Applying Healthy People 2030 Public Health Infrastructure Objectives to Your Work and Strategic Planning

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Healthy People 2030

NACCHO
National Association of County & City Health Officials

APPLYING HEALTHY PEOPLE 2030 PUBLIC HEALTH INFRASTRUCTURE OBJECTIVES TO YOUR WORK AND STRATEGIC PLANNING

Objectives of this Tool

- Understand the importance of the Public Health Infrastructure and Workforce Objectives within Healthy People 2030
- Recommend ways to incorporate Healthy People 2030 Objectives into a local health department strategic plan through NACCHO's Strategic Planning Guide
- Provide resources related to improving your workforce using Healthy People 2030

How to Use the Tool

This tool complements NACCHO's **Strategic Planning Guide**, helping local health departments (LHDs) utilize Healthy People 2030 objectives (particularly workforce and public health infrastructure objectives) in creating a strategic plan. This tool specifically highlights how Healthy People 2030 can be used in Modules II and IV of the **Strategic Planning Guide**. We encourage you to review and use the complete guide to successfully create your strategic plan. This tool should not be used on its own.

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Healthy People 2030 Public Health Infrastructure and Workforce Objectives

Public health infrastructure provides the necessary foundation for public health as it includes the systems, competencies, frameworks, relationships, and resources that enable public health agencies to perform their core functions and essential services.

A strong *public health infrastructure* includes a capable and qualified workforce, up-to-date data and information systems, and agencies that can assess and respond to public health needs. LHDs play a key role in the nation's public health system as federal agencies rely on them to serve in the role of the community health strategist, which leverages resources and partners to build and sustain a strong infrastructure that supports optimal health and wellbeing for local communities.

As noted, a strong *workforce* is an essential piece of a strong public health infrastructure and is required for delivering high-quality services and products. **Healthy People 2030** recognizes the importance of the public health infrastructure and workforce, and organizes objectives related to these two topics on their website:

- **Public Health Instructure Objectives**
- **Workforce Objectives**

In addition to the public health infrastructure and workforce objectives, Healthy People 2030 has other **objectives organized by various topics**, making it simple to find other relevant measures to LHD priorities. For example, if your LHD is interested in incorporating and prioritizing **measures related to Social Determinants of Health** into their work, there are Healthy People 2030 objectives categorized under that topic. There are also **Leading Health Indicators (LHIs)** which are a subset of high priority objectives selected to drive action towards improving health and well-being.

Connecting Healthy People 2030 Objectives to Performance Improvement Efforts

Healthy People 2030 objectives can be incorporated into many performance improvement tools and activities—such as Community Health Improvement, Strategic Planning, Quality Improvement and Workforce Development—which can further support LHD infrastructure. For example, NACCHO's **Healthy People 2030 Community Health Improvement Toolkit** walks through how your Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) can include indicators that align with Healthy People 2030 objectives that focus on **social determinants of health**.

Within a CHIP, these objectives can be strategically aligned between partner plans and priority areas. Both CHIP and Strategic Planning, supported by data from your CHA, play a large role in planning for performance improvement and create standards and targets for the population. Aligning your Strategic Plan with CHA and CHIP creates overall alignment between key performance improvement activities, and incorporating Healthy People 2030 public health infrastructure and workforce objectives can contribute to this alignment, particularly in assessment and planning for measures and targets.

How can these objectives tie into strategic planning?

According to the Public Health Accreditation Board's (PHAB) updated **Standards & Measures for Initial Accreditation – Version 2022**, Domain 10: Build and maintain a strong organizational infrastructure for public health, focuses on the health department's capacity to maintain a strong organizational administrative structure. One of this domain's standards includes employing strategic planning skills, and according to PHAB, "Strategic planning is a process for defining and determining an organization's roles, priorities, and direction. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department." [1] Healthy People 2030 objectives can be used to support the strategic planning process by determining the availability and value of new and existing data.

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[1] https://phaboard.org/wp-content/uploads/Standards-Measures-Initial-Accreditation-Version-2022.pdf

Although there are **many Healthy People 2030 objectives** and LHIs that can be incorporated into your strategic plan, this tool will focus on Healthy People 2030 **public health infrastructure** and **workforce** objectives, specifically related to determining the availability and value of new and existing data, which are components of Modules II and IV, from NACCHO's **Strategic Planning Guide and Introduction to Strategic Planning eLearning course**.

