

STRATEGIC FRAMEWORK FOR THE OREGON COALITION OF LOCAL HEALTH OFFICIALS (CLHO)

Approved by the CLHO Board of Directors November 20,
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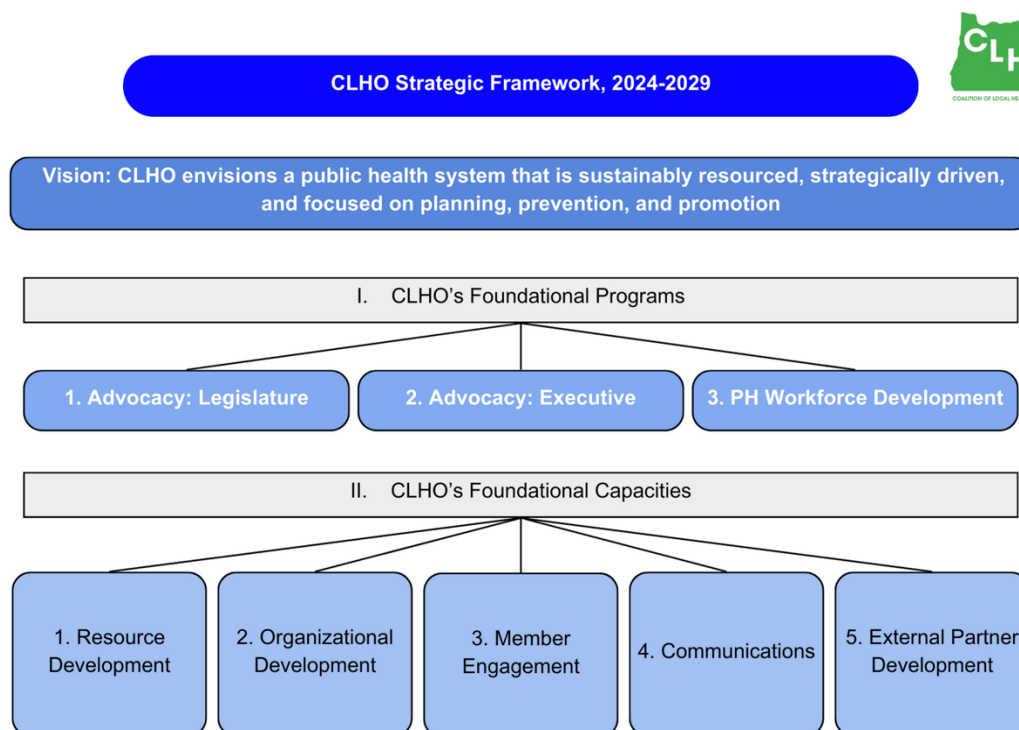
Introduction:

Following several weeks of preparation and planning and a one-day strategic retreat, CLHO has developed a draft five-year strategic framework to:

- Guide direction for the coalition,
- Help with prioritization for CLHO staff and the executive committee,
- Help to mobilize resources, and
- Create alignment within the organization.

The following framework uses a structure similar to that of Oregon's Public Health Modernization but has been altered to be specific to CLHO's work. This document outlines objectives, key activities and dependencies, and the start of a high-level work plan to guide the work of CLHO staff—in particular in the first year—after which adjustments and additional member input processes will be conducted. Once approved, it will serve as a template to report to the Board on an annual basis.

CLHO STRATEGIC FRAMEWORK



The Strategic Framework is informed by CLHO's vision, mission, and commitment to equity (see Annex 1).



Overview:

To achieve its vision, CLHO has a two-pronged strategy that aligns closely with the public health modernization framework – implementation of its **foundational programs** and **building foundational capacities within CLHO**. The strategic framework is bold, ambitious, and dependent on an increase of resources available to CLHO staff with some reorganization (see implementation strategy below).

Note: * indicates CLHO will need to identify/allocate additional resources before pursuing this activity.

