
Ohio Costing of Foundational Public Health Services (FPHS)

Version 2023

Released May 2023



Public Health
Prevent. Promote. Protect.

Background

In April of 2012, the Institutes of Medicine (IOM) released, “For the Public’s Health: Investing in a Healthier Future,” the third in a series of three reports focusing on key issues in public health. Among the recommendations found in the report was one for a *minimum package of public health services*.

In Spring 2013, the Public Health Leadership Forum, funded by the Robert Wood Johnson Foundation (RWJF) and facilitated by RESOLVE, convened a working group to explore a recommendation from the Institute of Medicine report, “For the Public’s Health: Investing in a Healthier Future” – to define a minimum package of public health services. The first framework was completed in March 2014, and made the case for *foundational public health services essential to communities everywhere for the health system to work anywhere*.

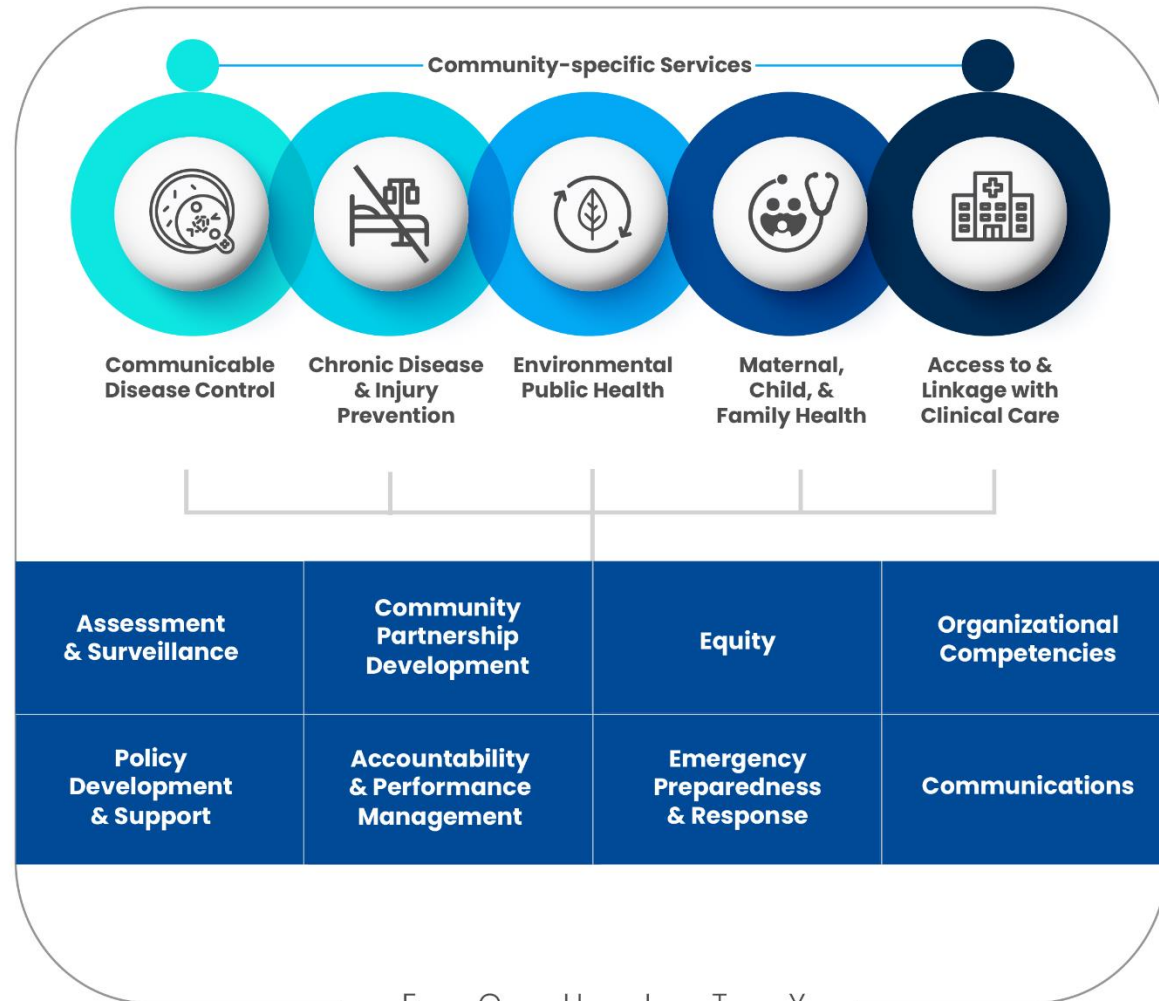
In February 2016, Ohio was funded by RWJF and the Public Health National Center for Innovations (PHNCI) at PHAB (Public Health Accreditation Board) to explore opportunities to improve public health in the 21st century (21C Project). One initiative was identifying what it costs to provide FPHS. Ohio adopted the national FPHS framework and developed a Costing of FPHS assessment tool to be used by all local health departments (LHDs). The tool not only provides important information about gaps in providing FPHS and what it will cost to fill those gaps, but calculates information required by LHDs to be submitted with the Annual Financial Report (AFR) as part of the state subsidy application.

