



STRATEGIC PLAN

2022–2025



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

1



Health and Racial Equity

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

Four-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



2



Workforce Development

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

Four-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.



3



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.

Four-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



4

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.

Four-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.

5

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.

Four-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.