

CENTERS FOR DISEASE
CONTROL AND PREVENTION



National Center on Birth Defects and Developmental Disabilities

DIVISION OF HUMAN DEVELOPMENT AND DISABILITY

STRATEGIC PLAN FY 2021–2025

VISION STATEMENT

Better health and brighter futures for people with, or at risk for, disabilities

MISSION STATEMENT

Lead inclusive programs, surveillance, and research to improve the health and development of children and adults with, or at risk for, disabilities



Letter from Dr. Georgina Peacock, DHDD Director

Dear Colleagues,

I am excited to present our completed 2021–2025 Strategic Plan for the Division of Human Development and Disability (DHDD). We are looking forward to operationalizing the Plan and view it as a living document that will help guide the important work of DHDD during the next 5 years.

Almost every person will be impacted by a disability at some point in their lives, whether themselves or as a caregiver to a family member. As such, disability is a common part of the human experience. Through inclusive programs, surveillance, and research, DHDD strives to promote positive health outcomes, reduce health disparities, and enhance access to all aspects of community life and health care for people with all types of disabilities. DHDD is committed to the health and well-being of people with disabilities across the lifespan, as well as to supporting healthcare providers and caregivers to be active participants in the early identification and intervention of developmental disabilities and delays.

Our partners are critical in supporting people with disabilities, their caregivers, families, and communities. We could not accomplish all that we do without these important collaborations. I extend a sincere thank you to our partners. Finally, DHDD is able to accomplish all that it does due to the work and dedication of our team. Our inspirational staff help carry out the goals of DHDD with enthusiasm, dedication, and drive every single day.

Thank you for your commitment to our work together,



Georgina Peacock, MD, MPH, FAAP

**Director, Division of Human Development and Disability
National Center on Birth Defects and Developmental Disabilities
U.S. Centers for Disease Control and Prevention**

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DOCUMENT SUMMARY

From October 2019 through August 2020, the U.S. Centers for Disease Control and Prevention’s (CDC’s) Division of Human Development and Disability (DHDD) undertook a strategic planning process to define its priorities and scope of work for the next 5 years (FY2021–2025). This document details the DHDD Strategic Plan and includes a background summary on the focus areas of the organization, information about DHDD, and an outline of how the Plan was developed and will be managed. The Strategic Plan reflects areas of work

DHDD will continue to advance and expand during the next 5 years. Growth areas, listed at the bottom of each objective section, are areas DHDD will track for expansion as resources are made available.

The Strategic Plan will be used to ensure alignment of DHDD priorities, articulate its scope of work and unique value, and communicate more effectively with partners and stakeholders about its role in advancing health outcomes for those with, or at risk for, disabilities.

BACKGROUND

Disabilities are a common part of life and impact almost every person, either directly or through someone else. People with disabilities often experience unique challenges achieving optimal health, whether related to a lifelong disability or one acquired later in life. These contribute to increased healthcare costs and lower standard of life. Many of these impacts, however, can be prevented or reduced through access to high-quality healthcare services and public health programs for people of all abilities.

People with, or at risk for, disabilities need to be included in all aspects of life for the same reasons anyone does—to be well, active, and part of the community.



1 in 4 adults in the United States has a disability



ABOUT THE DIVISION OF HUMAN DEVELOPMENT AND DISABILITY

The Division of Human Development and Disability (DHDD) works to promote health, reduce health inequities, and help people living with disabilities fully participate in all aspects of daily life. DHDD plays a unique and important role as a public health leader in the human development and disability space, striving to provide inclusive and effective public health services to those with, or at risk for, disabilities. DHDD's public health strategy includes the application of data, surveillance, research, partnerships, communications, and policy to advance its goals. DHDD deploys this strategy in all its work

