

Office for State, Tribal, Local, and Territorial Support

Strategic Plan Overview

The purpose of the [Office for State, Tribal, Local, and Territorial Support \(OSTLTS\)](#) Strategic Plan is to outline the organization's overall vision, mission, strategies, goals, and objectives, as well as to present corresponding initiatives and activities. Based on feedback, organizational changes, and/or emerging needs, OSTLTS reviews and updates its strategic plan to accurately reflect its priorities. As a cross-cutting and both an internally and externally facing organization, OSTLTS is focused on remaining responsive, agile, and on the forefront of innovation and change. This position requires that the strategic planning effort is a combination of defining a clear and specific impact while allowing for an evolving and organic approach to execution.

This document begins with OSTLTS's vision and mission, and cascades into greater levels of specificity throughout the following components.

- **Vision:** Outlines the long-term and aspirational view of the office's purpose and impact.
- **Mission:** Defines the fundamental purpose of the office—why it exists and what it does to achieve its vision.
- **Values:** Sets out shared beliefs that drive the office's culture and priorities and provide a framework in which decisions are made.
- **Goals:** Represents organizational aims that address a specific intent.
- **Strategies:** Presents the approach that will be implemented to execute goals.
- **Objectives:** Identifies defined and specific components that fulfill specified strategies.
- **Initiatives:** Shows the major programs and/or cross-cutting projects that implement one or more objectives.
- **Activities:** Highlights supporting tasks to advance initiatives.

Measures and metrics will be added in future iterations. For this next version, OSTLTS will develop three performance measures for each goal. Specific indicators will track progress at the initiative level. Performance will be measured at this level, and the division, offices, and branches will be responsible for developing relevant measure to monitor progress. This approach enables performance to be managed at the discretion of the discrete organizational units.

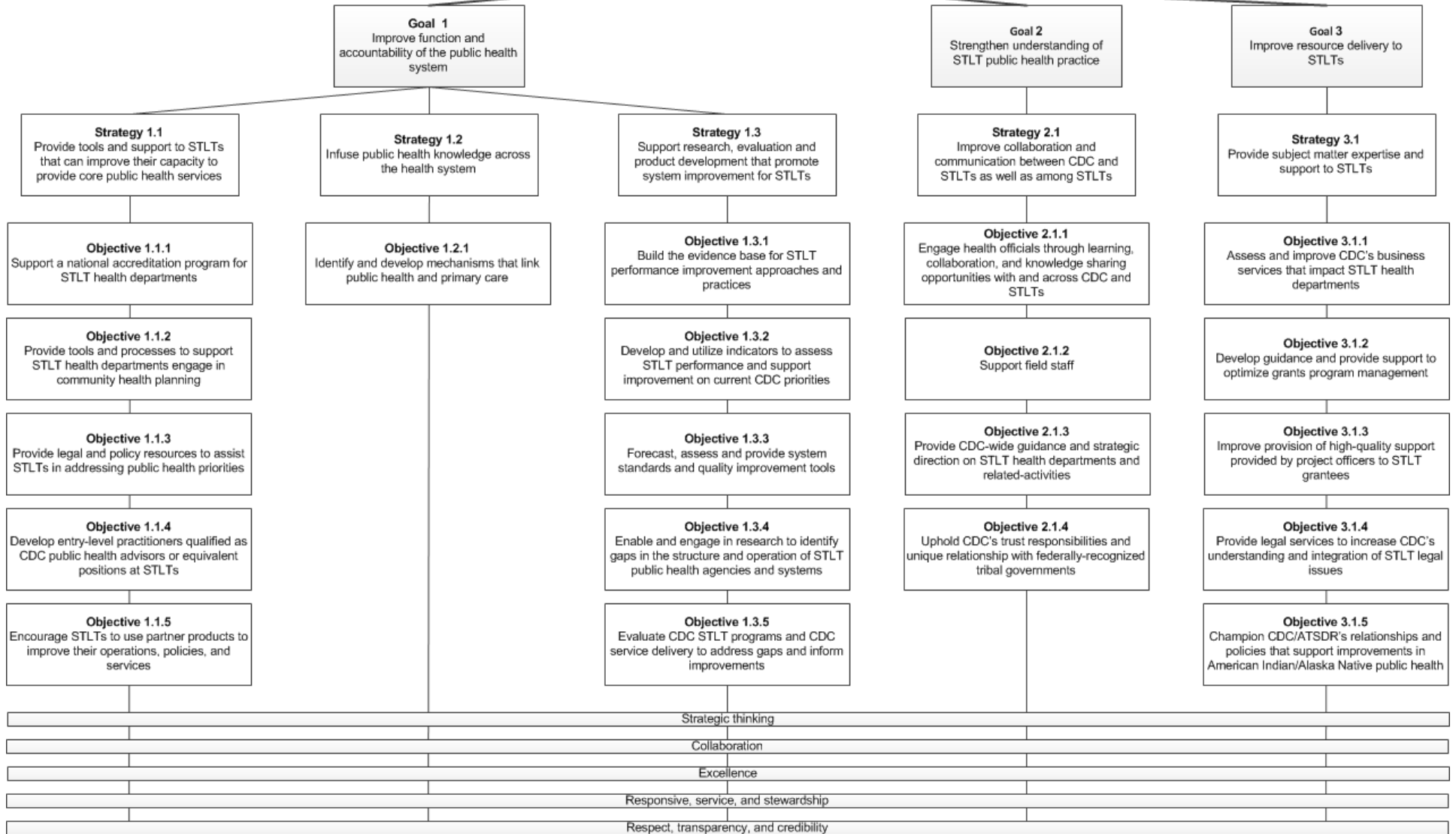
With this well-defined plan and structured organization, OSTLTS is well-positioned to address current and future challenges its diverse stakeholders face.

