

STRATEGIC PLAN FRAMEWORK

2025





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THE STRATEGIC PLANNING PROCESS

The North Carolina Public Health Association, North Carolina Association of Local Health Directors, and North Carolina Alliance of Public Health Agencies came together via a formalized partnership 2006. In 2022, this partnership was re-branded as the **North Carolina Public Health Collaboration**.

Previously, each organization developed its own strategic plan. To better align priorities and goals across the three associations for the future, and to maximize our impact and support of public health in North Carolina, we worked with *moss+ross* to lead a comprehensive strategic planning process. The results of this process are described in the following strategic plan.

Our staff and members-driven leadership of the Collaboration look forward to implementing this strategic plan over the next three to five years as we constantly strive to advance North Carolina public health.

ABOUT THE NORTH CAROLINA PUBLIC HEALTH COLLABORATION

ABOUT
MISSION
VISION
VALUES



VISION & VALUES

OUR VISION

Fostering a healthier
and more resilient
North Carolina
where all
communities thrive

OUR VALUES



Promoting Health For All

by increasing access to core public health services, promoting health equity, preventing disease and providing opportunities for all communities to thrive.



Building Connections

by fostering strong connections between communities, partners, and public health professionals to create a united approach toward better health.



Embracing Change

by adopting new ideas and approaches to modernize our public health system and continuously improving to support healthier communities.



Prioritizing Shared Decision Making

by fostering an environment where members actively lead and shape the direction of public health through engaged decision-making and shared expertise.



North Carolina Association of Local Health Directors

PROMOTING A UNIFIED VOICE FOR NORTH
CAROLINA'S LOCAL HEALTH DEPARTMENTS



North Carolina Alliance of Public Health Agencies

OFFERING INNOVATIVE AND SUSTAINABLE
SOLUTIONS FOR THE PUBLIC HEALTH SYSTEM



North Carolina Public Health Association

PROVIDING MEMBER-DRIVEN SUPPORT FOR PUBLIC HEALTH PROFESSIONALS



MISSION STATEMENTS



NCALHD

Promote health,
prevent disease, and
improve environmental
health as part of the
North Carolina Public
Health Collaboration



NCAPHA

Enable forward-thinking
and sustainable
solutions for public
health operations in
partnership with state
and local agencies as
part of the North
Carolina Public Health
Collaboration



NCPHA

Improve public health
by supporting
education, advocacy,
public awareness,
and professional
development as part
of the North Carolina
Public Health
Collaboration

STRATEGIC GOALS & OBJECTIVES

2025 - 2028



OUR STRATEGIC FRAMEWORK

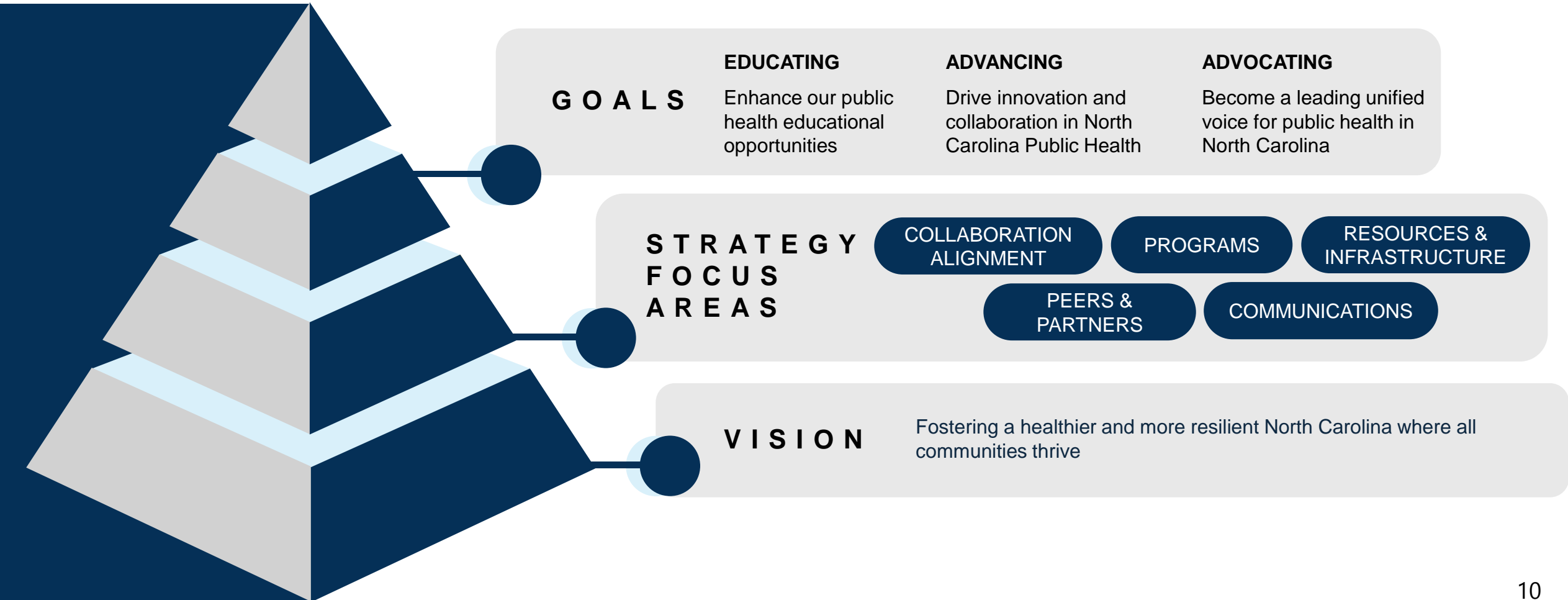
Our strategic framework is **grounded** in our vision and mission.