Note: LPHA means Local Public Health Authority

I. CLHO Foundational Programs

1. Advocacy to the Legislature

Objective:	Fully fund public health modernization.
Activities:	• Cultivate PH champions in key legislative leaders. • Increase opportunities for LPHAs to engage with legislators. • Have year-round contract lobbying service.*
Metrics:	• # of legislator meetings. • Development and use of legislator scorecard. • Funding allocations are the ultimate metric.
Notes:	<i>To be able to fully deliver on this objective, CLHO needs to increase its capacity to lobby.</i>

2. Advocacy to the Executive Branch

Objective:	A strong and healthy working relationship between LPHAs and OHA in service of the public health needs of Oregon.
Activities:	• Rebuild the relationship between OHA and LPHAs (“One Public Health”).



	• Support venues and processes for decision-making that includes LPHAs (“nothing about us without us”). • Continue supporting the Conference of Local Health Officials through a contract with OHA and explore the following in collaboration with OHA: streamlining communications, developing “best practice” standards and tools, assessing meeting structure (e.g. consent agenda), and offering webinars for new LPHA and OHA staff on CLHO vs. CLHO. • Create ‘one voice’ messaging from CLHO members. • Negotiate for more input on POP Development Process. • Request meetings quarterly with Governor’s staff.
Metrics:	• OHA key leaders & CLHO Member Survey gauging strengths and challenges within relationships. • Root cause analysis session with CLHO Co-Chairs Workgroup and OHA leaders to assess challenges in processes and communication. ○ Analysis will produce areas for improvement and additional metrics. • Creation of “best practice” tools.
Notes:	

3. Public Health Workforce Development

Objective:	LPHAs have access to the resources, training and capacity to deliver their work effectively and to support all LPHA staff.
Activities:	• Develop a Workforce Committee plan and calendar. • Facilitate regular Workforce Committee meetings. • Provide quarterly webinars. • Participate in and direct research efforts to study the local public health workforce (OHA Statewide Workforce Development Plan, CLHO Workforce Report, NWCPHP initiatives, etc.). • Seek, apply for, and support grant-funded projects for workforce development. • Recruit LPHA staff utilizing two-year Workforce Liaison pilot project. • Relaunch Mentoring program.* • Support LPHA Leadership transitions* • Provide Technical Support & Best Practices Dissemination.* • Support for accreditation and quality improvement.*
Metrics:	• # of Workforce Committee meetings.



	• # of webinars delivered + attendance. • # of research initiatives CLHO participated in and reports written and distributed. • % signed up LPHA engaging with mentorship program.* Workforce Liaison pilot project: • # recruited.
Notes:	<i>CLHO trainings and webinars will focus on content not provided elsewhere. Grant applications put a significant strain on current staff capacity; adding this capacity as a regular job function is key to success.</i>

II. CLHO Foundational Capacities

1. Resource Development

Objective:	CLHO has sufficient resources to deliver on the strategy.
Activities:	• Fiscal assessment of financial health of CLHO. • Fiscal projection to determine when we can afford to hire. • Reconsider dues rates. • Explore and make recommendation on adding a foundation / 501(c)(3) arm.*
Metrics:	• \$ increase in revenue. • # of grants applied for. • # of revenue sources.
Notes:	<i>Grants are typically project-specific and likely will not help with lobbying or communications capacity. Grant applications put a significant strain on current staff capacity; building this capacity in as a regular job function is key to sustainability. In addition, every new funding source comes with additional administrative burden.</i>

2. Organizational Development

Objective:	The structure of CLHO allows for equity of voice across the differing needs of CLHO members and CLHO members delineate when decision-making authority is vested with staff or requires the Executive Committee or full
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	Board approval.
Activities:	• Review the weight for CLHO members for different types of votes and propose restructure if appropriate. • Review the meeting structures and recommend changes to maximize efficiency. • Identify decision-making framework for staff and executive committee. • Consider guiding policy principles for more autonomy in lobbying.
Metrics:	Process measures.
Notes:	<i>To fully deliver on this objective, CLHO needs OHA and LPHAs to fully engage in internal processes to streamline the conference to achieve a consent agenda. To achieve the other objectives, CLHO members need to fully engage and consent to changes to CLHO's decision-making processes. To support the professionalization of CLHO and autonomy/efficiency of CLHO staff, CLHO will need to invest in tools that streamline work.</i>