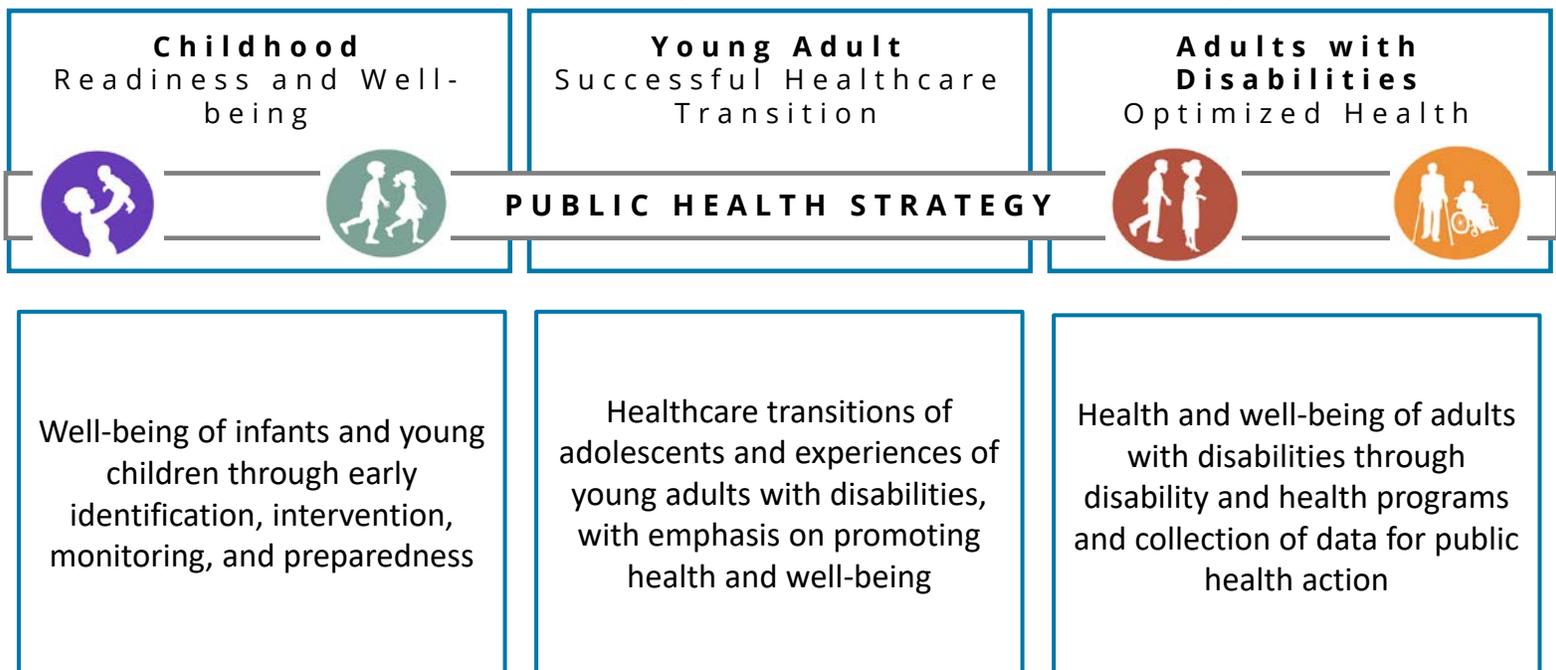
across the lifespan for addressing human development and disability needs (see Figure 1).

Based on its FY2020 appropriations, DHDD is funded to advance a variety of areas in human development and disability, including autism spectrum disorder (ASD), health among people with mobility or intellectual disabilities, Tourette syndrome (TS), Early Hearing Detection and Intervention (EHDI), attention-deficit/hyperactivity disorder (ADHD), and fragile X syndrome (FXS).

Figure 1: Lifespan Graphic

DHDD's work, goals, and objectives strive to provide equity to people with, or at risk for, disabilities throughout their lives by leading inclusive programs, surveillance, and research in the key milestone areas listed below

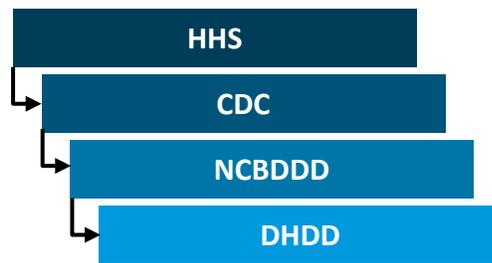
Committed to Impact Across the Lifespan



DHDD Organization Structure

CDC is the country’s leading public health agency and one of the major operating components of the U.S. Department of Health and Human Services (HHS). CDC comprises work units that focus on a set of specific public health missions given their unique capabilities and areas of expertise.

