



# MONTANA 21C: MILESTONES OVERVIEW 2025-2033

Montana 21C is a statewide initiative to modernize and align public health systems, improve workforce capacity, and ensure the sustainable delivery of Foundational Public Health Services (FPHS). This condensed report integrates milestones and key activities into a unified roadmap.

## VISION & APPROACH

We envision a strong and agile public health system at all levels. The initiative brings together local, tribal, and state public health partners to:

- Align public health infrastructure
- Strengthen the workforce
- Improve communication and community trust
- Establish shared policy, funding, and accountability systems



## 2025–2026: STATEWIDE SYSTEM ALIGNMENT

### Milestone Goals:

- Build shared governance and communication tools
- Complete FPHS and workforce assessments
- Launch the 21C initiative and establish partner roles

### Key Activities:

- Develop elevator pitch, charter, and statewide communications plan
- Add MACo and Office of Rural Health as partners
- Hold regional meetings; conducted workforce and FTE surveys
- Create task order alignment guidelines and policy templates
- Launch rebranding efforts and youth outreach frameworks
- Create Montana FPHS model statewide and expectations
- Identify gaps in workforce and FPHS delivery
- Assign 21C partners projects to fill gaps
- Examine policy recommendations based on assessments

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## 2026–2028: STAKEHOLDER & JURISDICTION ALIGNMENT

### Milestone Goals:

- Strengthen collaboration across local, tribal, and state entities
- Reassess FPHS progress and refine approach
- Begin integration with healthcare systems

### Key Activities:

- Formalize regional public health efforts
- Repeat FPHS assessments
- Initiate healthcare–public health alignment using CHA/CHNA & CHIP/IP coordination
- Continue community forums and regional engagement
- Launch public outreach and MT-specific FPHS visuals
- Examine adding healthcare partners to 21C initiative



## 2029–2030: POLICY & FUNDING ALIGNMENT

### Milestone Goals:

- Secure legislative and local government support for FPHS
- Establish long-term funding mechanisms

### Key Activities:

- Conduct fiscal analysis to quantify FPHS needs
- Update Montana statute to align with FPHS
- Secured sustained FPHS funding

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## 2031–2033: TRUST AND FPHS DELIVERY

### Milestone Goals:

- Build public trust and awareness
- Finalize and institutionalize FPHS delivery statewide

### Key Activities:

- Analyze public outreach for campaign
- Host Tribal FPHS convening
- Conduct FPHS delivery and fiscal review
- Develop new milestones for Montana 21C

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## ONGOING PRIORITIES

- Update policies, staffing models, and evaluation tools
- Sustain youth engagement and cross-sector collaboration
- Maintain focus on collaboration, trust, and reliable FPHS delivery



## IMPACT

Montana 21C is more than a health initiative—it's a system transformation strategy rooted in delivering FPHS, sustainability, and statewide collaboration.

**By 2033, Montana aims to:**

- Deliver FPHS consistently across jurisdictions
- Achieve sustainable public health funding
- Build public trust in the value and visibility of public health
- Ensure a well-trained, well-resourced workforce ready to serve every community

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TO LEARN MORE ABOUT MONTANA 21C, INCLUDING THE ORGANIZATIONS  
SUPPORTING THE WORK AND THE PROGRESS SO FAR, PLEASE VISIT  
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