



The [21st Century \(21C\) Learning Community](#) participates in many in-depth conversations and peer learning to promote public health system transformation. Key learnings from those activities highlight processes, activities, and opportunities related to: Foundational Public Health Services, assessment and costing, workforce, data modernization, public health accreditation, and more.

Implementing Transformation Frameworks & Models

THE FOUNDATIONAL PUBLIC HEALTH SERVICES

The Foundational Public Health Services (FPHS) framework, housed within the Public Health National Center for Innovations, is a useful tool to define a state's public health system, capture the governmental entities that provide foundational services systemwide, determine where resources/services can be shared across the system, and train the workforce on how to deliver Foundational Areas and Foundational Capabilities. Many 21C states—California, Indiana, Kansas, Kentucky, Missouri, North Carolina, Ohio, Washington, and Wisconsin—are already using the FPHS, or adapting it, for their state system. The framework was updated in 2022 to include equity, but even before this, several state-specific models incorporated health equity, social determinants of health, and performance improvement.

“COVID-19 helped us identify why the Foundational Capabilities are so important.”

PHAB ACCREDITATION, 10 ESSENTIAL PUBLIC HEALTH SERVICES, PUBLIC HEALTH 3.0, AND PUBLIC HEALTH FORWARD

A few 21C states are using other frameworks for their transformation efforts, including PHAB Accreditation, the 10 Essential Public Health Services (10 EPHS), Public Health 3.0, and Public Health Forward. The Standards & Measures for PHAB accreditation align with the 10 EPHS and the FPHS frameworks, creating seamless alignment between frameworks for health departments going through the accreditation process.

“Communication is needed to convey that the various frameworks align and connect with one another and help a system move toward transformation. It is also needed to outline ‘who does what’ and ‘who should do what’ within the system.”

SERVICE SHARING

Sharing services and resources look very different among states and there is no one right way to share. However, 21C states agreed that sharing arrangements must be developed by those involved and adding value to the process is important to success. States are very interested in incentivizing service and resource sharing that leads to formal changes, but they need to learn more to do more.

DETERMINING WHICH FRAMEWORK OR MODEL TO USE

Other 21C states are just beginning their transformation journeys and are still deciding which direction to take.

- States are assessing readiness to undertake transformation activities and how they can learn from those with years of experience, especially coming out of the COVID-19 pandemic.
- States are determining how public health infrastructure is being built, supported, or improved, and how to strengthen relationships between health departments.
- States are focusing on and utilizing previous initiatives on workforce training, health and racial equity, and performance improvement to start transformation activities.
- States are considering how public health is assured in their systems and how best to communicate about that assurance.

“States should define the problem first before selecting a model and identify what is foundational in their system.”