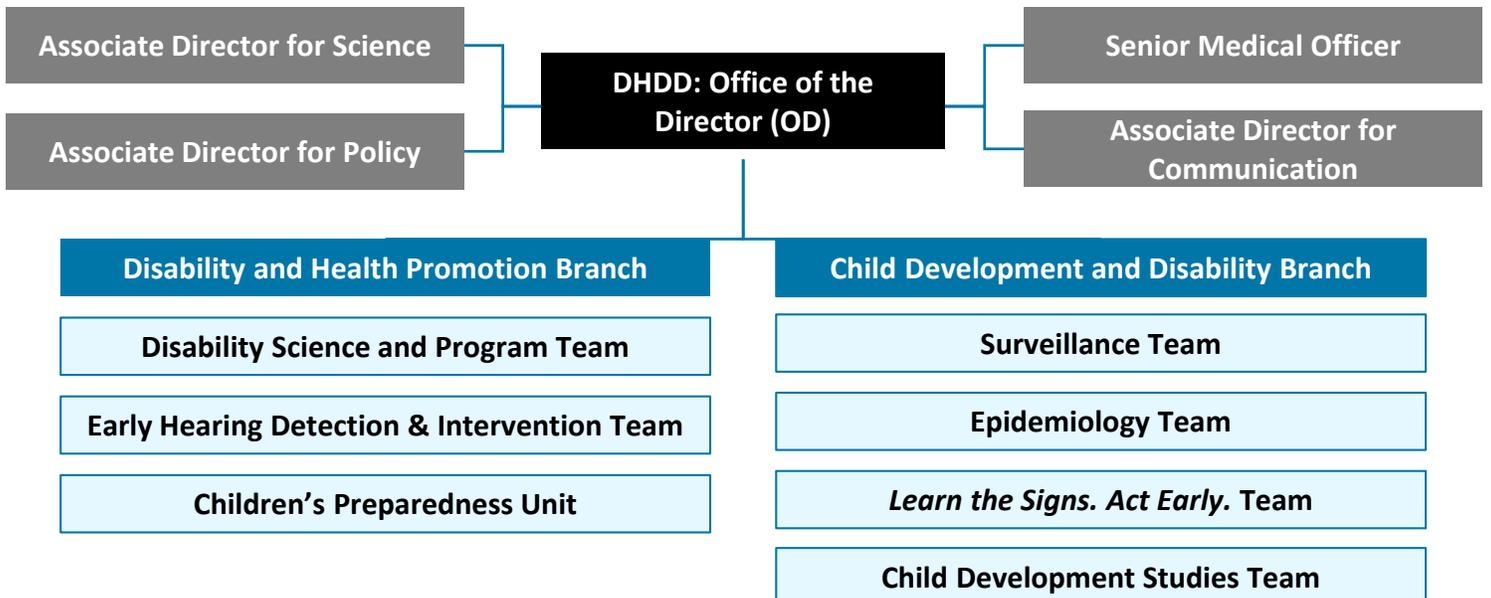
DHDD is part of CDC’s National Center on Birth Defects and Developmental Disabilities (NCBDDD), which was established in April 2001 as a result of the Children’s Health Act of 2000 to address gaps in public health resources. The Center includes three divisions: the Division of Birth Defects and Infant Disorders (DBDID), the Division of Human Development and Disability (DHDD), and the Division of Blood Disorders (DBD).



NCBDDD and its three divisions work to address the public health needs for particularly vulnerable populations. DHDD includes two branches led by the Office of the Director (OD) as seen in Figure 2. The two branches and OD work collaboratively to advance the goals of the Division. For more information on CDC’s mission and organizational structure, visit the website www.cdc.gov/about.

Figure 2: DHDD Organizational Chart

DHDD staff is composed of public health experts that sit within the Division’s branches and its OD



The DHDD Strategic Plan was developed through an 8-month planning process (2019–2020), performed during one of the most disruptive events in public health history: the COVID-19 pandemic. The Division stays committed to continuing to build on its foundation of work while exercising agility to address evolving public health priorities and emergencies. The Strategic Plan is a guidepost for the Division’s core operations and priorities during the next 5 years.

The Strategic Plan was developed through robust data collection and analysis of DHDD’s portfolio and the public health landscape, including input from key stakeholders to inform the direction and potential collaboration opportunities within the Strategic Plan.

Figure 3: Stakeholders Engaged

The strategic planning process engaged 22 stakeholders across the human development and disability landscape.