In November 2021, PHNCI and the Funders Forum on Accountable Health released a Foundational Public Health Services and Public Health Modernization Background Report that reviewed the original FPHS concept along with lessons learned from how states have used the framework (Source: [FPHS-Background-Paper-2021.pdf \(phnci.org\)](#)). The report suggested ways the framework may be adapted based on lessons learned from the COVID19 pandemic, as well as building on the nationally growing movement toward public health modernization.

In February 2022, the framework was refreshed to assure it continues to align with the modernization of governmental public health. Most notably, equity was added as an eighth Foundational Capability, elevating its importance as a cross-cutting skill and capacity, and reinforcing its critical role in ensuring community health and well-being. The framework was reorganized to better depict the Foundational Capabilities as the base, recognizing the importance of a strong infrastructure to support FPHS implementation. Definitions were refined for greater clarity and key topics important for today’s public health practice were emphasized. The new framework graphic, Version 2022 follows next. (Source: [FPHS | PHNCI](#))

Foundational Public Health Services

Foundational Areas



The Foundational Public Health Services (FPHS) Framework – Version 2022

The **FPHS framework** outlines the unique responsibilities of governmental public health and defines a minimum set of Foundational Capabilities and Foundational Areas that must be available in every community (Source: [FPHS Factsheet FINAL \(phnci.org\)](https://phnci.org)). The framework represents local governmental public health. It is NOT about the larger public health system, only those responsibilities of the health department.

The framework defines Foundational Capabilities and Areas that every health department should provide. However, health departments serve diverse communities and provide other services that are critical and important just for their jurisdiction. These are called community-specific services. The costing tool asks each LHD to assign their total expenses across the entire FPHS framework.

Public health infrastructure consists of **Foundational Capabilities** that are the cross-cutting skills and capacities needed to support basic public health protections, programs, and activities key to ensuring community health, wellbeing and achieving equitable outcomes.

Public health programs, or **Foundational Areas**, are basic public health, topic-specific programs and services aimed at improving the health of the community. The Foundational Areas reflect the minimum level of service that should be available in all communities.

Community-specific Services are local protections and services that are unique to the needs of a community. These services are essential to that community's health and vary by jurisdiction.

Ohio FPHS - Definitions – Programs/Activities/Services

FOUNDATIONAL CAPABILITIES

Assessment/Surveillance	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Ability to collect timely and sufficient foundational data to guide public health planning and decision making at the state and local level, including the personnel and technology that enable collection. • Ability to collect, access, analyze, interpret, and use data from a variety of sources including granular data and data disaggregated by geography (e.g., census tract, zip code), sub-populations, race, ethnicity, and other variables that fully describe the health and well-being of a community and the factors that influence health. • Ability to assess and analyze disparities and inequities in the distribution of disease and social determinants of health, which contribute to higher health risks and poorer health outcomes. • Ability to prioritize and respond to data requests and translate data into information and reports that are valid, complete, statistically accurate, and accessible to the intended audiences. 	<ul style="list-style-type: none"> • Conduct or contract for data collection and analysis • Conduct or contract for a Community Health Assessment (CHA) <i>*(PHAB Core Measure)</i> • Perform <u>population-based</u> epidemiology functions such epi center alerts, flu reports, and monitoring disease trends. (NOTE: for <i>specific or individual case investigation, place in Foundational Area (FA)1, Communicable Disease</i>) • Work in the Ohio Disease Reporting System (ODRS) • Work with a certified public health Laboratory • Cancer cluster investigation • Vital Statistics