Our strategic focus areas **drive** our goals and objectives.





OUR STRATEGIC FRAMEWORK



A. Collaboration Alignment. Coordinate all operations between the Collaboration's individual organizations to ensure unified public health action.



1. Finalize edits to the mission statements of all three associations to align with the unified vision of the Collaboration.



2. Charge the North Carolina Public Health Collaboration Governance Committee (Executive Director and Presidents of each association) with maintaining shared priorities and facilitating ongoing alignment.



3. Develop a process for each association to consistently plan for implementation of the Collaborations' overall strategic objectives.



4. Coordinate advocacy efforts across organizations to present a unified voice on key public health issues.



5. Implement a Collaboration feedback loop, where members of each organization can share insights, challenges, and successes.

B. Programs. Expand educational programs, strengthen membership engagement, and support workforce development to advance public health practice.



1. Build on the successes of the Collaboration's cornerstone programs to enhance professional development opportunities in the areas of leadership, public health best practices, and emerging health issues.



2. Increase membership engagement via regular communication, networking opportunities, and tailored resources that address member needs.



3. Routinely evaluate opportunities and implement new and innovative shared services that fulfil unmet needs for public health professionals.

C. Communications. Enhance communication between agencies, policy makers, partners, and the public to promote the value of public health.



1. Develop a comprehensive communications plan for the Collaboration that strengthens our ability to communicate both internally and externally.



2. Maintain and improve regular communication with government agencies (local and state) to align on public health goals and secure sustainable funding.



3. Build partnerships with media outlets to amplify public health messaging and highlight the Collaboration's work across North Carolina, establishing it as a reliable source of public health information.

D. Peers & Partners. Build strong relationships with academia, nonprofits, government, healthcare, and business partners to advance public health initiatives.



1. Strengthen partnerships with academic institutions through coordinated collaboration to support public health research, student internships, membership, and workforce pipeline development.



2. Partner with organizations and advocacy groups with a shared interest in advancing public health.



3. Develop and maintain relationships with key governmental leaders. Identify and cultivate relationships with policymakers who are champions of public health to advocate for funding and policies.



4. Monitor and ensure public health representation within organizations that present opportunities to fulfill our missions.

E. Resources & Infrastructure. Secure resources for sustainable operations by strengthening governance, securing funding, and developing leadership succession plans to support both the Collaboration and the public health system.



1. Invest in data and technology infrastructure to support better data sharing, analysis, and reporting capabilities.



2. Create succession plans for staff and member leadership roles. Identify and prepare future leaders within the organization to ensure continuity, operational stability & leadership that is representative of membership.



