



Strategic Plan: August 2025 – July 2030

CORHA Five-Year Strategic Plan

VISION & MISSION

- Vision:** Public health and healthcare working together effectively to prevent harm to people from outbreaks in healthcare settings.
- Mission:** To build capacity nationwide to prevent, detect, and respond to outbreaks in healthcare settings by convening public health and healthcare partners to identify gaps, share resources, and coordinate approaches.

SITUATION SUMMARY & FIVE-YEAR STRATEGIC PLAN “NORTH STAR”

Situation Summary

CORHA is operating at a critical juncture in the field of healthcare-associated infections (HAIs) and antimicrobial-resistant (AR) pathogen outbreaks (HAI/AR), which is marked by evolving public health threats, shifting funding and staffing, and increasing demands from the field for timely, coordinated guidance on outbreaks in healthcare settings. This strategic plan addresses these pressures by clarifying CORHA’s value proposition, strengthening its collaboration model, and ensuring its outputs are timely, relevant, and scalable within current and future resource constraints. CORHA has served those working in the field of HAI/AR for more than a decade. Through the adaptations described in this plan, it will continue to meet their needs for years to come.

Long-Term Vision of Success

Members of CORHA envision a future in which public health and healthcare collaborate seamlessly to prevent and rapidly detect and respond to outbreaks in healthcare settings, resulting in reduced harm to patients and communities. Stakeholders aspire for CORHA to function as a trusted, multidisciplinary convening body that identifies gaps, curates or develops resources as needed, and supports collaboration across the HAI/AR network of professionals. A successful future includes CORHA being recognized for its nimbleness, scientific rigor, the value of resources and perspectives it shares with the workforce, and its ability to bridge sectors and jurisdictions to improve outbreak readiness, response, and equity across the healthcare continuum.



CORHA's Five-Year Strategic Plan "North Star"

Over the next five years, CORHA aims to become an effective national, multidisciplinary hub that enables rapid, science-informed, and equitable responses to outbreaks in healthcare settings. To achieve this, CORHA will restructure to enhance its function as a convener of cross-sector stakeholders and a trusted source for evidence-based resources, tools, and best practices. Its focus will be on identifying and addressing gaps in strategies or processes for preventing, detecting, and responding to outbreaks in healthcare settings. CORHA will streamline its governance and operations, strengthen strategic partnerships, and enhance its visibility and relevance at the state and local levels. Success will be defined by CORHA's ability to influence practice across healthcare and public health systems, sustain active multidisciplinary engagement, and close the implementation gap through timely, practical, and user-centered guidance.

STRATEGIC PRIORITIES

Five-Year Strategic Priorities (High-Level)

1	Realign Vision, Mission, Operations & Governance
	Five-Year Goal Statement: Through its updated vision, mission, model, and representative membership structure, CORHA provides clear value, enhanced engagement, and effective support to build capacity in the HAI/AR field.
2	Strengthen Meaningful Stakeholder Engagement & Visibility
	Five-Year Goal Statement: CORHA is widely recognized, valued, and actively engaged with by those working in the field of HAI/AR.
3	Support National Coordination as a Cross-Sector Convener
	Five-Year Goal Statement: CORHA builds capacity to prevent, detect, and respond to outbreaks in healthcare settings through cross-sector coordination at the national level.
4	Promote Best Practices and Actionable Tools through the CORHA Website
	Five-Year Goal Statement: The CORHA website promotes credible best practices, tools, and CORHA perspectives that build capacity for improved prevention, detection, and response to outbreaks in healthcare settings across sectors and jurisdictions.



Strategic Priorities, Outcomes, and Milestone Objectives (Detail)

In each strategic priority area, Key Guiding Indicators have been identified and will be reviewed at least annually. These indicators provide important information on external trends and contextual factors relevant to each priority, which may influence how CORHA approaches its work. Milestone objectives provide direction on activities and initiatives in each strategic priority area that will lead to achieving the five-year goal statement. Success measures at the objective level define how success will be tracked and measured.