<ul style="list-style-type: none"> • Ability to conduct a collaborative community health assessment (CHA) and identify health priorities arising from that assessment, including analysis of root causes of health disparities and inequities. • Ability to access 24/7 laboratory resources capable of providing rapid detection. • Ability to participate in or support surveillance systems to rapidly detect emerging health issues and threats. • Ability to work with community partners to collect, report and use public health data that is relevant to communities experiencing health inequities or ability to support community-led data processes. • Ability to assure a system of vital records and provide certified birth and death certificates in compliance with state law and rule. 	
<p>Emergency Preparedness & Response</p>	
<p>Definitions</p>	<p>Programs/Activities/Services</p>
<ul style="list-style-type: none"> • Ability to develop, exercise, and maintain preparedness and response strategies and plans, in accordance with established guidelines, and to address a range of events including natural or other disasters, communicable 	<ul style="list-style-type: none"> • Participate in Cities Readiness Initiative (CRI) • Crisis Communication activities

<p>disease outbreaks, environmental emergencies, or other events, which may be acute or occur over time.</p> <ul style="list-style-type: none"> • Ability to integrate determinants of health, and actions to address inequities, including ensuring the protection of high-risk populations into all plans, programs, and services. • Ability to lead the Emergency Support Function 8 – Public Health & Medical for the county, region, jurisdiction, and state. • Ability to activate the emergency response personnel and communications systems in the event of a public health crisis; coordinate with federal, state, and local emergency managers and other first responders, and private sector and nonprofit partners; and operate within, and as necessary lead, the incident management system. • Ability to maintain and execute a continuity of operations plan that includes a plan to access financial resources to execute an emergency and recovery response. • Ability to establish and promote basic, ongoing community readiness, resilience, and preparedness by enabling the public to take necessary action before, during, or after a disaster, emergency, or public health event. 	<ul style="list-style-type: none"> • Emergency Volunteer Coordination • Emergency Preparedness All Hazards Plan <i>*(PHAB Core Measure)</i> • PHEP activities – All-hazards planning • Conduct or participate in Training / Exercise • Participate in LEPC – local emergency planning committee • Activities to protect from chemical, biological, radiological, nuclear, and explosive hazards (CBRNE) • Climate Resilience activities
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<ul style="list-style-type: none"> • Ability to issue and enforce emergency health orders. • Ability to be notified of and respond to events on a 24/7 basis. • Ability to access and utilize a Laboratory Response Network (LRN) Reference laboratory for biological agents and an LRN chemical laboratory at a level designated by CDC. 	
<p>Policy Development & Support</p>	
<p>Definitions</p>	<p>Programs/Activities/Services</p>
<ul style="list-style-type: none"> • Ability to serve as a primary and expert resource for establishing, maintaining, and developing basic public health policy recommendations that are evidence-based and grounded in law. This includes researching, analyzing, costing out, and articulating the impact of such policies and rules where appropriate, as well as the ability to advocate for these policies and rules. • Ability to effectively inform and influence policies being considered by other governmental and non-governmental agencies that can improve the physical, environmental, social, and economic conditions affecting health but are beyond the immediate scope or authority of the governmental public health department. 	<ul style="list-style-type: none"> • Conduct or contract for a Health Impact Assessment including Regional Planning • Health in All Policies (HiAP) activities • Public health policy development and adoption • Review of policies; participation in Public Health Association committees such as Public Affairs or other advocacy activities • Education of policy makers