3. Strengthen internal processes to diversify revenue streams through new funding opportunities, grants and revenue generating programs and services.



4. Enhance advocacy efforts for increased funding for Public Health in North Carolina.



5. Develop a plan for establishing a Public Health Advocacy Fund.

IMPLEMENTATION



TIMELINE

A. Collaboration Alignment

1. Finalize edits to the mission statements of all three associations to align with the unified vision of the Collaboration.
2. Charge the North Carolina Public Health Collaboration Governance Committee (Executive Director and Presidents of each association) with maintaining shared priorities and facilitating ongoing alignment.
3. Develop a process for each association to consistently plan for implementation of the Collaborations' overall strategic objectives.
4. Coordinate advocacy efforts across organizations to present a unified voice on key public health issues.
5. Implement a Collaboration feedback loop, where members of each organization can share insights, challenges, and successes.

B. Programs

1. Build on the successes of the Collaboration's current programs to enhance professional development, support the efforts of leadership, and address health best practices, and emerging health issues.
2. Increase membership engagement via regular communication, networking opportunities, and tailor resources that address member needs.
3. Routinely evaluate opportunities and implement new and innovative programs and services to fulfill unmet needs for public health professionals.

C. Communications

1. Develop a comprehensive communications plan for the Collaboration that strengthens our ability to communicate both internally and externally.
2. Maintain and improve regular communication with government agencies (local and state) to align on public health goals and secure sustainable funding.
3. Build partnerships with media outlets to amplify public health messaging and highlight the Collaboration's work across North Carolina, establishing it as a reliable source of public health information.

D. Peers and Partners

1. Strengthen partnerships with academic institutions through coordinated collaboration to support public health research, student internships, membership, and workforce pipeline development.
2. Partner with organizations and advocacy groups with a shared interest in advancing public health.
3. Develop and maintain relationships with key governmental leaders. Identify and cultivate relationships with policymakers who are champions of public health to advocate for funding and policies.
4. Monitor and ensure public health representation within organizations that present opportunities to fulfill our missions.

E. Resources & Infrastructure

1. Invest in data and technology infrastructure to support better data sharing, analysis, and reporting capabilities.
2. Create succession plans for staff and member leadership roles. Identify and prepare future leaders within the organization to ensure continuity, operational stability & leadership that is representative of membership.
3. Strengthen internal processes to diversify revenue streams through new funding opportunities, grants and revenue generating programs and services.
4. Enhance advocacy efforts for increased funding for Public Health in North Carolina.
5. Develop a plan for establishing a Public Health Advocacy Fund.



IMPLEMENTATION PROCESS

	A	B	C	D	E	F	G	H	I
1	Strategy A: Collaboration Alignment								
2	Strategy B: Programs								
3	Strategy C: Communications								
4	Strategy D: Peers & Partners								
5	Strategy E: Resources & Infrastructure								
6									
7	Objective	Action Steps	Strategy A	Strategy B	Strategy C	Strategy D	Strategy E	Primary responsibility	Proposed Timeline
8	Strategy A: Collaboration Alignment								
9	Finalize edits to the mission statements of all three associations to align with the unified vision of the Collaboration.								
10	Charge the North Carolina Public Health Collaboration Governance Committee (Executive Director and Presidents of each association) with maintaining shared priorities and facilitating ongoing alignment.	Initiate a quarterly meeting of the governance committee							
11		Committee to report back to respective boards							
12	Develop a process for each association to consistently plan for implementation of the Collaborations' overall strategic objectives.	Develop implementation grid of strategic plan to track activities							
13		Each association board to implement process monitoring cadence for strategic planning goals						For NCPHA (president and ED to report on progress at meetings)	
14	Coordinate advocacy efforts across organizations to present a unified voice on key public health issues.	Ensure coordination with key partners, such as NCCPH and ANCBH.							
15		Establish annual advocacy day							
16	Implement a Collaboration feedback loop, where members of each organization can share insights, challenges, and successes.	Conduct an annual member survey for end year; ensure survey coordination across sections and committees						NCPHA staff Leadership feedback	For 2025 – end of April (a few weeks open) Thereafter, aim for after FEC and mid-late January
17		Establish impact report for each association (1-pager, high-level)							September 1 – before FEC

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2025