3. Member engagement

Objective:	CLHO members are engaged and contributing to the work of CLHO.
Activities:	• Enable and enhance in-person retreats and meetings with networking opportunities. • Organize forums and mechanisms for active participation in decision making. • Schedule events well in advance. • Complete LPHA in-person visits; revisit as LPHAs turn over. • Assess and recommend updates to the platforms to support coordination and enhanced resource sharing.*
Metrics:	• # of events and # of participants. • Feedback from events on usefulness. • # of LPHAs visited in-person. • Survey perception of connectedness between CLHO colleagues.
Notes:	<i>To do more than we did in 2023, this has fundraising dependencies / additional event planning capacity needed.</i>



4. Communications

Objective:	CLHO has resources and more capacity for external communications regarding the impact of LPH, CLHO's work, <u>and</u> to curate and streamline information for its members.
Activities:	• Curate and disseminate weekly brief. • Downsize the newsletter (shorten and lessen frequency). • Update CLHO's website regularly. • Develop and distribute quality reports. • Develop high quality one-pagers and presentations. • Develop a social media strategy and a strong social media presence for legislative advocacy.* • Provide a PH Communications Community of Practice.* • Enhance grant writing capacity.*
Metrics:	• Newsletter metrics. • Website traffic. • Social media metrics. • # of reports. • Feedback on reports. • Modernization funding increases.
Notes:	<i>To fully implement, this has fundraising dependencies; for social media, CLHO has some limited capacity but could strengthen its advocacy through social media with additional staff/capacity.</i>

5. External Partnership Development

Objective:	Maintain and enhance our relationships with external partners.
Activities:	• Refresh relationships with CCOs. • Set regular check-ins with county government relations staff. • Identify opportunities to collaborate for efficiency with system partners. • Engage in regular check-ins with workforce development and advocacy partners. • Engage with national partners to bring best practices and learnings to Oregon.
Metrics:	• # of partners reached. • # of collaborations. • # of coalitions participated in.



Notes:	
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Implementation and Priorities

Once this bold and ambitious strategic framework is approved by the CLHO Board, the priorities will be to:

- Continue to deliver on the foundational programs.
- Identify additional resources and corresponding timelines to expand CLHO's capacities in communications, member engagement, lobbying, and workforce development.

Several Organizational Development activities will rely on robust member participation and buy-in, including:

- Reexamining CLHO's voting and dues structure.
- Collaborating with OHA to streamline the monthly Conference Board meeting (establish deadlines for materials, implement a consent agenda, etc.).
- Identifying more autonomy for CLHO staff in decision making.

At the time of publication, the intent is to begin discussing these Organizational items at the 2024 CLHO Retreat.

Year Three Timeline: 2026

Activity	Q1			Q2			Q3			Q4		
Advocacy: Legislative & Executive	J	F	M	A	M	J	J	A	S	O	N	D
Cultivate stronger legislative public health champions		x	x	x	x	x						
Legislator in-district deep dives with LPHA					x	x	x	x	x			
Develop Legislative Agenda for 2027				x	x	x						
Negotiate for more input on POP Development	x	x	x	x	x	x	x	x				
Request quarterly meetings with Governor's staff			x			x			x			x
OHA key leaders & CLHO Member							x	x				