Strategic Priority #1: Realign Vision, Mission, Operations & Governance		
<p>Five-Year Goal Statement: Through its updated vision, mission, model, and representative membership structure, CORHA provides clear value, enhanced engagement, and effective support to build capacity in the HAI/AR field.</p>		
<p>Key Guiding Indicators</p> <ul style="list-style-type: none"> Continued funding for CORHA Engagement of member organizations leadership with CORHA/in CORHA initiatives Participation of CORHA members in meetings, convenings, and other activities Diversification/breadth of member organizations represented 		
Objectives	Timeframe	Related Measures
<p>1.1. Develop a value proposition overview and engagement toolkit articulating CORHA's role and outcomes from convening multidisciplinary groups, to aid in stakeholder engagement and member recruitment throughout the restructuring process and beyond.</p>	Sept–Oct 2025	<ul style="list-style-type: none"> Materials disseminated (yes/no, or % audiences reached)
<p>1.2. Implement an evaluation plan with realistic performance measures and conduct annual reviews against this plan.</p> <p><i>Sample evaluation components:</i></p> <ul style="list-style-type: none"> Perceived/reported effectiveness of full-Council meeting Perceived/reported effectiveness of CORHA's rapid response actions 	Beginning August 2025	<ul style="list-style-type: none"> Annual evaluation completed (e.g., <i>assessment form or annual meeting discussion</i>) Target performance measures achieved annually
<p>1.3. Finalize and adopt an updated guiding principles document to replace CORHA's current draft bylaws and operating guidance that supports CORHA's role as a convener and resource hub.</p> <p><i>Components to address in guiding principles:</i></p> <ul style="list-style-type: none"> Define a new voting and leadership structure. Strengthen membership expectations and representative roles. 	By Dec. 2025	<ul style="list-style-type: none"> Consensus-based guiding principles adopted



<ul style="list-style-type: none"> • <i>Implement term limits and/or formal mentoring as part of a leadership transition plan.</i> 		
1.4. Conduct stakeholder landscape analysis and mapping to identify potential new member organizations and liaison stakeholders (including ad hoc SMEs).	By July 2026	<ul style="list-style-type: none"> • Mapping used to inform recruitment and collaboration • Membership diversified to include identified new areas

Strategic Priority #2: Strengthen Meaningful Stakeholder Engagement & Visibility

Five-Year Goal Statement: CORHA is widely recognized, valued, and actively engaged with by those working in the field of HAI/AR.

Key Guiding Indicators:

- HAI/AR professionals' engagement with CORHA (*e.g., views of website and newsletter content, newsletter subscribers, conference session attendance. etc.*).
- Input received from a broad array of HAI/AR Professionals (*e.g., number overall, number of sectors submitting, etc.*).

Objectives	Timeframe	Related Measures
2.1. Promote the work of CORHA and engage with HAI/AR professionals through sessions (e.g., presentations, discussion, posters, etc.) at member organization conferences.	2025/26 - 2029/30	<ul style="list-style-type: none"> • Number of CORHA-related sessions delivered at conferences each year.
2.2. Develop CORHA resources and perspectives for publication in relevant journals. (<i>E.g., ICHE, Prevention Strategist</i>).	2025/2026 - 2029/2030	<ul style="list-style-type: none"> • Number of articles submitted for publication • Number of articles published
2.3. Share information about CORHA and the resources it promotes for incorporation into trainings or educational materials developed for HAI/AR professionals.	2025/2026 - 2029/2030	<ul style="list-style-type: none"> • Impactful examples of trainings in which CORHA was mentioned • Number of trainings or materials that include CORHA resources or information • Number of CORHA resources or materials adapted for use in trainings or educational materials
2.4. Solicit feedback from, and engage in bidirectional discussions with, HAI/AR professionals. (<i>E.g., through CORHA representatives, communications tools, website suggestion box, and/or "Contact CORHA" button</i>).	2025/2026 - 2029/2030	<ul style="list-style-type: none"> • A standing mechanism in place to collect feedback by early 2026 • Number of opportunities for users to engage and provide feedback. • Amount of Input/number of suggestions received from HAI/AR professionals



2.5. Leverage existing CORHA and member organization channels for distributing resources and updates to HAI/AR professionals. (E.g., member networks, communities of practice, websites, newsletters, blogs, etc.)	2025/2026 - 2029/2030	<ul style="list-style-type: none"> • Number of distributions/promotions
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Strategic Priority #3: Support National Coordination as a HAI/AR Cross-Sector Convenor

Five-Year Goal Statement: Build capacity to prevent, detect, and respond to outbreaks in healthcare settings through cross-sector coordination at the national level.