Vision	Health Protection . . . Health Equity	Mission	Advance US public health agency and system performance, capacity, agility, and resilience
Values	<ul style="list-style-type: none">▪ Strategic thinking▪ Collaboration▪ Excellence▪ Respect, transparency, and credibility▪ Responsiveness, service, and stewardship	Stakeholders	<ul style="list-style-type: none">▪ State, Tribal, Local and Territorial (STLT) public health entities▪ Public health policymakers▪ CDC leadership, management, and staff▪ National partner organizations

Office for State, Tribal, Local, and Territorial Support

Mission

Advance U.S. public health agency and system performance, capacity, agility, and resilience



Office for State, Tribal, Local, and Territorial Support

Initiatives and Activities

Strategy 1.1

Objective 1.1.1: Develop a national accreditation program for STLT health departments

1. Initiative: [National Voluntary Accreditation for Public Health Departments](#)
 - Activity: Support, in partnership with the Robert Wood Johnson Foundation, the Public Health Accreditation Board (PHAB).
 - Activity: Support STLT readiness for accreditation.
 - Activity: Support STLT agencies to achieve accreditation.

Objective 1.1.2: Provide tools and processes to support STLT health departments engage in community health planning

1. Initiative: [National Voluntary Accreditation for Public Health Departments](#)
 - Activity: Provide guidance, new tools, training, and standards for state and community health improvement planning.
2. Initiative: National Public Health Performance Standards and State/Community Health Improvement Planning
 - Activity: Provide tools, training, and technical assistance for state and community health improvement planning.

Objective 1.1.3: Provide legal and policy resources to assist STLTs in addressing public health priorities

1. Initiative: [Public Health Law Workforce Development](#)
 - Activity: Develop and deliver public health law courses and seminars.
2. Initiative: Legal Technical Assistance to the STLT Community
 - Activity: Provide technical assistance and legal resources to STLT health departments.

Objective 1.1.4: Develop entry-level practitioners qualified as CDC public health advisors or equivalent positions at STLTs

1. Initiative: [Public Health Associate Program](#)
 - Activity: Provide training and on-the-job experiences to recent college graduates to prepare them for the public health workforce.
 - Activity: Introduce a new cohort of entry-level public health staff into the governmental public health workforce every year.

Objective 1.1.5: Encourage STLTs to use partner products to improve their operations, policies, and services

1. Initiative: Technical Assistance and Service Improvement (TASI)
 - Activity: Share information about partner products to improve grantee utilization.
 - Activity: Build partner website to support adoption of partner products by STLTs.

Strategy 1.2

Objective 1.2.1: Identify and develop mechanisms that link public health and primary care

1. Initiative: [CDC's Primary Care and Public Health Initiative](#)
 - Activity: Collaborate with residency programs and CDC Programs to deliver resources on key national health issues.
 - Activity: Provide technical assistance to residency programs through TA calls with CDC SMEs and making connections with health officials.

Strategy 1.3

Objective 1.3.1: Build the evidence base for STLT performance improvement approaches and practices

1. Initiative: [National Public Health Improvement Initiative](#)
 - Activity: Foster the development and use of tools, resources, standards, and practices to strengthen performance and capability of STLTs.
2. Initiative: [Public Health Practices Stories from the Field](#)
 - Activity: Identify tools, resources, standards, and practices that strengthen performance and capability of STLTs.

Objective 1.3.2: Develop and utilize indicators to assess STLT performance and support improvement on current CDC priorities

1. Initiative: [National Voluntary Accreditation for Public Health Departments](#)
 - Activity: Support STLTs to meet national standards and attain accreditation.
 - Activity: Increase efficiency of STLT operations, use of evidence-based policies and practices, and readiness for accreditation.

Office for State, Tribal, Local, and Territorial Support

2. Initiative: Prevention Status Report
 - o Activity: Create bi-annual Prevention Status Report and analyze its impact and use.

Objective 1.3.3: Forecast, assess and provide system standards and quality improvement tools

1. Initiative: [National Public Health Performance Standards Program \(NPHPSP\)](#) and State/Community Health Improvement Planning (SHIP/CHIP)
 - o Activity: Provide tools for engaging system partners, improving system performance and utilizing a data driven approach.