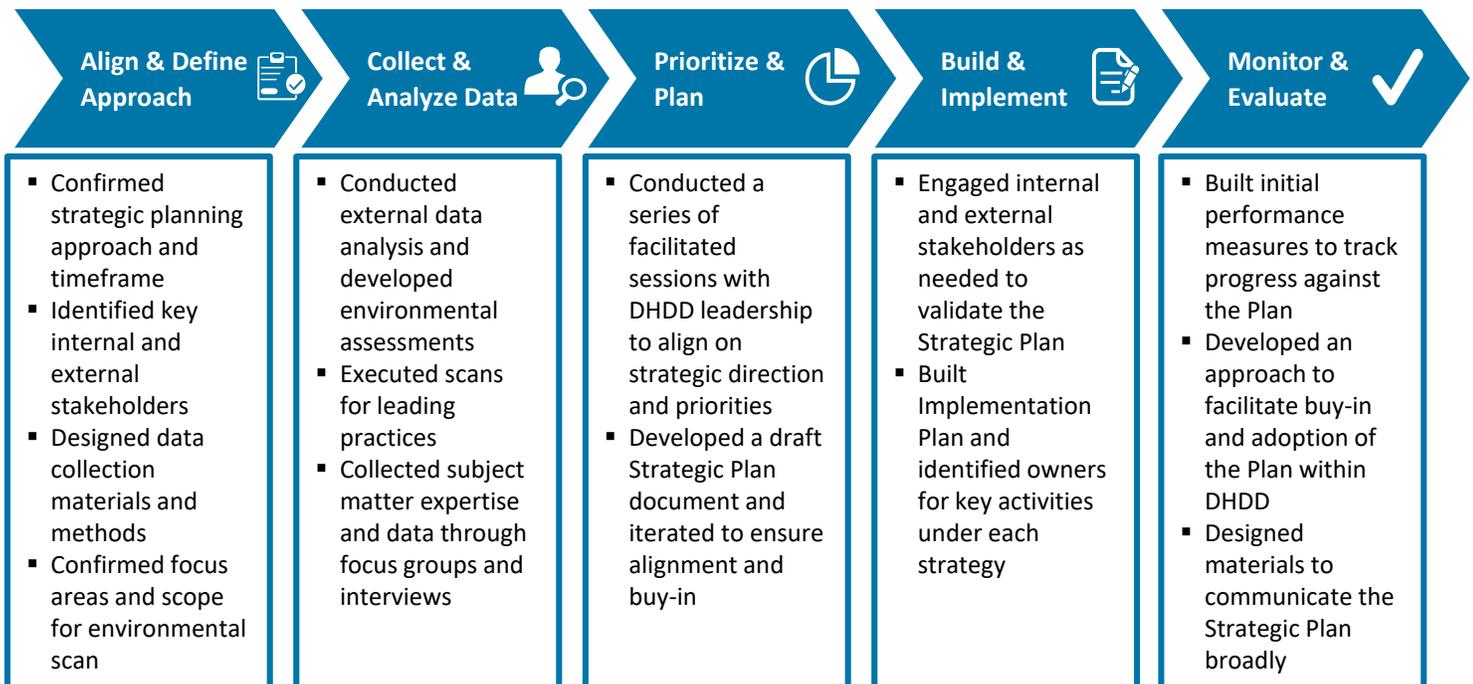


Strategic Plan Process

The Strategic Plan process was guided by the principals of being data-driven and inclusive. The approach (see Figure 4) outlines the sequential steps taken to build the Plan, although the approach was iterative, applying new information as available and consistently re-engaging stakeholders to ensure alignment and buy-in.

Figure 4: Development Approach

DHDD deployed a five-phased approach to develop the Strategic Plan



Management

The DHDD Strategic Plan is a living document that can evolve over the next 5 years to meet changing public health priorities and needs. To ensure that the Strategic Plan continues to provide guidance to accelerate the impact of DHDD's work, its applicability will be overseen by the DHDD OD Leadership Team in collaboration with its Branch Chiefs. Annual reviews will be conducted using monitoring and evaluation tools, ensuring ongoing alignment between Division priorities, funding availability, and broader trends in the field of human development and disability. The growth areas will be reviewed regularly to ensure alignment with broader shifts and new opportunities available to DHDD. As needed, DHDD may seek ongoing external partner input to inform the growth areas and other components of the Strategic Plan.

The Strategic Plan is accompanied by an Implementation Plan and communication materials to support operationalization. The Implementation Plan outlines the specific activities under each strategy that the organizational units within DHDD will execute. The Implementation Plan will be updated throughout the course of the Plan based on completed actions, new ideas, and shifts in the broader strategy. Leaders of DHDD's organizational units will be responsible for tracking progress against the Strategic Plan using the implementation materials. Depending on audience needs, accompanying communication materials (e.g., one-pagers, companion documents, executive summary) will be developed to share the Strategic Plan.