If you are interested in multiple Healthy People 2030 objectives and would like to bookmark ones you are interested in, there is a **Custom List** feature to help organize and track progress. This feature generates a unique URL that can be sent to others you are working with to track the progress of the specific objectives in your list. Each Healthy People 2030 objective has an "Add to Custom List" button that will save to your custom list, which can be accessed on the upper right-hand of the main **Healthy People 2030 webpage**.

Module II: Laying the Groundwork for Strategic Planning— Determining Available Data

During this step of the strategic planning process, LHDs should identify, review, and discuss available data that are readily accessible, available data that are compiled or organized, and data that may need to be collected through primary data collection (surveys, focus groups, interviews, etc.) to help inform the strategic planning process, project plan, and timeline. Healthy People 2030 is a great resource to add to the list of other potential data sources listed in the **Strategic Planning Guide** on page 20. Healthy People 2030 has **three types of objectives:** core objectives, developmental objectives, and research objectives. Core objectives reflect high-priority public health issues that have valid, reliable, nationally representative data and are associated with evidence-based interventions.

On its website, Healthy People 2030 core objectives feature details on its data source, as well as data methodology and measurement. New data updates and evidenced-based resources are posted as available. Both developmental and research objectives do not yet have reliable baseline data and may not yet be associated with evidence-based interventions.

The following is an example of a completed version of a worksheet, also located on page 20 of the **Strategic Planning Guide**, that assists LHDs in listing and organizing the types of data that they have identified. Look through the Healthy People 2030 website to see what objectives are aligned with your performance improvement efforts, what information could be incorporated into the strategic plan, and what data is available for those objectives. The Healthy People 2030 objective itself can be added

to the **"Data to Compile"** section. Some objectives may have "Data readily accessible" available (i.e., surveys that have already been administered and collected), depending on the **type** of the objective. Lastly, examples of **"Data to Collect"** can be taken from the **"Potential Data Sources"** list found on page 20 of the Strategic Planning Guide. Review the completed worksheet below with information from the public health infrastructure and workforce objectives as an example of how to note ways Healthy People 2030 objectives can be utilized.

Data Readily Accessible	Data to Compile Consider Listing Healthy People 2030 Objectives	Data to Collect List possible ways to collect data and expected time to complete. We encourage you to examine local data sources.
• Accredited Health Department List • National Profile of Local Health Departments (NACCHO Profile) • American Community Survey • Census • National Electronic Injury Surveillance System – Occupational Supplement (NEISS-WORK)	• The proportion of local public health agencies that are accredited (objective PHI-02) • The proportion of local jurisdictions that have a health improvement plan (objective PHI-05) • The proportion of local public health agencies that use core competencies in continuing education (objective PHI-07) • Ability of primary care and behavioral health professionals to provide more high-quality care to patients who need it — AHS R01 • Work-related assaults — OSH 05	• Sample Surveys/ Internet questionnaires done yearly/every 4 years • CHA results, done every 3 years • Results from SWOT/ SOAR analysis, done every year • Focus groups related to employee satisfaction and work climate, done every 3 years • LHD annual report, done once a year • Competency assessments of workforce

Module IV: Compiling Relevant Information: Environmental Scan—Determining Value of Existing Data

The environmental scan identifies any existing data or information that may inform the strategic plan of your LHD. During this step, this information and data is further compiled, and additional data may be collected to identify internal organizational strengths, weaknesses, external opportunities, and threats. An analysis of the compiled data will be used to compare the current state to your vision. Important issues and needs will surface from the data for the LHD to explore.

During this step, you should consider data from the following perspectives: **community, financial, health department, state/national/legislative,** and **learning and growth**. The following table will guide you through a series of questions (first column) and assist you in considering data related to Health People 2030 objectives under each of these perspectives (second column). Though there are many different objectives and objectives topics that are relevant to the questions (i.e., objectives related to Health Policy), most of the related objectives in this table are specific to workforce and public health infrastructure.