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Survey gauging strengths and challenges within relationships (tension, POP development input)												
PM work with OHA to streamline Conference Committee processes		x	x									
Workforce Development												
WFD: Quarterly Webinars		x			x			x			x	
WFD: Workforce Committee	x	x	x	x	x	x	x	x	x	x	x	x
WFD: Workforce Report 3.0 (Collaboration with OHA; final deliverable may differ from previous reports)						x	x	x	x	x	x	x
WFD: Implementation Guide for '25 Report Recommendations	x	x	x	x	x	x	x	x	x	x	x	x
CLHO New Public Health Professionals Learning Community	x	x	x	x	x	x	x	x	x	x	x	x
WFD: Quarterly meetings with Academic Partners	x			x			x			x		
Amplify and Support LPHA Recruitment Efforts (Newsletter, Webinars, Academic Program Presentations)	x	x	x	x	x	x	x	x	x	x	x	x
Resource Development												
Work with CLHO Secretary/Treasurer on updating the fiscal projection and dues reassessment	x	x										
Work with CLHO Exec Comm on dues reassessment, based on Secretary/Treasurer recommendation			x	x								
Retreat Session: Consider alternative CLHO voting and dues structure if Exec Committee believes necessary				x					x			
Apply for grants as they become available	x	x	x	x	x	x	x	x	x	x	x	x
Organizational Development												



Update Guiding Legislative Principles in advance of 2027 session											x	x	x
Communications													
Hybrid brief/newsletter releases	x	x	x	x	x	x	x	x	x	x	x	x	x
Social media strategy & implementation	x	x	x	x	x	x	x	x	x	x	x	x	x
Legislative Session Issue Briefs						x	x	x	x	x	x	x	x
Website Updates	x	x	x	x	x	x	x	x	x	x	x	x	x
Workforce Report Comms Plan		x						x					
Member Engagement													
CLHO Retreat Planning and Event 2026					x	x	x	x	x				
Retreat Session: Consider alternative CLHO voting and dues structure if Exec Committee believes necessary				x					x				
WFL: Schedule Quarterly Webinars Annually in Nov/Dec											x	x	
Revisit some LPHAs in-person							x	x	x	x			
External Partnership Development													
Connect with five CCOs		x		x			x			x			
Set quarterly check-ins with county GR staff	x			x			x						
Set regular check-ins with academic and training partners.	x			x			x			x			

Annex 1:

Purpose

The purpose of CLHO is to advocate for effective and improved public policies, programs, and financing of local public health in Oregon by:



- Taking an active role in the development of public health legislation, ordinances, and policies at local and state levels and, when appropriate, at federal levels.
- Promoting public funding to effectively implement and sustain local public health services and programs equitably across the State.
- Promoting a positive and clear image of local public health to residents and policy makers in Oregon.
- Promoting public health knowledge and skills in the local public health workforce and leadership.

Vision

CLHO envisions a public health system that is sustainably resourced, strategically driven, and focused on planning, prevention, and promotion.

Mission + Health Equity

CLHO's mission is to support LPHAs with workforce development and advocacy. Within that mission, CLHO supports LPHAs to further health equity through workforce recruitment, training, and tools to support the local public health workforce. In addition, CLHO supports legislation that has a health equity and public health nexus and has adopted an "Equity in Lobbying" practice to guide its work within external advocacy coalitions.

CLHO's Adopted Health Equity Statement: Oregon will have established a health system that creates health equity when all people can reach their full health potential and well-being and are not disadvantaged by their race, ethnicity, language, disability, gender, gender identity, sexual orientation, social class, intersections among these communities or identities, or other socially determined circumstances. Achieving health equity requires the ongoing collaboration of all regions and sectors of the state, including tribal governments to address:

- The equitable distribution or redistribution of resources and power; and
- Recognizing, reconciling, and rectifying historical and contemporary injustices.

Annex 2:

Desired Activities Which Require Additional Resources (asterisked items)

1. Have year-round contract lobbying service.
2. Relaunch Mentoring program.
3. Support LPHA Leadership Transitions.
4. Provide Technical Support & Best Practices Dissemination.
5. Support for accreditation and quality improvement.
6. Explore and make recommendations on adding a foundation / 501(c)(3) arm.
7. Assess and recommend updates to the platforms to support coordination and enhanced resource sharing.



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8. Additional in-person and online events over and above those provided in 2022-2023.
9. Develop a social media strategy and a strong social media presence for legislative advocacy.
10. Provide a PH Communications Community of Practice.
11. Enhance grant writing capacity.