



# STRATEGIC PLAN

2022-2024



# Our Values

## LEADERSHIP:

We empower individual and collective initiative, innovation, and ingenuity within our organization, and among members and stakeholders, to advance health equity and organizational excellence.

## RESPECT:

We demonstrate appreciation for the abilities, expertise and diverse perspectives of our colleagues, partners, and members.

## DIVERSITY & INCLUSION:

Through our policies as an organization and behaviors as individuals, we strive to foster a sense of belonging among every individual and practice respect for and understanding of all cultures, identities, perspectives, beliefs, and abilities.

## RESPONSIVENESS:

Our practices are forward-thinking, thoughtful, timely and relevant, anticipating the needs of staff, members, and other stakeholders to provide necessary insights and support.

## INTEGRITY:

We expect one another to be honest, trustworthy, kind, and reliable and we keep our commitments to our colleagues and to our members and partners.

## COLLABORATION:

We promote equal partnership, inclusion, and information-sharing among staff, members, funders, and external stakeholders to achieve strategic priorities and goals.

# Our Strategic Priorities



## Health & Racial Equity

State and territorial health agencies advancing health equity and optimal health for all.

### Three-Year Goal Statement:

State and territorial health agencies are aware of and taking meaningful action towards creating a governmental public health system that reflects an ideal state of health and racial equity.

### OBJECTIVES:

- 1.1 Advocate for sustainable policies and funding that address health disparities and advances health equity initiatives.
- 1.2 Support state and territorial health agency capacity to implement evidence-based, sustainable policies and strategies that address the root causes of disparities and advance health and racial equity.
- 1.3 Contribute to the evidence base of effective intervention strategies that are inclusive of historically marginalized populations.
- 1.4 Develop trainings and other resources that increase state and territorial health official capacity to advance diversity, equity, and inclusion initiatives.

# Our Strategic Priorities



## Workforce Development

A diverse state and territorial public health workforce that is engaged, well-resourced, well-trained, and connected to the communities it serves.

### Three-Year Goal Statement:

The public health workforce is revitalized, sustainably rebuilt, and effectively prepared to meet current and emerging public health needs.

### OBJECTIVES:

- 2.1 Advocate for sustainable, flexible federal funding for workforce development.
- 2.2 Build capacity in state and territorial health agencies to recruit and retain qualified candidates who reflect the diversity of their communities.
- 2.3 Enhance the foundational capabilities and strategic skills of state and territorial health agency leaders to lead public health transformation and systems improvement.



## Sustainable Infrastructure Improvements

State and territorial health agencies have sufficient, predictable, flexible capabilities, resources, and authorities to effectively protect and promote the health of their communities.

### Three-Year Goal Statement:

ASTHO has supported state and territorial health officials to strategically invest current funding towards making sustainable improvements in capacity, capability, authority, and equity.

### OBJECTIVES:

- 3.1 Advocate for a predictable, multi-year disease-agnostic, public health infrastructure fund.
- 3.2 Advance the development of model state and territorial public health systems in conjunction with state and territorial health agencies and partners.
- 3.3 Improve state and territorial health agencies' strategic and administrative readiness to leverage available funding and support sustainable infrastructure improvements.
- 3.4 Enhance state and territorial health officials' capability to respond to attempts to undermine public health authority and weaken or repeal laws and regulations that undermine the public's health.

# Our Strategic Priorities



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### Data Modernization & Interoperability

A state and territorial public health system supported by an enterprise-level data infrastructure in which public health data systems are interoperable, secure, and supported by a well-trained workforce.

#### Three-Year Goal Statement:

ASTHO and state and territorial health agencies have made meaningful progress towards the development of an enterprise-level public health data infrastructure in which data systems are interoperable, secure, and sustainable.

#### OBJECTIVES:

- 4.1 Advocate for sustained flexible funding to support data modernization initiatives.
- 4.2 Develop and implement a state and territorial public health data infrastructure framework that guides data modernization and interoperability.
- 4.3 Cultivate innovative public-private partnerships between public health and the technology sectors to foster leading-edge, transformative solutions for public health response and practice.
- 4.4 Increase state and territorial health agency capacity to integrate advances in informatics and respond to related workforce development needs.

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### Evidence-Based and Promising Public Health Practices

State and territorial health agencies are implementing evidence-based public health policies and programs in their jurisdictions that are achieving tangible improvement in public health outcomes across all programs and populations.

#### Three-Year Goal Statement:

State and territorial health agency implementation of focused, effective, and equitable intervention policies, programs, and practices to improve public health has increased across the governmental public health system.

#### OBJECTIVES:

- 5.1 Implement a legislative agenda with Congress and the administration that promotes evidence-based and promising public health practices.
- 5.2 Increase state and territorial health agency implementation of intervention strategies proven to be effective in improving health.
- 5.3 Increase state and territorial health agency capacity to clearly communicate the value and impact of public health to relevant audiences.