



NATIONAL CENTER FOR HEALTH STATISTICS  
**STRATEGIC PLAN FY 2022–2025**

**ROADSHOW DECK**

Fall 2021

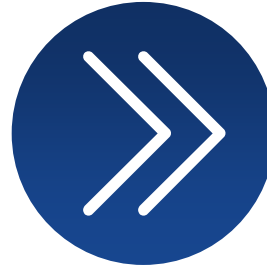
## Purpose of NCHS' Strategic Plan

This year, NCHS launched a strategic planning effort to help the Center maximize impact and provide direction for initiatives and investments. Through the strategic planning process, NCHS sought to achieve the following:



### **ARTICULATE NCHS' ROLE**

*in advancing  
public health*



### **ALIGN ON NCHS' GOALS**

*that will advance its  
work and people*



### **IDENTIFY TANGIBLE OPPORTUNITIES**

*for NCHS to drive its  
strategy forward*

# Strategic Planning: Our Road to Development

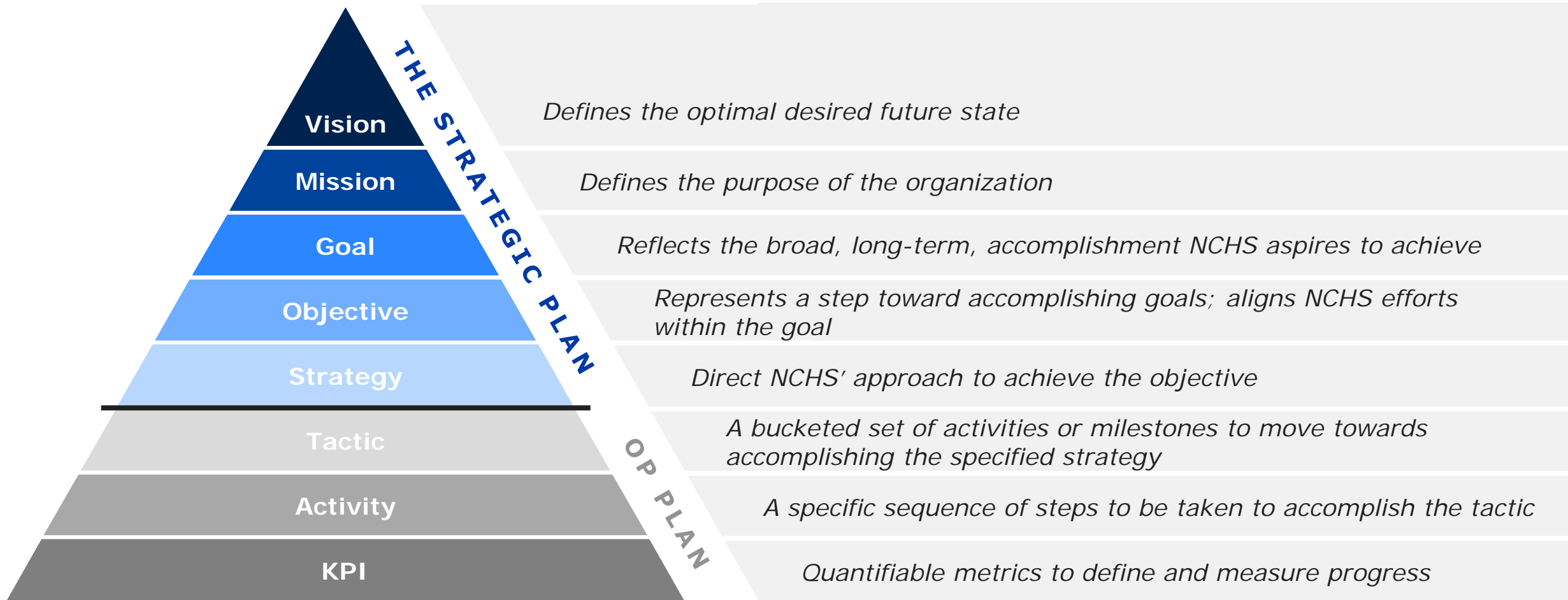
NCHS' approach to building the Strategic Plan was driven by its commitment to make an impact across the public health and statistical landscape. Broad engagement with staff, key partners, and NCHS leadership helped to inform the Plan.