Figure 1: Questions to consider from different perspectives and its related example objectives

	Question	Examples of Related Healthy People 2030 Objective(s)
Community	What are the trends, needs and opportunities for change within the community?	Increase the proportion of local jurisdictions that have a health improvement plan — PHI-05 Explore the impact of community health assessment and improvement planning efforts — PHI-R09 Note: *In the absence of Healthy People 2030 data, we encourage you to seek local data sources*
Financial	What does the community think of the Health Department?	Explore the impact of community health assessment and improvement planning efforts — PHI-R09
	What are the health department resources, assets and opportunities?	Explore financing of the public health infrastructure — PHI-R08
Health Department	How is the health department doing?	Explore quality improvement as a way to increase efficiency and effectiveness in health departments — PHI-R07
	Does the existing workforce view the health department as a good place to work?	Monitor and understand the public health workforce — PHI-R04 Explore and expand practice-based continuing education for public health professionals — PHI-R01
State, National and Legislative	What is going on at the state, national and legislative level that may impact the health department or community?	Increase the proportion of people whose water systems have the recommended amount of fluoride — OH -11 Increase the national average tax on cigarettes — TU-21

Learning and Growth	What types of learning and growth are important for the health department?	Increase the proportion of local public health agencies that use core competencies in continuing education — PHI-07 Monitor the education of the public health workforce — PHI-R05
	What opportunities are there for learning and growth for the health department?	Explore and expand practice-based continuing education for public health professionals — PHI-R01
	What does the department need to know to recruit and prepare the next generation of its public health workforce?	Increase use of core and discipline-specific competencies to drive workforce development — PHI-R03 Increase the proportion of worksites that offer an employee nutrition program — ECBP-D05
	Does the workforce have the necessary training and skills to meet the community's emerging public health needs?	Increase the proportion of local public health agencies that use core competencies in continuing education — PHI-07 Monitor the education of the public health workforce — PHI-R05 Explore and expand practice-based continuing education for public health professionals — PHI-R01

The following table, which is located on page 39 of the Strategic Planning Guide, assists LHDs in establishing the value of the data that has been identified, reviewed, and compiled. This allows LHDs to evaluate the data by indicating if it is fact or opinion-based data, and note how relevant the data is to the strategic planning

process. Below is an example of how the same Healthy People 2030 public health infrastructure and workforce objectives from Module II's example can be used to complete this table and align with the data perspectives. We encourage you to identify additional Healthy People 2030 objectives relevant to your health department and input them into the table when creating your strategic plan.

Data or Information Available	Data Perspective (Select One)	Source Document		Substantiation		Relevance		
	• Community • Financial • Health Department • State/National • Learning and Growth	Source	Date(s)	Fact-based	Opinion-Based	Low	Med	High
The proportion of local public health agencies that are accredited (PHI-02)	Learning and Growth	Accredited Health Department List	2013–present	Yes	No	No	Yes	No
The proportion of local jurisdictions that have a health improvement plan (PHI-05)	State/National	National Profile of Local Health Departments (NACCHO Profile)	1989, 1992–93, 1996–97, 2005, 2008, 2010, 2013, 2016, 2019	Yes	No	No	No	Yes
The proportion of local public health agencies that use core competencies in continuing education (PHI-07)	Learning and Growth	National Profile of Local Health Departments (NACCHO Profile)	1989, 1992–93, 1996–97, 2005, 2008, 2010, 2013, 2016, 2019	Yes	No	No	Yes	No

CONCLUSION

Healthy People 2030 provides opportunities for LHDs to utilize data, particularly for public health infrastructure and workforce, in parts of strategic planning. By incorporating Healthy People 2030 objectives into Modules II and IV and completing the remaining modules for **NACCHO's Strategic Planning Guide**, you will be able to create a more comprehensive strategic plan for your LHD. We hope you will continue to look at Healthy People 2030 objectives beyond this tool and find other ways you can address and improve your organization's workforce and public health infrastructure.

Healthy People 2030 Resources

- Healthy People 2030 Homepage
- Use Healthy People 2030 in Your Work
- Healthy People 2030 Priority Areas
- Healthy People 2030 Browse Objectives
    - Leading Health Indicators
- Healthy People 2030 Public Health Infrastructure Objectives
- Healthy People 2030 Workforce Objectives

Performance Improvement and Strategic Planning Resources

- Strategic Planning Guide, NACCHO
- Introduction to Strategic Planning, NACCHO University Course
- Healthy People 2030 in Community Health Improvement Toolkit, NACCHO