confirmation message in the pop-up box indicating that your comment was submitted and is pending NACCHO approval.

- 3. PPHR Frequently Asked Questions** www.naccho.org/topics/emergency/pphr/faqs.cfm
These frequently asked questions were selected from records of questions received by state PPHR leads and staff since the beginning of the PPHR project. There are general questions about PPHR and questions about each criteria goal. The list is updated on a regular basis to reflect questions received by PPHR staff.
- 4. Additional Considerations** www.naccho.org/topics/emergency/pphr/upload/additional-considerations-with-pphr-criteria-2010.pdf
This document can be used with the PPHR Criteria to assist applicants who are thinking through the evidence elements presented in the PPHR Criteria. The goal of the document is to help applicants develop the best possible preparedness plans and programs. The document contains a list of tips to assist those who are providing the content for each evidence element of the criteria.
- 5. PPHR Criteria** www.naccho.org/topics/emergency/pphr/criteria.cfm
This page contains the current criteria, past criteria, and the criteria comparison document. The criteria comparison document provides a comparison of the 2010 PPHR Criteria and the latest versions of some of the most frequently implemented federal guidance related to local public health preparedness.
- 6. PPHR Home Page** www.naccho.org/topics/emergency/pphr/
The PPHR home page is the gateway to all PPHR online information. The page also contains a map of PPHR recognized agencies.

NACCHO Resources

NACCHO's Public Health Preparedness Programs

www.naccho.org/topics/emergency/

NACCHO's preparedness work focuses on activities related to both practice and policy. NACCHO creates new tools and improves existing ones to help LHDs enhance their readiness to respond to emergencies, including terrorist incidents. NACCHO also serves as a conduit through which local input can reach and effect positive change on national initiatives. NACCHO's preparedness programs include Advanced Practice Centers, the Medical Reserve Corps, Project Public Health Ready, Strategic National Stockpile, and Division of Global Migration and Quarantine.

NACCHO's Toolbox

www.naccho.org/toolbox/

NACCHO's Toolbox is a free, online collection of local public health tools (organized into specific programmatic areas) produced by members of the public health community. Tools within the Toolbox are materials and resources public health professionals and other external stakeholders can use to inform and improve their work of promoting and advancing public health objectives. Current examples of tools include, but are not limited to the following: case examples, presentations, fact sheets, drills, evaluations, protocols, templates, reports, training materials, etc.

Model Practices

www.naccho.org/topics/modelpractices/

The Model Practice Database is an online, searchable collection of practices across public health areas. This database allows local health officials to benefit from their colleagues' experiences, to learn what works, and to ensure resources are used wisely with effective programs that have been implemented with good results. The database features best practices in community health, environmental health, public health infrastructure and systems, and emergency preparedness.

NACCHO's Public Health Accreditation Preparation Program

www.naccho.org/topics/infrastructure/accreditation/index.cfm

NACCHO has a number of resources for LHDs to prepare for national accreditation including a self-assessment tool; state-specific standards and programs; quality improvement tools and resources; archived issues of accreditNATION e-newsletter; and examples of partnerships and regionalization efforts to help meet standards.

Mobilizing for Action through Planning and Partnerships (MAPP)

www.naccho.org/topics/infrastructure/mapp/index.cfm

MAPP is a community-driven strategic planning tool for improving community health. Facilitated by public health leaders, this tool helps communities apply strategic thinking to prioritize public health issues and identify resources to address them. LHDs that have participated in PPHR will have the preliminary tools and knowledge to successfully participate in MAPP, which focuses on the entire public health system. Subsequently, LHDs that have already participated in MAPP will be more prepared to participate in PPHR because necessary partnerships and knowledge of system gaps and needs will already be in place.

Other Resources

Association of Schools of Public Health (ASPH)

www.asph.org/

ASPH promotes the efforts of schools of public health to improve the health of every person through education, research, and policy. ASPH works with stakeholders to develop solutions for the most pressing health concerns and provides access to ongoing initiatives of the schools of public health.