Application and Audiences

APPLICATION AND USE

The Strategic Plan will be used by DHDD in four ways:

- **ROLE DEFINITION:**

Clearly define DHDD's role in the human development and disability space that compliments its partners and ensures unique value within CDC

- **COMMUNICATION AND PARTNERSHIP:**

Articulate what areas DHDD works on and how it advances its mission to stakeholders, partners, and the public

- **PROJECT MANAGEMENT:**

Facilitate internal DHDD discussions to monitor progress, report on and update activities as completed, and course correct, as needed

- **INNOVATION IDENTIFICATION:**

Provide a guide for areas to expand and/or enhance based on available resources

Strategic Plan Audiences

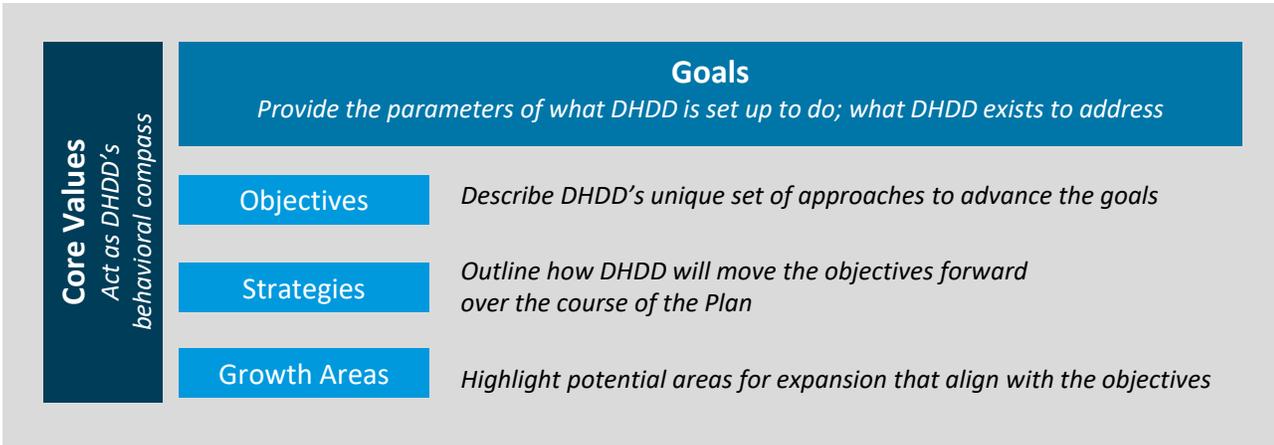
The Strategic Plan is a publicly available document intended to be shared with a number of different audiences. So that DHDD may share its commitment to advancing the health of this population, a core audience of this document is those living with, or at risk for, disabilities. The public is an important audience, as it is CDC's responsibility as an American public institution to deliver on its public health mission. Lastly, the Strategic Plan will be shared with partners and stakeholders. It provides them the scope of work that DHDD aims to advance with its partners in order to optimize impact.





OVERVIEW

Figure 5: Strategic Plan Components



Core Values

DHDD’s core values outline its characteristics. We strive for these values to be engrained in all aspects of the organization and have a lifespan beyond the Strategic Plan.

Our goal is to reflect **diversity, collaboration, respect, excellence, accountability, integrity, and innovation** in all we do.



Goals

DHDD’s goals provide the parameters for what we set out to address. All our work and resources are dedicated to advancing these cross-cutting goals.

DHDD is committed to three goals:



Build the evidence base to understand the needs of people with, or at risk for, disabilities



Improve the health and developmental outcomes for people with, or at risk for, disabilities



Reduce the health inequities between people with and without disabilities

Objectives

The objectives depict the unique value DHDD adds in the human development and disability space. They not only support the cross-cutting goals, but also differentiate DHDD's role and categorize its work. Work completed within the objectives can and should support other objectives.

For FY 2021–2025, DHDD will advance its goals through five objectives:

- 1** Strengthen Surveillance & Research
- 2** Enhance Programs & Systems
- 3** Maximize Organizational Capacity & Resource Management
- 4** Evaluate Programs & Interventions
- 5** Enhance & Expand Strategic Partnerships & Communication

Strategies & Growth Areas

During the next 5 years, DHDD is committed to a set of strategies that align with the objectives stated above. The strategies describe where DHDD will focus and invest its time and resources for the next 5 years. DHDD will track a set of activities under each strategy that will describe the tactical actions needed to make progress in its Implementation Plan.