Key Guiding Indicators

- Number of Convenings held
- CORHA member organizations participating in convenings (#, %)
- Are CORHA convenings achieving the following intended functions:
 - Identifying priority topics to be addressed by participating member organizations,
 - Supporting coordination of efforts across organizations to minimize competing or conflicting work,
 - Promoting communications and the sharing of resources across organizations to build capacity among their broader memberships.

Objectives	Timeframe	Related Measures
<p>3.1. Establish structures, resources, and norms to support effective recurring (e.g., monthly) full-Council convenings.</p> <p><i>Sample tactics:</i></p> <ul style="list-style-type: none"> • <i>Develop processes and/or resources to support the identification of potential topics for CORHA to address (e.g., resources to support solicitation of needs from broader memberships).</i> • <i>Establish processes and/or resources to support CORHA members in conducting environmental scans and/or gap analyses.</i> • <i>Develop processes and/or resources to support communications from member organizations to the full Council for the purposes of addressing needs/gaps, coordinating related efforts, and sharing resources.</i> 	2025/2026 (by July 2026)	<ul style="list-style-type: none"> • Structures established • Needs assessment tool developed to gather member input on potential topics • Process developed for conducting environmental scans and/or gap analyses
<p>3.2. Develop structures and protocols to support coordination around emergent and time-sensitive situations between recurring convenings.</p> <p><i>Sample tactic:</i></p> <ul style="list-style-type: none"> • <i>Identify a sub-group of CORHA members to engage for rapid response</i> 	2025/2026	<ul style="list-style-type: none"> • Rapid response protocols in place (yes/no)



3.3 Leverage structures and systems to maintain engagement among CORHA member organization representatives and invited guest contributors related to CORHA's convenings.	2025/2026 - 2029/2030	<ul style="list-style-type: none"> • CORHA member organizations participating in convenings (#, %) • CORHA member organizations contributing content to be addressed in convenings (#, %)
3.4. Transition tasks and functions of standing work groups to the Full Council and leverage ad hoc work groups as needed.	2025/2026	<ul style="list-style-type: none"> • Transition from standing to ad hoc work groups complete • Process and criteria in place to convene ad hoc works as needed

Strategic Priority #4: Promote Best Practices and Actionable Tools through the CORHA Website

Five-Year Goal Statement: The CORHA website promotes credible best practices, tools, and CORHA perspectives that build capacity for improved prevention, detection, and response to outbreaks in healthcare settings across sectors and jurisdictions.

Key Guiding Indicators

- Value and utilization of CORHA's website

Objectives	Timeframe	Related Measures
4.1. Develop and implement a process or mechanism for reviewing and modifying CORHA's published online content, as appropriate.	Y1-5, Ongoing (2025/26 - 2029/30)	<ul style="list-style-type: none"> • Process/mechanism created (yes/no) • COHRA website reviewed and updated regularly according to established process
4.2. Establish and strengthen structures and processes to collect best practices and tools for promoting on the CORHA website.	Y1-5, Ongoing (2025/26- 2029/30)	<ul style="list-style-type: none"> • Process established (yes/no) • # of best practices, tools, and CORHA perspectives published on the website
4.3. Develop and implement a process or mechanism for evaluating value and utilization of the CORHA website.	Y1-5, Ongoing (2025/26- 2029/30)	<ul style="list-style-type: none"> • Process/mechanism created (yes/no) • Evaluations occurring regularly (timing TBD)

Disclaimer: This project was supported by the Centers for Disease Control and Prevention of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award totaling \$45,120.00 with 100 percent funded by CDC/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CDC/HHS, or the U.S. Government.