CDC Emergency Preparedness and Response Website

www.bt.cdc.gov/

The Emergency Preparedness and Response website, sponsored by the CDC, provides information for the public regarding ways to prepare for emergencies. Not only does the site include information on agents and disease, but there is also detailed information related to the preparation of an emergency plan and individual and family protection recommendations.

CDC

www.cdc.gov/

The CDC website provides users with a host of information to help protect oneself from disease or the effects of a disaster. With information regarding disease prevention, healthy living, and other health-related news, the website is an excellent resource for preparing to deal with challenges in public health.

Centers for Public Health Preparedness (CPHP)

<http://emergency.cdc.gov/cdcpreparedness/cphp/index.asp>

CDC's CPHP program was established in 2000 to strengthen terrorism and emergency preparedness by linking academic expertise to state and local health agency needs. The CPHP program has grown to become an important national resource for the development, delivery, and evaluation of preparedness education. Within the CPHP program, academic institutions provide preparedness education to public health workers, healthcare providers, students, and others.

CPHP Education Resource Guides

<http://preparedness.asph.org/resourcereports.cfm>

CPHP Education Resource Guides were established by the CDC and ASPH in an effort to share selected resources that represent different areas of preparedness. The resources were developed for the CPHP network and workforce to use to navigate the many training resources offered by CPHP and/or learn from the lessons that the CPHP network have experienced in training and education for public health preparedness.

Core Public Health Worker Competencies for Emergency Preparedness and Response

<http://www.nursing.columbia.edu/chp/pdfArchive/btcomps.pdf>

Columbia University's School of Nursing has created core competencies in emergency preparedness for public health workers. Some are applicable to all workers, and others are specific to those in administrative, professional and technical, or support positions. Core competencies can be used in the following capacities:

1. Updating/revising job descriptions;
2. An outline for new employee orientation and employee training; and
3. Self-assessment by public health employees.

Goal II of the PPHR Criteria requires the use of these nine core competencies when assessing the training needs of staff.

Federal Emergency Management Agency (FEMA)

<http://www.fema.gov/>

FEMA is a part of the Department of Homeland Security. It provides relief for all disasters, natural and manmade, in order to prevent loss of life and property. FEMA depends on emergency management through preparedness, prevention, response, recovery, and mitigation. The FEMA website informs the public about disasters and provides a variety of information to prepare for disaster situations.

Homeland Security Exercise and Evaluation Program (HSEEP)

https://hseep.dhs.gov/pages/1001_HSEEP7.aspx

HSEEP is a capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement. HSEEP also provides its users with a toolbox of exercises performed by various jurisdictions in the past that can serve as a model for other areas preparing for emergency response. Goal III of the PPHR Criteria is also compliant to the HSEEP Guidance.

Lessons Learned Information Sharing (LLIS)

<https://www.llis.dhs.gov/index.do>

LLIS is the national network of lessons learned and best practices for emergency response providers and homeland security officials. LLIS's secure, restricted-access information is designed to facilitate efforts to prevent, prepare for, and respond to acts of terrorism and other incidents across all disciplines and communities throughout the United States. LLIS is an encrypted system, and all users of the system are verified emergency response providers and homeland security officials. All lessons learned and best practices are peer-validated by homeland security professionals. LLIS houses an extensive catalog of after-action reports and an updated list of homeland security documents from the Department of Homeland Security and other federal, state, and local organizations.

National Center for Disaster Preparedness (NCDP)

www.ncdp.mailman.columbia.edu/program_cphp.htm

To help the nation respond to a disaster, NCDP conducts research and provides expert advice on the critical system issues. More specifically, NCDP does the following:

- Explores the willingness and ability of the critical infrastructure workforce to report to work during a disaster and the means to best mitigate workforce absenteeism.
- Develops training initiatives to specifically address the needs of the nation's public health workforce.
- Explores how to best meet the disaster-based primary healthcare needs of those affected by disaster.
- The resources provided by NCDP are free courses that seek to add value to the preparedness programs of different health departments.

National Incident Management System (NIMS)

www.fema.gov/emergency/nims/

NIMS was developed so that responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism. The National Integration Center Incident Management Systems Integration Division was established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS.