<ul style="list-style-type: none"> • Ability to effectively advocate for policies that address determinants of health, health disparities and equity. Ability to issue, promote compliance with or, as mandated, enforce compliance with public health regulations. 	
<p>Communications</p>	
<p>Definitions</p>	<p>Programs/Activities/Services</p>
<ul style="list-style-type: none"> • Ability to maintain ongoing relations with local and statewide media including the ability to write a press release, conduct a press conference, and use digital communication tools to interact with the media and community members • Ability to appropriately tailor communications and the mode of delivery for various audiences. • Ability to write and implement a routine communications plan and develop routine public health communications including to reach communities not traditionally reached through public health channels. • Ability to develop and implement a risk communication strategy for communicating with the public during a public health crisis or emergency. This includes the ability to provide accurate and timely information and to address misconceptions and misinformation, and to 	<ul style="list-style-type: none"> • Public Information staff, training, and other related activities • Annual Report Development • Social Media and General Communications

<p>assure information is accessible to and appropriate for all audiences.</p> <ul style="list-style-type: none"> • Ability to designate a Public Information Officer (PIO). • Ability to develop and implement a proactive health education/health communication strategy (distinct from risk communication) that disseminates timely and accurate information to the public designed to encourage actions to promote health in culturally and linguistically appropriate formats. • Ability to transmit and receive routine communications to and from the public in an appropriate, timely, and accurate manner, on a 24/7 basis. 	
<h3>Community Partnership Development</h3>	
<h4>Definitions</h4>	<h4>Programs/Activities/Services</h4>
<ul style="list-style-type: none"> • Ability to create, convene, support, and sustain strategic, non-program specific relationships with key community groups or organizations representing populations experiencing health disparities or inequities; private businesses and health care organizations; relevant federal, Tribal, state, and local government agencies; and elected and appointed officials. 	<ul style="list-style-type: none"> • Working with partners on topics related to general public health, not specific to a foundational area (such as township meetings and service organizations such as Rotary Club and Kiwanis) • Community engagement activities

<ul style="list-style-type: none"> • Ability to leverage and engage partnerships and community in equity solutions. • Ability to establish and maintain trust with and engage community members and populations most impacted by inequities in key public health decision-making and use community-driven approaches. • Ability to convene across governmental agencies, such as departments of transportation, aging, substance abuse/mental health, education, planning and development, or others, to promote health, prevent disease, and protect community members of the health department's jurisdiction. • Ability to engage members of the community and multi-sector partners in a community health improvement process that draws from community health assessment (CHA) data and establishes a plan for addressing priorities. The community health improvement plan (CHIP) can serve as the basis for coordination of effort and resources across partners. 	<ul style="list-style-type: none"> • Community Health Improvement activities including developing, implementing and monitoring a Community Health Improvement Plan (CHIP) <i>*(PHAB Core Measure)</i> • Partnerships with academic partners (such as participation on advisory boards)
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Organizational Competencies	
Definitions	Programs/Activities/Services
<p>Leadership & Governance</p> <ul style="list-style-type: none"> • Ability to lead internal and external stakeholders to consensus, with movement to action, and to serve as the face of governmental public health in the department's jurisdiction. • Ability to directly engage with local, state, and national policymakers, and to define a strategic direction for public health initiatives, including the advancement of equity. • Ability to prioritize and implement diversity, equity, and inclusion within the organization. • Ability to engage with appropriate governing entities about the department's public health legal authorities and what new laws and policies might be needed. • Ability to ensure diverse representation on public health boards and coalitions. <p>Information Technology Services, including Privacy & Security</p> <ul style="list-style-type: none"> • Ability to maintain and procure the hardware and software needed to access electronic health information 	<p>Leadership & Governance</p> <ul style="list-style-type: none"> • Activities or other engagement with the governing entity (Board of Health) • Leadership and administration of the health district, public health laws, regulations, related to local, state, or national governance structure • Health Commissioner/Administrator leadership activities or other engagement with stakeholders, policymakers and the community • Activities or other engagement with stakeholders, policymakers, and the community <p>Information Technology</p> <ul style="list-style-type: none"> • All activities working with technology such as computer troubleshooting, Helpdesk, technology infrastructure, etc.