Objective 1.3.4: Enable and engage in research to identify gaps in the structure and operation of STLT public health agencies and systems

1. Initiative: [National Voluntary Accreditation for Public Health Departments](#)
 - o Activity: Evaluate and report on STLT health outcomes and other indicators to stimulate improvement activities.
2. Initiative: OSTLTS Survey Center
 - o Activity: Establish and operate OSTLTS Survey Center.
3. Initiative: Prevention Status Reports
 - o Activity: Create bi-annual Prevention Status Report and analyze its impact and use.

Objective 1.3.5: Evaluate CDC STLT programs and CDC service delivery to address gaps and inform improvements

1. Initiative: System, Operation, Policy, and Procedure Assessments
 - o Activity: Evaluate Technical Assistance and Service Improvement Initiative (TASII), National Public Health Improvement Initiative (NPHII) and Performance Improvement Managers (PIM) Network, Capacity Building Assistance (CBA) Partners, Public Health Associate Program (PHAP) evaluation, Public Health Practice Stories from the Field (PHPSFF) and Story Bank, National Public Health Performance Standards Program (NPHPSP) re-engineering field study.

Strategy 2.1

Objective 2.1.1: Engage health officials through learning, collaboration, and knowledge sharing with and across CDC and STLTs

1. Initiative: [Health Official Engagement](#)
 - o Activity: Introduce new STLT health officials to CDC resources and priorities and foster relationships with each other and CDC.
 - o Activity: Convene a STLT workgroup to the Advisory Committee to the Director to provide guidance to CDC on key national issues.
2. Initiative: [National Leadership Academy for Public Health \(NLAPH\)](#)
 - o Activity: Train multi-sector STLT teams in leadership skills as they engage in community health improvement projects.
3. Initiative: Collaboration and Knowledge Sharing
 - o Activity: Support peer-to-peer learning and collaboration across the health enterprise.
 - o Activity: Support learning communities and networks that promote peer-to-peer interaction and sharing, including the national Performance Improvement Managers network.

Objective 2.1.2: Support field staff

1. Initiative: Field Staff Training and Support
 - o Activity: Assess embedded field staff needs.
 - o Activity: Develop a range of services to address identified gaps.
2. Initiative: Leadership STLT Visits
 - o Activity: Facilitate Director's engagement with STLT health officials, in collaboration with CDC programs and CDC field staff.

Objective 2.1.3: Provide CDC-wide guidance and strategic direction on STLT health departments and related-activities

1. Initiative: [CDC Capacity Building for STLT Legal Issues](#)
 - o Activity: Create a system for providing consultation to CDC programs on STLT legal issues.
 - o Activity: Help develop a network of CDC attorneys.
 - o Activity: Provide consultation and development services to CDC programs on STLT legal and policy tools.
2. Initiative: [Legal Technical Assistance to the STLT Community](#)
 - o Activity: Provide technical assistance and legal resources to STLT health departments.

Office for State, Tribal, Local, and Territorial Support

3. Initiative: [Public Health Law Workforce Development](#)
 - Activity: Share information about state and local laws applicable to public health.
4. Initiative: [National Voluntary Accreditation for Public Health Departments](#)
 - Activity: Strengthen strategic connections between accreditation, categorical programs and other areas across CDC.

Objective 2.1.4: Uphold CDC's trust responsibilities and unique relationship with federally-recognized tribal governments

1. Initiative: [Tribal Support](#)
 - Activity: Establish office to serve as principal CDC/ATSDR contact for all tribal-related public health activities as well as principal advisor and main liaison for policy-level public health officials.
 - Activity: Provide communication channel for government-to-government consultation and conferring.

Strategy 3.1

Objective 3.1.1: Assess and improve CDC's business services that impact STLT health departments

1. Initiative: Technical Assistance and Service Improvement Initiative (TASII)
 - Activity: Improve project officer performance and standardize methods to manage and deliver technical assistance.
 - Activity: Strengthen program design and operations for improved services to STLT agencies.

Objective 3.1.2: Develop guidance and provide support to optimize grants program management

1. Initiative: Technical Assistance and Service Improvement Initiative (TASII)
 - Activity: Develop grants management processes and tools that will improve management of funding distributed to STLTs.

Objective 3.1.3: Improve provision of high-quality technical assistance by project officers to STLT grantees

1. Initiative: Technical Assistance and Service Improvement Initiative (TASII)
 - Activity: Oversee agency-wide workgroup to improve project officer performance.

Objective 3.1.4: Provide legal services to increase CDC's understanding and integration of STLT legal issues

1. Initiative: [CDC Capacity Building for STLT Legal Issues](#)
 - Activity: Provide consultation and development services to CDC programs on STLT legal and policy tools.
2. Initiative: Public Health Law Workforce Development
 - Activity: Share information about state and local laws applicable to public health.

Objective 3.1.5: Champion CDC/ATSDR's relationships and policies that support improvements in American Indian/Alaskan Native public health

1. Initiative: [Tribal Support](#)
 - Activity: Engage and support internal and external relationships to improve public health infrastructure for American Indian/Alaska Native populations.
 - Activity: Create, support, and coordinate programs and policies for American Indian/Alaska Native populations.