National Public Health Performance Standards Program (NPHSP)

www.cdc.gov/od/ocphp/nphpsp/

The NPHPS Program is a national partnership initiative that has developed national public health performance standards for state and local public health systems and for public health governing bodies. The mission of NPHPS

is to improve the quality of public health practice and performance of public health systems by doing the following:

- Providing performance standards for public health systems and encouraging their widespread use;
- Encouraging and leveraging national, state, and local partnerships to build a stronger foundation for public health preparedness;
- Promoting continuous quality improvement of public health systems; and
- Strengthening the science base for public health practice improvement.

North Carolina Center for Public Health Preparedness (NCCPHP)

<http://nccphp.sph.unc.edu/about/index.htm>

The NCCPHP is a program of the North Carolina Institute for Public Health, the service and outreach arm of the University of North Carolina's School of Public Health. The overall mission of NCCPHP is to improve the capacity of the public health workforce to prepare for and respond to terrorism and other emerging public health threats by doing the following:

- Assessing the competency of the public health workforce in core public health skills and bioterrorism preparedness;
- Facilitating training to meet the assessed needs;
- Carrying out applied research on emerging health issues; and
- Being a part of a national network of Centers for Public Health Preparedness funded by the CDC.

Public Health Preparedness Database

www.rand.org/health/projects/php/

The Public Health Preparedness Database was produced by RAND, a non-profit group working toward improving policy and decision-making through research and development. The website contains a searchable database of exercises used to evaluate public health preparedness. The materials contained on this website were designed to help state and local public health officials identify and evaluate exercises to be used in preparedness activities in their local areas.

Resource Guide for Public Health Preparedness

www.phpreparedness.info/

Compiled by the New York Academy of Medicine, the Resource Guide for Public Health Preparedness is a gateway to free online resources related to public health preparedness. Resources include expert guidelines, fact sheets, websites, research reports, articles, and other tools geared toward the public health community.

University of California at Los Angeles Center for Public Health and Disasters

www.cphd.ucla.edu/

The Center for Public Health and Disasters promotes interdisciplinary efforts to reduce the health impacts of domestic, international, and natural- and human-generated disasters. The center collaborates with state and local public health agencies, community-based organizations, schools, hospitals, and public and private agencies. The Center for Public Health and Disasters is part of a national network of Centers for Public Health Preparedness, a program funded by the CDC in 2000. Its main objective is to strengthen emergency preparedness and response at the front lines by linking academic expertise to state and local public health agency needs.

Items Included in a PPHR Application

1. Executive Summary.
2. PPHR Criteria Checklist documenting where evidence for each criteria element can be found.
3. An optional letter from the state agency describing the state's public health system and any standard templates and procedures used in public health preparedness.
4. Evidence for each goal of the PPHR Criteria.

Goal I

- All-hazards preparedness plan (or emergency operations plan).
- Supporting documents or annexes to the all-hazards preparedness plan.

Goal II

- Training needs assessment.
- Training plan.
- Supporting documents.

Goal III

- Evidence of an exercise including a comprehensive after-action report (AAR) or improvement plan; OR
- Evidence of a response to a real event including an incident action plan, (if more than one incident action plan is created, then all incident action plans should be submitted), an AAR, and plan of correction.

Executive Summary Tips

An Executive Summary is required with every PPHR Application



The purpose of the Executive Summary is to describe the agency, its jurisdiction, and its approach to public health preparedness. The Executive Summary should describe how the agency addresses all three goals of the PPHR Criteria. Please note that it may be helpful to craft your executive summary after completing your application and PPHR Crosswalk. The Executive Summary is critical in providing context and rationale for the review team evaluating your application. The Executive Summary must include all of the information outlined below, and NACCHO recommends agencies format their Executive Summary in this order.

1. Introduction

- The agency's approach to the PPHR process.

2. Jurisdictional Area Description

- Size of population served by the agency.
- Geography/topography information, including the location of the jurisdiction.
- Governance structure, such as cities and towns in a region, boards of health, and county commissioners.
- Unique characteristics to the jurisdiction that will help explain its approach to preparedness planning, including landmarks.
- Demographic information, such as population density and median income or poverty rate.

