



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



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:

1. 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.