

# ASTHO Strategic Plan: 2018–2021

## Vision

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

## Mission

ASTHO's mission is to support, equip, and advocate for state and territorial health officials in their work of advancing the public's health and well-being.\*

## Values

**LEADERSHIP:** We empower individual initiative, innovation, and collective ingenuity within our organization, among state and territorial health officials, and external stakeholders to advance state and territorial public health effectiveness toward improving health outcomes.

**INTEGRITY:** We operate with appropriate transparency and congruency, utilizing best practices that are evidence-based and data-driven to advance state and territorial public health priorities in a credible manner consistent with what we promote to state and territorial health officials and partners.

**COLLABORATION:** We promote partnership, inclusion, cooperation, and information sharing, both internally across departments and externally across the health sector, to effectively leverage our resources and maximize our collective impact.

**RESPECT:** We demonstrate appreciation for the abilities, expertise, and diverse perspectives of our colleagues, partners, and state and territorial health officials and exhibit due regard for the rights, thoughts, and feelings of others.

**DIVERSITY AND INCLUSION:** Through our policies as an organization and behaviors as individuals, we promote respect and understanding of diverse cultures, perspectives, and beliefs and strive to create a culture of diversity, inclusion, and appreciation for each individual in our community.

**RESPONSIVENESS:** With our pulse on the emerging needs and concerns of state and territorial public health, our practices are forward-thinking, thoughtful, timely, and relevant, anticipating the needs of state and territorial health officials and taking appropriate action to provide necessary insights and support.

\*Throughout this document, ASTHO uses the term "state and territorial health officials" to refer to state and territorial health officials and, where appropriate, members of their leadership teams, other key state and territorial health leaders, and other agency staff.

# STRATEGIC PRIORITIES

## Strategic Priority #1

### Develop Strong and Effective State and Territorial Health Officials

#### THREE-YEAR OUTCOME

An integrated, strategic approach to ensuring current and emerging leadership support is identified, developed, coordinated, and offered.

#### Objectives:

- 1.1** Build ASTHO's capacity to identify emerging trends and issues, and provide related support to state and territorial health officials.
- 1.2** Maximize the impact and effectiveness of the ASTHO Leadership Institute (ALI) and other trainings to better equip new, current, and alumni state and territorial health officials to respond effectively to the challenges of the dynamic public health landscape.
- 1.3** Strengthen leadership trainings, tools, and resources that provide state and territorial health officials with opportunities to connect, share knowledge on topics that advance their positions, and align with emerging trends and issues.

## Strategic Priority #2

### Improve Public Health Through Capacity Building, Technical Assistance, and Thought Leadership

#### THREE-YEAR OUTCOME

Evidence-based or data-driven best practices are employed to improve public health and address the upstream determinants of health.

#### Objectives:

- 2.1** Align ASTHO's capacity building, technical assistance, and thought leadership activities to proactively reflect emerging needs and priorities of state and territorial public health.
- 2.2** Integrate a data-driven best practices approach into how ASTHO develops, delivers, and tracks capacity building, technical assistance, and thought leadership.
- 2.3** Support state and territorial population health improvement plans and strategic objectives by implementing the three pillars of ASTHO's Center for Population Health Strategies.\*
- 2.4** Strengthen and better leverage ASTHO's networks to provide the highest quality support and services to state and territorial health officials.
- 2.5** Promote and support the use of performance management to monitor the alignment and achievement of organizational goals and objectives, foster continuous quality improvement, and ensure sustainability and continuity of public health improvements across changes in leadership.

## Strategic Priority #3

### Advocate for Resources and Policies that Improve the Public's Health and Well-being

#### THREE-YEAR OUTCOME

ASTHO serves as the unified, nonpartisan voice of state and territorial public health at the federal and state levels.

#### Objectives:

- 3.1** Articulate and effectively communicate the value and role of public health agencies and systems in overall health and well-being of the population.
- 3.2** Equip and support state and territorial health officials to expand their representation and visibility in national committees, advisory groups, and other groups of influence.
- 3.3** Build consensus on key issues and advocate on behalf of state and territorial health officials for policies at the federal and state levels that support public health.
- 3.4** Leverage existing and develop new strategic relationships with partners that are aligned with advancing state and territorial public health priorities.
- 3.5** Proactively lead new initiatives to increase investments in public health in a continued austere federal funding environment.

\*Creating clinic to community connections, advancing health equity and the social determinants of health, and advancing data analytics and informatics.