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.

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**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.

<table>
<thead>
<tr>
<th>Goal 3A:</th>
<th>Build organizational capacity strategically to meet current and emerging needs</th>
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<tbody>
<tr>
<td><strong>Strategy:</strong></td>
<td>Develop and implement a PHF workforce assessment, gap analysis, and priority-driven staffing plan</td>
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<td><strong>Strategy:</strong></td>
<td>Modernize technology to meet internal and external organizational needs</td>
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<tr>
<th>Goal 3B:</th>
<th>Increase PHF brand awareness and marketing to maximize delivery of PHF products and services</th>
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<tr>
<td><strong>Strategy:</strong></td>
<td>Determine PHF’s market segments, define its value proposition, and create a blueprint for maximizing its market share</td>
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<tr>
<td><strong>Strategy:</strong></td>
<td>Develop and implement strategies to increase brand visibility among public health agencies</td>
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<th>Goal 3C:</th>
<th>Assure the financial sustainability of PHF by growing and diversifying revenue streams</th>
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<td><strong>Strategy:</strong></td>
<td>Examine PHF’s existing business model to ensure that programs, products, and services are appropriately bundled, priced, and marketed</td>
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<td><strong>Strategy:</strong></td>
<td>Expand portfolio of federally funded grants</td>
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<td><strong>Strategy:</strong></td>
<td>Proactively seek non-federally funded revenue opportunities</td>
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**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.

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**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

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**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