Growth areas, listed at the bottom of each objective section, are areas DHDD will track for expansion as resources are made available.



1 STRENGTHEN SURVEILLANCE & RESEARCH

Strengthen surveillance of children and adults with, or at risk for, disabilities and conduct applied and epidemiological research in the area of disability and health.

Strategy 1.1. *Expand surveillance data on children and adults with disabilities beyond prevalence to include screening, diagnosis, and health status*

Strategy 1.2. *Improve quality, timeliness, and availability of DHDD-collected data and other data systems*

Strategy 1.3. *Leverage existing disability and health data sources and linkages to reduce gaps in data availability for people with disabilities*

Strategy 1.4. *Conduct high-impact epidemiologic and applied research on disabilities and related health outcomes*

Strategy 1.5. *Test the effectiveness of interventions to develop and disseminate best practices*

Strategy 1.6. *Ensure that research findings are translated into programmatic applications and interventions that improve the health and well-being of people with, or at risk for, disabilities*

Growth Areas

Expand the Autism and Developmental Disabilities Monitoring (ADDM) Network to increase the geographic coverage and include increased surveillance of childhood disability

Expand surveillance of people with disabilities to better understand prevalence and health status



2 ENHANCE PUBLIC HEALTH PROGRAMS & HEALTH SYSTEMS

Enhance programs and systems to improve health and optimize care of people with, or at risk for, disabilities.

Strategy 2.1. *Use surveillance and research data to inform child development and disability public health programming*

Strategy 2.2. *Increase and improve early identification, diagnosis, and referral for intervention of early childhood hearing loss, developmental disabilities, and mental health conditions*

Strategy 2.3. *Increase parent-engaged developmental monitoring within early childhood systems and programs*

Strategy 2.4. *Evaluate adaptations of public health programs to increase access to and utilization of services across functional disabilities*

Strategy 2.5. *Adopt innovative practices for effectively engaging healthcare providers to increase the reach of programs and policies for people with, or at risk for, disabilities*

Strategy 2.6. *Support health and well-being of children and people with, or at risk for, disabilities in public health emergencies*

Growth Areas

Evaluate impact of programs, services, and policies on outcomes of children and adolescents with, or at risk for, disabilities (healthcare transitions)

Address cultural and communication needs of populations to increase reach and impact of DHDD's programmatic work



3 MAXIMIZE ORGANIZATIONAL CAPACITY & RESOURCE MANAGEMENT

Ensure optimization of DHDD's resources and operational functions including its people, processes, and technology.

Strategy 3.1. *Enable staff to deliver on DHDD priorities, programs, and activities through trainings and workforce development opportunities*

Strategy 3.2. *Identify and implement financial management processes and procedures that support operational efficiency*

Strategy 3.3. *Provide quality, timely, and constructive technical assistance to programs*

Growth Areas

Explore opportunities to innovate DHDD's workforce management for the future

Integrate the use of new technology and data practices to advance DHDD's operational impact

4 EVALUATE PROGRAMS & INTERVENTIONS

Evaluate program progress and identify opportunities for continuous improvement.

Strategy 4.1. *Perform ongoing evaluation of key activities to ensure program outcomes are met and interventions are efficient and cost-effective*

Growth Areas

Identify and incorporate more comprehensive evaluation methodologies into project scopes

Explore and expand additional programs for evaluation



5 ENHANCE AND EXPAND STRATEGIC PARTNERSHIPS & COMMUNICATION

Strengthen current key partnerships, identify new relationships, and strategically utilize communications to advance DHDD's work.

Strategy 5.1. *Evaluate the impact and benefits of current partnerships*

Strategy 5.2. *Identify new partnerships and communication outlets to increase DHDD's visibility, reach, and impact to inform and define the human development and disability landscape*

Strategy 5.3. *Identify shared priorities and opportunities for collaborative messaging with other CDC Offices, federal agencies, and national partners*

Strategy 5.4. *Foster ongoing collaboration and sharing of data and research with partners to inform the national discourse and promote policy change*

Strategy 5.5. *Improve communication strategies that address the needs of people with disabilities*

Growth Areas

Adopt innovative practices for engaging healthcare providers to increase the reach of programs and practices

Reduce communication barriers in research and implementation of evidence-based interventions for people with, or at risk for, disabilities





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To learn more about the DHDD, please visit our [website](#)