

Strategic Framework 2021-2024 Executive Summary

December 1, 2021

The Public Health Institute (PHI) has the responsibility to support a varied and broad set of programs and awards that address the most pressing public health challenges of our time and present solutions that are complex, multi-sectoral and flexible. Our role as a fiscal sponsor, and a believer in equitable implementation science, is to offer a strong, enabling environment for programs that are innovative and catalytic as well as for programs that are scalable and transformative. With these parameters in mind, it is hard to narrow the focus of our work into disease specific or issue specific categories, our challenge is to be broad and inclusive enough to inspire audacious research, and dynamic implementation that can solve public health challenges today and in the future.

As a large organization, PHI embraces the broad nature of our mandate while charting an organizational strategic course that stretches our teams to reach excellence, define priorities for our investments in talent, time and resources, support community partnerships, and inspire continuous improvement. While we have developed a robust strategic framework to align our work with the five goals set by the Board of Directors, we have distilled a few headline strategies that represent the type of focus that will be paramount to guiding the strategic direction for the next few years.

Goals and Headline Strategies

 PHI is making bold commitments and investments to advance racial/ethnic equity, diversity, inclusion and belonging through our practices, policies and programs.

Foster and invest in a culture of excellence.



- PHI will launch our inaugural Health Equity Fellowship in 2022.
- Expand the number of PHI programs that advance health equity through multiyear funding awards, across funders and technical areas in partnership with communities.

Design and implement sustainable programs that advance health equity.



- PHI is investing in a new Vice President of Science and Research to strengthen and diversify our research portfolio and profile.
- PHI is reinvigorating climate health research to build on our Climate Health Connect legacy.

Leverage data and knowledge to advance public health solutions.



- PHI is investing in international programs to deliver best in class support.
- PHI is exploring creative approaches to build our unrestricted net assets.

Deliver innovative and best in class support for programs and leaders.



- PHI is promoting meaningful community engagement and empowering the role and strategies of community-based organizations to improve community health.
- PHI is advancing lessons from the COVID- 19 pandemic and opioid epidemic programming to support diverse community partnerships.

Identify resources and partnerships to scale, strengthen and stabilize public health infrastructure.



In addition to the 2021-2024 strategic framework and in response to the enormous shifts in our society and our program portfolio over these last two unprecedented years, we acknowledge that we need to add these **meaningful principles** to our organizational ethos:

- PHI recognizes that a diverse, inclusive and equitable workforce can improve the
 policies and programs we develop and support by reflecting the diversity of our nation
 and our international partners. To that end, our work processes, goal setting, program
 implementation and research priorities must include the voices of the people we are
 serving and the communities we are working in.
- 2. PHI recognizes and will anchor our work using the CDC definition of **health equity**. The CDC states health equity is "achieved when every person has the opportunity to attain their full health potential, and no one is disadvantaged from achieving this potential because of societal position or other socially determined circumstances."
- 3. In our data analysis and findings we must intentionally address exclusion in our work by identifying and consistently highlighting resource allocation and data disaggregation of women and girls, racial, ethnic, religious minorities, LGBTQI+ people, persons with disabilities, Indigenous people and refugees recognizing the profound gains that can be achieved when meeting the needs of marginalized groups.
- 4. Community partnerships are critical to effective implementation and sustainable change. To that end we seek to authentically nurture and cultivate these relationships to advance impact and increase the trustworthiness of our organization and of public health systems.
- 5. **Investing in effective health and climate change intervention work** is additive and will increase our overall impact, not subtract from nor compete with other issues.
- 6. Where possible and with intention PHI will **emphasize the relationship between racial justice, health equity and social determinants** as contributors to individual and community well-being.