3. Organizational Structure of the Agency

- The agency's level of authority (e.g., state agency, home rule).
- Preparedness planning and how the efforts of the agency fit within the larger jurisdictional (e.g., county, city) response.
- The agency's responsibilities in a response.
- Information on divisions, services provided, number of offices, etc.

4. Employee Demographic Information

- Total number of full-time employees in the agency and within each health department in a regional application.
- Total number of preparedness staff at the agency, differentiating between full- and part-time staff.
- General professional categories at the agency and on the preparedness staff (e.g., nurses, administrators, environmental staff)

5. Connection/Coordination

- The agency's connection to and coordination with local, regional, and state partners for the purpose of emergency preparedness planning and response.
- The linkage between all three goals of the project, including how the revisions of response plans, training plans, and exercise plans are interrelated based on evaluations of trainings, exercises, and event responses. The document should describe show a continuous quality improvement process is evident with the application.

Application Tip Sheet

1. **If the applicant is not the lead agency for a specific evidence element**, the PPHR process allows the applicant to provide a description of its roles and plan to cooperate with the lead agency. However, the applicant must provide detailed information that addresses ALL of the following:
 - Identification of the lead agency.
 - Description of the roles and responsibilities of the lead agency.
 - Description of the roles and responsibilities of the applicant.
 - Description of how the applicant partners with the lead agency to plan for, and prepare to deliver, the emergency service addressed in the evidence element.
 - Description of the applicant's coordination and communication process for supporting the work of the lead agency.
 - Description of how the applicant will work with the lead agency during and/or following an emergency response.
 - An example of how this has worked in the past, how it was exercised, or how it is addressed in your training plan.
 - If available, agreements between the applicant and the lead agency.

2. **If the applicant has not yet addressed a specific evidence element, or if documentation for that evidence element is not yet available**, the PPHR process allows the applicant to provide a description of an item still in the planning process. However, the applicant must provide detailed information that addresses ALL of the following:
 - Explanation of why the specific item has not been addressed.
 - Steps/milestones of a plan to address the item.
 - Timeline for steps/milestones.
 - Listing of partners and description of their responsibilities to address the item.

NOTE: Evidence elements not yet addressed or documented must be scored Partially Met, even if all of the above information is included. This ensures that elements not yet addressed will be addressed during re-recognition.

In-State Technical Review Process

- I. State PPHR lead should identify technical reviewers to perform initial review of PPHR applications before submission to the national reviewers.
 - Technical reviewers should have knowledge of state and local public health preparedness such as public health preparedness planners, training and exercise coordinators, and epidemiologists.
- II. NACCHO lead will train technical reviewers at the orientation or mid-year meeting about information regarding the following:
 - How to review applications;
 - What to look for in an application;
 - How to provide feedback;
 - How to score applications (if applicable); and
 - Application guidelines.
- III. Technical reviews should take place about two months prior to the submission to national reviews.
 - State PPHR lead should create timeline for technical reviews.
 - Technical reviewers should take two to three weeks to review applications.
- IV. State PPHR lead will provide applicants with reviews and comments from technical reviewers.
 - States will implement changes to their plans based on reviews.

PPHR Scoring System

Agencies applying for PPHR Recognition are required to submit documentation or evidence (substantiating data) for each evidence element of the PPHR Criteria. Reviewers will score each evidence element with one of the three possible scores. Each evidence element can be scored as Met, Partially Met, or Not Met.

A score of **Met** indicates the following:

- The evidence provided addresses all of the requirements for that evidence element.
- The evidence is solid documentation that is clear, concise, informative, and does not require the reader to infer about the planning or operation.
- If an applicant is not the lead agency for a particular item, the applicant has documented all items required on the PPHR Application Tip Sheet, copied below.

If the applicant is not the lead agency for a specific evidence element, the PPHR process allows the applicant to provide a description of its roles and its plan to cooperate with the lead agency. However, the applicant must provide detailed information that addresses ALL of the following:

- Identification of the lead agency.
- Description of the roles and responsibilities of the lead agency.
- Description of the roles and responsibilities of the applicant.
- Description of how the applicant partners with the lead agency to plan for and prepare to deliver, the emergency service addressed in the evidence element.
- Description of the applicant's coordination and communication process for supporting the work of the lead agency.
- Description of how the applicant will work with the lead agency during and/or following an emergency response.
- An example of how this has worked in the past, how it was exercised, or how it is addressed in the training plan.
- If available, agreements between the applicant and the lead agency.

