

# Strategic Plan 2023-2025

## Vision

Equitable and optimal health and well-being for all

## Mission

Advance the public health workforce to achieve organizational excellence

## Strategic Priority #1: Equip the Public Health Workforce

Definition: Increase the knowledge, skills, competence, and confidence of governmental public health workers.

### Goal 1:

**Provide public health agencies with comprehensive workforce solutions**

**Strategy:** Expand use of TRAIN Learning Network and related products and services among public health agencies

**Strategy:** Expand scope and use of workforce development performance improvement services among public health agencies

**Strategy:** Assist public health agencies in the successful implementation of their Centers for Disease Control and Prevention Public Health Infrastructure grants

**Strategy:** Assess the market and prepare a business plan for developing and curating customized eLearning products and services for public health agencies

## **Strategic Priority #2: Drive Public Health Organizational Excellence**

Definition: Advance a true public health system by improving consistency in governmental public health agencies' competencies, structure, quality, and performance; contribute to and promulgate the evidence base around effective public health organizational practices and processes.

### **Goal 2:**

**Enhance public health agencies' ability to improve organizational practices and processes to achieve organizational goals**

---

**Strategy:** Develop and execute a business plan to:

- 1) Scale delivery of PHF's organizational performance improvement (PI) services;
- 2) Increase uptake of PI services among public health agencies; and
- 3) Increase PI services revenue for continued sustainability

**Strategy:** Develop and promulgate a package of recruitment and retention solutions for public health agencies

## Strategic Priority #3: Achieve PHF Operational Excellence

Definition: Advance a workplace culture where problem-solving, transparency, teamwork, and leadership result in the continuous improvement of the organization; assure organizational effectiveness to provide superior service to governmental public health agencies.

### Goal 3A:

**Build organizational capacity strategically to meet current and emerging needs**

---

**Strategy:** Develop and implement a PHF workforce assessment, gap analysis, and priority-driven staffing plan

**Strategy:** Modernize technology to meet internal and external organizational needs

### Goal 3B:

**Increase PHF brand awareness and marketing to maximize delivery of PHF products and services**

---

**Strategy:** Determine PHF's market segments, define its value proposition, and create a blueprint for maximizing its market share

**Strategy:** Develop and implement strategies to increase brand visibility among public health agencies

### Goal 3C:

**Assure the financial sustainability of PHF by growing and diversifying revenue streams**

---

**Strategy:** Examine PHF's existing business model to ensure that programs, products, and services are appropriately bundled, priced, and marketed

**Strategy:** Expand portfolio of federally funded grants

**Strategy:** Proactively seek non-federally funded revenue opportunities

## **Strategic Priority #4: Champion Diversity, Equity, Inclusion, and Justice (DEIJ) in PHF's Work**

Definition: Setting expectations and modeling what a diverse, equitable, inclusive, and just organization should look like; supporting governmental public health agencies in improving DEIJ efforts not only for their employees, but for the communities and populations they serve.

### **Goal 4A:**

**Promote an intentional DEIJ culture among PHF staff and programs**

---

**Strategy:** Define DEIJ principles and assess PHF's current practice and cultural gaps

**Strategy:** Develop a plan to embed DEIJ principles throughout PHF's programs and operations

### **Goal 4B:**

**Help public health agencies address DEIJ internally and externally**

---

**Strategy:** Explore opportunities to identify and share DEIJ exemplary practices across public health agencies