\*Staff engagement included: Staff surveys, SWOT analysis discussions, NCHS All Hands, employee viewpoint survey feedback, case study listening sessions, Director's Updates and Message from the Director calls for input, and the NCHSStrategicPlanning mailbox

# The Strategic Cascade

The Strategic Plan consist of a Vision, Mission, Goals, Objectives and Strategies. The Tactics, Activities, and KPIs contribute to the larger Operational Plan for implementation across NCHS.



## Overview of NCHS' Strategy

NCHS' mission articulates why the Center exists as an organization and the goals act as guideposts for what NCHS aims to focus on. Each goal has objectives and a set of strategies that will drive the Plan forward.

---

### VISION

To be a world-class innovator and provider of health data and statistics.

---

### MISSION

NCHS collects, analyzes, and disseminates timely, relevant, and accurate health data and statistics. Our products and services inform the public, and guide program and policy decisions to improve our nation's health.

---

### CORE VALUES

Accuracy | Integrity | Objectivity | Quality | Trust

#### GOAL 1

Expand NCHS' relevance  
and external engagement

#### GOAL 2

Accelerate NCHS' health  
data capabilities

#### GOAL 3

Build on NCHS' workforce  
and operational excellence

## Goal 1: Objectives and Strategies

### Goal 1: Expand NCHS' relevance and external engagement

#### Objective 1.1: Expand understanding of current and potential users

- Strategy 1.1.1: Identify current usage and emerging needs for products and services
- Strategy 1.1.2: Increase user base of NCHS products and services
- Strategy 1.1.3: Perform continuous analysis of user needs

#### Objective 1.2: Improve user awareness of and access to NCHS data

- Strategy 1.2.1: Build awareness of NCHS' unique value
- Strategy 1.2.2: Increase access and usage of products and services to inform health programs and policies
- Strategy 1.2.3: Strengthen NCHS' role in informing health equity priorities

#### Objective 1.3: Build and maintain strategic partnerships with public and private entities

- Strategy 1.3.1: Further collaborate with current partners
- Strategy 1.3.2: Broaden engagement with new partners

## Goal 2: Objectives and Strategies

### Goal 2: Accelerate NCHS' health data capabilities

#### Objective 2.1: Modernize core systems and infrastructure

- Strategy 2.1.1: Maintain and enhance core data systems
- Strategy 2.1.2: Improve integration of data
- Strategy 2.1.3: Scale infrastructure to support new capabilities

#### Objective 2.2: Expand range of data sources and collection methods

- Strategy 2.2.1: Identify new and non-traditional data sources
- Strategy 2.2.2: Modernize and innovate NCHS surveys to acquire health data
- Strategy 2.2.3: Leverage enterprise services to identify and aggregate health data

#### Objective 2.3: Enhance analytical tools and techniques

- Strategy 2.3.1: Strengthen current modeling, forecasting, visualization, and other capabilities
- Strategy 2.3.2: Identify and implement innovative analytical methods

## Goal 3: Objectives and Strategies

### Goal 3: Build on NCHS' workforce and operational excellence

#### Objective 3.1: Strengthen NCHS' workforce management

- Strategy 3.1.1: Build and implement a workforce strategy
- Strategy 3.1.2: Foster a more diverse, equitable, and inclusive workforce
- Strategy 3.1.3: Refine NCHS recruitment and retention strategies

#### Objective 3.2: Improve professional development and leadership capacity

- Strategy 3.2.1: Expand technical, leadership, and management skills
- Strategy 3.2.2: Emphasize Diversity, Equity, and Inclusion in trainings, programming, and policies
- Strategy 3.2.3: Advance succession planning efforts and processes