A score of **Partially Met** indicates the following:

- The applicant partially addresses the evidence element (in this case, the reviewer must identify the specific items within the evidence element that must be further addressed by the applicant in order for it to be scored as Met); OR
- The agency has not yet completed plans or documentation for the evidence element, but has provided the details of the future planning process as required on the PPHR Application Tip Sheet, copied below.

If the applicant has not yet addressed a specific evidence element, or documentation for that evidence element is not yet available, the PPHR process allows the applicant to provide a description of an item still in the planning process. However, the applicant must provide detailed information that addresses ALL of the following:

- Explanation of why the specific item has not been addressed.
- Steps/milestones of a plan to address the item.
- Timeline for steps/milestones.
- Listing of partners and description of their responsibilities to address the item.

NOTE: Evidence elements not yet addressed or documented must be scored Partially Met, even if all of the above information is included. This ensures that elements not yet addressed will be addressed during re-recognition.

A score of **Not Met** indicates the following:

- The applicant did not submit sufficient documentation to address all of the requirements for that evidence element.
- The evidence is not clear, informative, or solid.
- The document requires the reviewer to infer about the process or planning.

Instructions for First Time Review Team Conference Calls

1. Thank the review team for dedicating their time and energy to the PPHR review process.
2. Ask the review team members to introduce themselves.
3. *General Reminders*
 - Please be specific in your comments and recommendations.
 - Assess the capabilities of each agency. Do not compare one agency to another.
 - Review the application according to the established PPHR Criteria. Do not make assumptions about the documentation.
 - There are items that are stated on the Application Tip Sheet that are required when an applicant is not the lead agency for an element or when an element is still in the planning phase and documentation is not yet available for the element.
 - This review process will involve a review of only those items scored as Partially Met or Not Met during the first review. On this call, there will not be time to discuss the scoring of those elements scored as Met during the first review.
4. *Scoring Reminders (from the Reviewer Survival Guide)*

A score of **Met** indicates the following:

 - The evidence provided addresses all of the requirements for that evidence element.
 - The evidence is solid documentation that is clear, concise, informative, and does not require the reader to infer about the planning or operation.
 - If an applicant is not the lead agency for a particular item, the applicant has documented all items required on the PPHR Application Tip Sheet, copied below.

If the applicant is not the lead agency for a specific evidence element, the PPHR process allows the applicant to provide a description of its roles and its plan to cooperate with the lead agency. However, the applicant must provide detailed information that addresses ALL of the following:

- Identification of the lead agency.
- Description of the roles and responsibilities of the lead agency.
- Description of the roles and responsibilities of the applicant.
- Description of how the applicant partners with the lead agency to plan for, and prepare to deliver the emergency service addressed in the evidence element.
- Description of the applicant's coordination and communication process for supporting the work of the lead agency.
- Description of how the applicant will work with the lead agency during and/or following an emergency response.
- An example of how this has worked in the past, how it was exercised, or how it is addressed in the training plan.
- If available, agreements between the applicant and the lead agency.

A score of **Partially Met** indicates the following:

- The applicant partially addresses the evidence element (in this case, the reviewer must identify the specific items within the evidence element that must be further addressed by the applicant in order for it to be scored as met); OR

- The agency has not yet completed plans or documentation for the evidence element, but has provided the details of the future planning process as required on the PPHR Application Tip Sheet, copied below.

If the applicant has not yet addressed a specific evidence element, or if documentation for that evidence element is not yet available, the PPHR process allows the applicant to provide a description of an item still in the planning process. However, the applicant must provide detailed information that addresses ALL of the following:

- Explanation of why the specific item has not been addressed.
- Steps/milestones of a plan to address the item.
- Timeline for steps/milestones.
- Listing of partners and description of their responsibilities to address the item.