<p>to support the department's operations and analysis of health data.</p> <ul style="list-style-type: none"> • Ability to support, use, and maintain communication technologies and systems needed to interact with community members. • Ability to have the proper systems and controls in place to keep health and human resources data confidential and maintain security of IT systems. <p>Workforce Development & Human Resources</p> <ul style="list-style-type: none"> • Ability to develop and maintain a diverse and inclusive workforce with the cross-cutting knowledge, skills, abilities, and qualifications needed. • Ability to manage human resource functions including recruitment, retention, and succession planning; training; and performance review and accountability. 	<p>Workforce Development & Human Resources</p> <ul style="list-style-type: none"> • All human resources activities • Workforce Development activities • Attain and Maintain a Workforce Development Plan • General workforce training applicable to all employees and implemented by Human Resources (tornado drills, customer service, etc.). Program or position-specific training goes into the respective Foundational Area.
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<p>Financial Management, Contract, & Procurement Services, including Facilities and Operations</p> <ul style="list-style-type: none"> • Ability to establish a budgeting, auditing, billing, and financial system and chart of expense and revenue accounts in compliance with federal, state, and local standards and policies. • Ability to conduct sound financial analyses to inform decisions about policies, programs and services. • Ability to secure grants or other funding (governmental and not) and demonstrate compliance with an audit required for the sources of funding utilized. • Ability to procure, maintain, and manage safe facilities and efficient operations. • Ability to leverage funding and ensure resources are allocated to address equity and determinants of health. <p>Legal Services & Analysis:</p> <ul style="list-style-type: none"> • Ability to access and appropriately use legal services in planning, implementing, and enforcing public health initiatives, including relevant administrative rules and due process. 	<p>Financial Management, Contract & Procurement Services, including Facilities and Operations</p> <ul style="list-style-type: none"> • All fiscal activities including contracts and procurement • LHD Facility operations including Capital Improvements <p>Legal Services & Analysis</p> <ul style="list-style-type: none"> • Working with legal counsel
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Accountability & Performance Management	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Ability to perform according to applicable public health and other appropriate standards in accordance federal, state, and local laws and policies. • Ability to maintain a performance management system to monitor achievement of organizational objectives. • Ability to identify and use evidence-based or promising practices when implementing new or revised processes, programs and/or interventions. • Ability to maintain an organization-wide culture of quality improvement and to use quality improvement tools and methods. • Ability to create accountability structures and internal and external equity-related metrics to measure the equity impact of a department’s efforts and performance. 	<ul style="list-style-type: none"> • Accountability / Performance Management activities • Attain and Maintain a Performance Management System <i>*(PHAB Core Measure)</i> • Quality Improvement Activities • Attain and Maintain a Quality Improvement (QI) Plan <i>*(PHAB Core Measure)</i> • PHAB Accreditation Coordinator / PHAB Fees • Maintaining PHAB Accreditation • Strategic planning and implementation • Attain and maintain a department Strategic Plan <i>*(PHAB Core Measure)</i> • Research activities (publishing, sharing research results at conferences, participating in research projects, use of research findings}

Equity	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Ability to strategically address determinants of health through policy, programs, and services as a necessary pathway to achieve equity. • Ability to systematically integrate equity into each aspect of the FPHS and strategic priorities and include equity-related accountability metrics into all programs and services. • Ability to work collaboratively across the department and the community to build support for and foster a shared understanding of the critical importance of equity to achieve community health and well-being. • Ability to develop and support staff to address equity. • Ability to create a shared understanding of what creates health including structural and systemic factors that produce and reproduce inequities. 	<ul style="list-style-type: none"> • Activities or work on policies and practices to promote a culture of equity across all department programs and services. • Work on partnerships and community engagement to identify and implement strategies to address equity. • Participation in the Ohio Equity Institute.

FOUNDATIONAL AREAS

Communicable Disease Control	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Provide timely, statewide, and locally relevant and accurate information to the health care system and community on communicable diseases and their control. • Identify statewide and local communicable disease control community partners and their capacities, develop, and implement a prioritized communicable disease control plan, and ability to seek and secure funding for high priority initiatives. • Receive laboratory reports and other relevant data; conduct disease investigations, including contact tracing and notification; and recognize, identify, and respond to communicable disease outbreaks for notifiable conditions in accordance with local, national, and state mandates and guidelines. • Assure the availability of partner notification services for newly diagnosed cases of communicable diseases according to Centers for Disease Control and Prevention (CDC) guidelines. • Assure the appropriate treatment of individuals who have reportable communicable diseases, such as TB, STIs, and HIV in accordance with local and state laws and CDC guidelines. 	<ul style="list-style-type: none"> • Communicable Disease Investigation • Population-based education, outreach for Immunizations – Child • Population-based education, outreach for Immunizations – Adult • Population-based education, outreach for Immunizations – Influenza & Pneumonia • Tuberculosis testing & control, including directly observed therapy • Population-based HIV / STD education, outreach