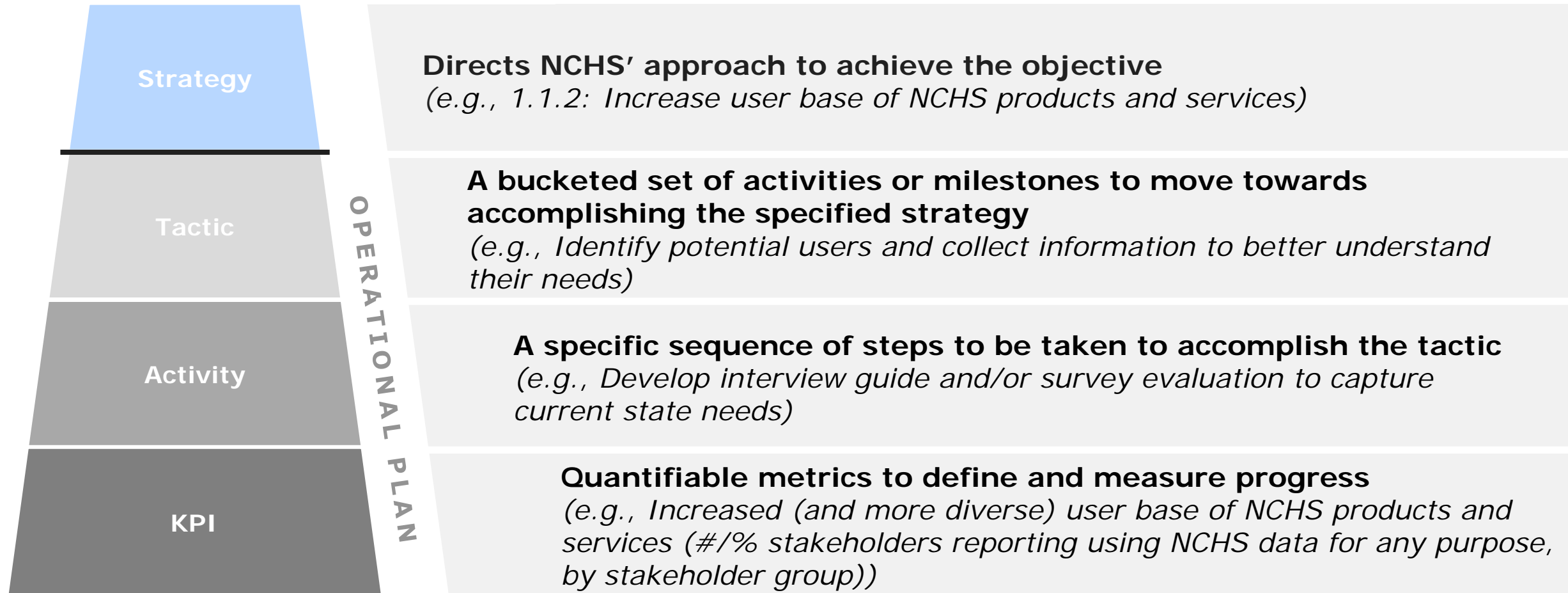
#### Objective 3.3: Improve internal coordination, collaboration, and operations

- Strategy 3.3.1: Improve speed and agility of internal operations
- Strategy 3.3.2: Increase transparency of work and collaboration across NCHS
- Strategy 3.3.2: Address barriers to internal knowledge sharing, communication, and collaboration



## Developing the Operational Plan

The Operational Plan includes identified tactics and activities to accomplish the specified strategies, along with KPIs to define and measure progress against a baseline and target.



---

## VISION

---

To be a world-class innovator and provider of health data and statistics.

---

## MISSION

---

NCHS collects, analyzes, and disseminates timely, relevant, and accurate health data and statistics. Our products and services inform the public, and guide program and policy decisions to improve our nation's health.

**NCHS is excited to build upon its strong foundation and drive action through the Strategic Plan**

For more information, contact CDC  
1-800-CDC-INFO (232-4636)  
TTY: 1-888-232-6348 [www.cdc.gov](http://www.cdc.gov)

The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.