NOTE: Evidence elements not yet addressed or documented must be scored Partially Met, even if all of the above information is included. This ensures that elements not yet addressed, will be addressed during re-recognition.

A score of **Not Met** indicates the following:

- The applicant did not submit sufficient documentation to address all of the requirements for that evidence element.
- The evidence is not clear, informative, or solid.
- The document requires the reviewer to infer about the process or planning.

5. *Purpose*

- Discuss any questions you have about the application with other reviewers.
- Clarify scoring for any element that you were unsure of how to score.
- Come to consensus on scoring for each evidence element.

It is likely there will not be time on this call to discuss comments or concerns related to the general PPHR process or the review process. These comments and concerns can be shared electronically with PPHR staff.

6. *Timeline Review*

- Due date for revised scores and comments.

Instructions for Resubmission Review Team Conference Calls

1. Thank the review team for dedicating their time and energy to the PPHR review process.
2. Ask the review team members to introduce themselves.
3. *General Reminders*
 - Please be specific in your comments and recommendations.
 - Assess the capabilities of each agency. Do not compare one agency to another.
 - Review the application according to the established PPHR Criteria. Do not make assumptions about the documentation.
 - There are items that are stated on the Application Tip Sheet that are required when an applicant is not the lead agency for an element or when an element is still in the planning phase and documentation is not yet available for the element.
 - This review process will involve a review of only those items scored as Partially Met or Not Met during the first review. On this call, there will not be time to discuss the scoring of those elements scored as Met during the first review.
4. *Scoring Reminders (from the Reviewer Survival Guide)*

A score of **Met** indicates the following:

 - The evidence provided addresses all of the requirements for that evidence element.
 - The evidence is solid documentation that is clear, concise, informative, and does not require the reader to infer about the planning or operation.
 - If an applicant is not the lead agency for a particular item, the applicant has documented all items required on the PPHR Application Tip Sheet, copied below.

If the applicant is not the lead agency for a specific evidence element, the PPHR process allows the applicant to provide a description of its roles and its plan to cooperate with the lead agency. However, the applicant must provide detailed information that addresses ALL of the following:

- Identification of the lead agency.
- Description of the roles and responsibilities of the lead agency.
- Description of the roles and responsibilities of the applicant.
- Description of how the applicant partners with the lead agency to plan for, and prepare to deliver the emergency service addressed in the evidence element.
- Description of the applicant's coordination and communication process for supporting the work of the lead agency.
- Description of how the applicant will work with the lead agency during and/or following an emergency response.
- An example of how this has worked in the past, how it was exercised, or how it is addressed in the training plan.
- If available, agreements between the applicant and the lead agency.

A score of **Partially Met** indicates the following:

- The applicant partially addresses the evidence element (in this case, the reviewer must identify the specific items within the evidence element that must be further addressed by the applicant in order for it to be scored as met); OR

- The agency has not yet completed plans or documentation for the evidence element, but has provided the details of the future planning process as required on the PPHR Application Tip Sheet, copied below.

If the applicant has not yet addressed a specific evidence element, or if documentation for that evidence element is not yet available, the PPHR process allows the applicant to provide a description of an item still in the planning process. However, the applicant must provide detailed information that addresses ALL of the following:

- Explanation of why the specific item has not been addressed.
- Steps/milestones of a plan to address the item.
- Timeline for steps/milestones.
- Listing of partners and description of their responsibilities to address the item.

NOTE: Evidence elements not yet addressed or documented must be scored Partially Met, even if all of the above information is included. This ensures that elements not yet addressed, will be addressed during re-recognition.

A score of **Not Met** indicates the following:

- The applicant did not submit sufficient documentation to address all of the requirements for that evidence element.
- The evidence is not clear, informative, or solid.
- The document requires the reviewer to infer about the process or planning.

5. *Purpose*

- Discuss any questions you have about the application with other reviewers.
- Clarify scoring for any element that you were unsure of how to score.
- Come to consensus on scoring for each evidence element.

Likely, there will not be time on this call to discuss comments or concerns related to the general PPHR process or the review process. Those comments and concerns can be shared electronically with PPHR staff.

6. *Timeline Review*

- Due date for revised scores and comments.