<ul style="list-style-type: none"> • Support the recognition of outbreaks and other events of public health significance by assuring capacity for the identification and characterization of the causative agents of disease and their origin, including those that are rare and unusual. • Assure the availability of public health laboratory services for disease investigation and response, and reference and confirmatory testing related to communicable diseases and notifiable conditions. • Coordinate and integrate categorically funded communicable disease programs and services. 	
<p>Chronic Disease & Injury Prevention</p>	
<p>Definitions</p>	<p>Programs/Activities/Services</p>
<ul style="list-style-type: none"> • Provide timely, statewide, and locally relevant, complete, and accurate information to the health care system and community on chronic disease and injury prevention and control. • Identify statewide and local chronic disease and injury prevention community partners and their capacities, develop, and implement a prioritized prevention plan, and ability to seek and secure funding for high priority initiatives. • Reduce statewide and community rates of tobacco use through a program that conforms to standards set by state or local laws and 	<ul style="list-style-type: none"> • Chronic Disease education, outreach activities on topics such as: asthma, cancer, diabetes, heart disease, obesity, etc. • Injury prevention education, outreach activities • Screenings – blood pressure, cancer, hearing, lead, etc.

<p>CDC’s Office on Smoking and Health, including activities to reduce youth initiation, increase cessation, and reduce secondhand exposure to harmful substances.</p> <ul style="list-style-type: none"> • Work actively with statewide and community partners to increase statewide and community rates of healthy eating and active living through a prioritized approach focusing on best and promising practices aligned with national, state, and local guidelines for healthy eating and active living. • Coordinate and integrate categorically funded chronic disease and injury prevention programs and services. 	<ul style="list-style-type: none"> • Population-based Infant Mortality prevention, such as safe Sleep activities • Population-based nutrition education activities • Population-based injury prevention • Population-based tobacco education
<p>Environmental Public Health</p>	
<p>Definitions</p>	<p>Programs/Activities/Services</p>
<ul style="list-style-type: none"> • Provide timely, statewide, and locally relevant, complete, and accurate information to the state, health care system, and community on environmental public health threats and health impacts from common environmental or toxic exposures. • Identify statewide and local community environmental public health partners and their capacities, develop, and implement a prioritized plan, and ability to seek and secure action funding for high priority initiatives. • Conduct mandated environmental public health laboratory testing, inspections, and oversight to protect food, recreation sites, and 	<ul style="list-style-type: none"> • All state mandated environmental health programs • Population-based Animal Bites / Rabies Control education, outreach • Body Art / Tattoo inspections and education • Campground inspections and education

<p>drinking water; manage liquid and solid waste streams safely; and identify and address other public health hazards related to environmental factors in accordance with federal, state, and local laws and regulations.</p> <ul style="list-style-type: none"> • Protect workers and the public from chemical and radiation hazards in accordance with federal, state, and local laws and regulations. • Participate in broad land use planning and sustainable development to encourage decisions that promote positive public health outcomes and resilient communities (e.g., housing, and urban development, recreational facilities, transportation systems and climate change). • Coordinate and integrate categorically funded environmental public health programs and services. 	<ul style="list-style-type: none"> • Private Water systems inspections and education • Food inspections and education • Nuisance or solid waste abatement and education • Swimming Pools, Spas inspections and education • School Inspections and education • Sewage Treatment programs – Operation & Maintenance (O&M) inspections and education • Vector-borne Diseases – population-based surveillance, prevention & education • Harmful Algal Blooms (HAB) • Monitor, advise and educate on environmental health topics
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Maternal, Child & Family Health	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Provide timely, statewide, and locally relevant complete and accurate information to the health care system and community on emerging and on-going maternal child health trends. • Identify local maternal and child health community partners and their capacities; using life course expertise and an understanding of health disparities, develop a prioritized prevention plan; and ability to seek and secure funding for high priority initiatives. • Identify, disseminate, and promote emerging and evidence-based early interventions in the prenatal and early childhood period that promote lifelong health and positive social-emotional development. • Assure newborn screening as mandated by a state or local governing body including wraparound services, reporting back, following up, and service engagement activities. • Coordinate and integrate categorically funded maternal, child, and family health programs and services. 	<ul style="list-style-type: none"> • Children with Medical Handicaps (CMH) • Child Fatality Review • Family & Children First Council