Resubmission Guidance

- If an applicant is not initially recognized in one of the six-month submission cycles (September or March), they may choose to go through a resubmission process.
- The applicant resubmitting shall submit in the next six-month cycle (September or March) and will be reviewed again at that time.

This resubmission should include a criteria checklist and documentation for only those evidence elements initially scored as **Partially Met** or **Not Met**.

PPHR Review Process Timeline: September Submission

Schedule is subject to change.

PPHR Process	Date
State PPHR lead informs NACCHO lead of names of agencies submitting from state; provides names, phone numbers and e-mail addresses of lead PPHR contact for each agency as well as the agency director.	First business day in August
NACCHO recruits reviewers.	The first business day in August–mid-September
Last day for submitting agencies to request technical assistance from NACCHO.	Last business day in August
NACCHO sends reviewer packets to reviewers.	Last week in September
NACCHO sends review team information to state PPHR lead.	Last week in September
Reviewer orientation call/webinar (hosted by NACCHO).	Last week in September
State PPHR lead submits all agency applications to NACCHO and reviewers.	Last business day in September
Reviewers review application materials from two agencies.	Throughout October
Reviewers must submit electronic score sheets and comments.	Last week in October
Review team lead reviews electronically compiled scores and comments and highlights areas of disagreement among reviewers.	Last week in October
Review committee in-person meeting.	First week in November
State PPHR lead informs applicants of requested additional materials.	Second week in November
Applicants gather requested additional materials.	72 hours
Requested additional materials due back to state agency.	End of second week in November
Requested additional materials sent to reviewers.	End of second week in November
Reviewers review additional materials.	End of second week in November–end of November
Reviewers must re-submit electronic score sheets and comments.	First week in December
PPHR state lead reviews electronically compiled scores and comments and highlights areas of disagreement among reviewers.	First week in December
Review team conference calls (scheduled by state PPHR lead and review team lead).	Second week in December
State PPHR lead can inform applicants of recognition status.	Second week in December
Reviewers submit final revised reviewer score sheets and comments electronically.	Third week in December
NACCHO send letters of recognition status, final compiled reviewer comments, and as necessary, intent to resubmit notices or press release templates, to agency directors.	Third week in December
Recognition Reception	Public Health Preparedness Summit

PPHR Review Process Timeline: March Submission

Schedule is subject to change.

PPHR Process	Date
State PPHR lead informs NACCHO lead of names of agencies submitting from state; provides names, phone numbers and e-mail addresses of lead PPHR contact for each agency as well as the agency director.	First business day in February
NACCHO recruits reviewers.	The first business day in February–mid-March
Last day for submitting agencies to request technical assistance from NACCHO.	Last business day in February
NACCHO sends reviewer packets to reviewers.	Last week in March
NACCHO sends review team information to state PPHR lead.	Last week in March
Reviewer orientation call/webinar (hosted by NACCHO).	Last week in March
State PPHR lead submits all agency applications to NACCHO and reviewers.	Last business day in March
Reviewers review application materials from two agencies.	Throughout April
Reviewers must submit electronic score sheets and comments.	Last week in April
Review team lead reviews electronically compiled scores and comments and highlights areas of disagreement among reviewers.	Last week in April
Review committee in-person meeting.	First week in May
State PPHR lead informs applicants of requested additional materials.	Second week in May
Applicants gather requested additional materials.	72 hours
Requested additional materials due back to state agency.	End of second week in May
Requested additional materials sent to reviewers.	End of second week in May
Reviewers review additional materials.	End of second week in May–end of May
Reviewers must re-submit electronic score sheets and comments.	First week in June
PPHR state lead reviews electronically compiled scores and comments and highlights areas of disagreement among reviewers.	First week in June
Review team conference calls (scheduled by state PPHR lead and review team lead).	Second week in June
State PPHR lead can inform applicants of recognition status.	Second week in June
Reviewers submit final revised reviewer score sheets and comments electronically.	Third week in June
NACCHO send letters of recognition status, final compiled reviewer comments, and as necessary, intent to resubmit notices or press release templates, to agency directors.	Last week in June
Recognition Reception	NACCHO Annual Conference