Access to & Linkage to Care	
Definitions	Programs/Activities/Services
<ul style="list-style-type: none"> • Provide timely, statewide, and locally relevant, complete, and accurate information to the health care system and community on access and linkage to clinical care (including behavioral health), healthcare system access, quality, and cost. • In concert with national and statewide groups and local providers of healthcare, identify healthcare partners and competencies, develop prioritized plans for increasing access to healthy homes and quality health care, and seek and secure funding for high priority policy initiatives. 	<ul style="list-style-type: none"> • Medicaid Administrative Claiming (MAC) • Conduct or collaborate in an assessment of gaps and barriers to care • Planning activities to assure access to clinical care

COMMUNITY-SPECIFIC AREAS

Foundational Area	Programs / Activities / Services
<p>Communicable Disease Control</p>	<ul style="list-style-type: none"> • Provide Immunizations, including international travel vaccines • Provide Sexual Health clinical services and treatment; provide birth control, STD testing & treatment
<p>Chronic Disease & Injury Prevention</p>	<ul style="list-style-type: none"> • Diabetes – clinical and individual treatment • Weight Management – clinical care • Child Safety Seats distributed to individuals • Firearms injuries and violence • Fireworks education • Adult Fatality Review including traffic reviews • Safe Routes to School programs • Traffic Safety programs • Older Adult Fall Prevention programs • Tobacco Cessation – individual treatment services • Workplace Wellness Programs • Alcohol & Drug Counseling • Project DAWN • BCCP – Breast & Cervical Cancer Project • Creating Healthy Communities programs & activities
<p>Environmental Public Health</p>	<ul style="list-style-type: none"> • Agricultural Camps inspections & education • Air Quality (outdoor) • Beach monitoring • Exotic Animals

	<ul style="list-style-type: none"> • Facility Inspections (day care, prisons, emergency shelters) • Housing / Building Codes • Manufactured Home Parks inspections • Landfill Inspection, Recycling, closed landfills, transfer stations, scrap tire facilities • Healthy Homes – lead, Air Quality (indoor), radon, mold inspections • Marinas • Other Laboratory (not used for disease investigation or surveillance) • Plumbing Inspection • Sewage – small flow HB 110 – inspection & education • Storm Water Protection • NPDES (National Pollutant Discharge Elimination System) inspections and education • Hotel/Motel Sanitation inspections • Jail Inspections • Tobacco Enforcement – Ohio smoke free workplace • Water-pollution control loan fund (WPCLF) • H2Ohio • Land use planning • Mosquito spraying and control activities
<p>Maternal, Child & Family Health</p>	<ul style="list-style-type: none"> • Case Management (other than Children with Medical Handicaps), includes HUB, Early Intervention • Women, Infants & Children (WIC) • Breastfeeding Support • Newborn Home Visits • CFHS (Child and Family Health Services) • Help Me Grow • Child Abuse and Neglect

Access to & Linkage with Clinical Care	<ul style="list-style-type: none">• Behavioral Health• Dental - Care• Dental – Screening, Sealants• Elder Care – Respite Services• Elder Care – General Aide• Elder Care – Homemaker Services• Home Health Care• Medicaid / Insurance Outreach / Eligibility Determination• Occupational Therapy• Pharmacy Assistance• Physical Therapy• Physicals – Foster Care• Physicals – General• Physicals – Sports• Prenatal – OB• Primary Care• Rural Health• School Nursing Services• Speech Therapy• Refugee Health Screening• Drug Testing• Clinical facility Licensing
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Acknowledgments

Ohio 21C Project, Costing of Foundational Public Health Services (FPHS) Workgroup - 2023

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