

PHAB STRATEGIC PLAN

2022-2025

PHAB embarked on a strategic planning process in summer 2022 and identified five priorities to focus its efforts over the next three years. The organization's vision, mission, values and principles remained the same. The Strategic Plan 2022-2025 was approved by the PHAB Board of Directors on September 9, 2022.

VISION	A high performing governmental public health system that supports all people living their healthiest lives.
MISSION	Advance and transform public health practice by championing performance improvement, strong infrastructure, and innovation.
VALUES	Trust Respect Innovation Collaboration Growth-mindset
PRINCIPLES	Excellence Diversity, Equity, and Inclusion Transparency Accountability

Strategic Priorities

1. Increase demand for health department accreditation by strengthening the understanding of its value and impact.
2. Engage a growing number of health departments by ensuring PHAB accreditation and recognition programs are accessible and relevant; and that future PHAB Standards & Measures remain relevant, support continuous improvement and transformation.
3. Expand initiatives that engage health departments in collaborative efforts to modernize and transform public health systems.
4. Grow and sustain PHAB's strong infrastructure and healthy organizational culture.
5. Embody IDEA (inclusion, diversity, equity, and antiracism) principles through PHAB programs, policies, products, and communications.

BACKGROUND

As PHAB's 2020–2022 strategic plan came to completion in the spring of 2022, the organization's Board and leadership chose to participate, for the second time, in a *Mission-Driven* approach to updating its strategic plan. This strategic planning methodology was created and facilitated by Davidoff Mission-Driven Business Strategy. Core to this comprehensive approach is its emphasis on:

- Defining the current state to which the organization's plan is responding;
- Introducing high-quality data as an input to ensure high-quality planning as an output;
- Neutralizing agendas and hierarchical thinking;
- Providing opportunities for all stakeholder voices to be represented in the planning process; and
- Encouraging accountability in action planning.

PHAB's Board of Directors affirmed that its Vision, Mission, Values, and Principles—established in 2020—would continue to be the foundation of PHAB's strategic priorities, goals, and objectives:

VISION	A high performing governmental public health system that supports all people living their healthiest lives.
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PHAB's strategic planning summit was convened on Wednesday, June 8, 2022, at the Mary M. Gates Learning Center in Alexandria, VA. Facilitated by Davidoff Mission-Driven Business Strategy, nearly 60 stakeholders participated in the summit, either in person or via Zoom. During the summit, PHAB's staff and representatives from PHAB's Board, national partners, funders, affiliates, and other stakeholders were engaged in small group and whole-room discussions to gather their perspectives on PHAB's strategic direction over the next three years, in response to the current situation, emerging trends, and the needs of public health

departments. Throughout the summit, participants rotated through various configurations of breakout groups to provide opportunities for dynamic engagement. Each group was hosted by a member of PHAB’s management team, who facilitated breakout group conversations and captured notes from discussions. Breakout groups were made of a mix of PHAB Board members, PHAB staff, and other stakeholders so that all perspectives were represented in each group. At the end of each breakout session, a representative from each group shared a summary of their discussion with the full room to ensure all participants had the opportunity to hear and build on their peers’ insights.

The impact of the COVID-19 pandemic and the resulting, ongoing, and devastating losses experienced by the American people and people around the globe were foremost on the minds of summit participants. PHAB presented an overarching goal statement for the coming three years, which was discussed and ultimately adopted:

Build trust in public health by advancing accreditation that sets and holds accountability for standards and ensures excellence and scalable innovation in public health.

STRATEGIC PRIORITIES

The following five strategic priorities and their related objectives and outcome measures came out of the discussions at the strategic planning summit. They were finalized with input from the PHAB staff and approved by the Board of Directors at its regular meeting on September 9, 2022.

Strategic Priority 1	
Increase demand for health department accreditation by strengthening the understanding of its value and impact.	
Outcome measures: Achievement of this Strategic Priority by September 30, 2025, will be measured by: 95% of state and large metropolitan, 30% of mid-size, 10% of small, 10% of territorial, 5% of Tribal, and 25 % of Army health departments ¹ being accredited or actively engaged in the accreditation process ² .	
Objective 1.1	Expand communications and marketing efforts to reach, and effectively engage, target audiences and influencers. Sample activities:

¹ Eligible governmental health departments that publicly assert that they provide the 10 Essential Public Health Services.

² Inclusive of active engagement in the Pathways Recognition program.

	<ul style="list-style-type: none"> • Create a cohesive and aligned brand among all PHAB programs, centers, and initiatives. • Develop a compelling narrative and value proposition that promotes the impact and importance of accreditation, transformation, and health equity. • Market and promote PHAB programs, tools, and resources. • Reach, and effectively engage, target audiences and influencers (e.g., elected officials, key stakeholder organizations, SHOs)
Objective 1.2	<p>Enhance PHAB’s advocacy capabilities and advance collaborative efforts to secure equitable funding and policy for robust public health infrastructure including accreditation.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Secure resources and build government relations, technical, and staffing capabilities. • Build and enhance partnerships with regional and national public health advocates. • Develop PHAB state and national advocacy agenda(s).
Objective 1.3	<p>Build the evidence base to support the value and impact of accreditation on health department performance and outcomes.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Secure resources and build research and evaluation technical and staffing capabilities. • Enhance partnerships with regional and national public health systems and services researchers. • Conduct/coordinate research projects focused on the value and impact of public health accreditation.

Strategic Priority 2

Engage a growing number of health departments by ensuring PHAB accreditation and recognition programs are accessible and relevant; and that future PHAB Standards & Measures remain relevant, support continuous improvement and transformation.

Outcome measures: Achievement of this Strategic Priority by September 30, 2025 will be measured by: 95% of state and large metropolitan, 30% of mid-size, 10% of small, 10% of territorial, 5% of Tribal, and 25 % of Army health departments³ will be accredited or actively engaged in the accreditation process. Additionally, 90% of health departments eligible for reaccreditation during the time period will apply for reaccreditation.

³ Eligible governmental health departments that publicly assert that they provide the 10 Essential Public Health Services.

<p>Objective 2.1</p>	<p>Engage health department types with low representation in PHAB accreditation and recognition programs by implementing targeted strategies that address known barriers.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Widely market and promote the Readiness Assessment tool and Pathways Recognition program. • Negotiate agreements with state health departments to reduce administrative barriers and provide meaningful incentives for LHD accreditation and reaccreditation. • Evaluate the impact and effectiveness of the Readiness Assessment tool and the Pathways Recognition program, making enhancements/improvements as needed.
<p>Objective 2.2</p>	<p>Support accredited health departments in sustaining their ability to meet accreditation/reaccreditation requirements.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Complete redesign process for annual reporting by accredited health departments and implement new processes. • Continue to enhance PHAB’s Data Visualization Tool and promote and support its use by accredited health departments. • Ensure high quality and effective customer experiences to support applicants and Site Visitors/Reviewers. • Complete assessment and planning process for “excellence” recognition, including testing, and launch excellence recognition program.
<p>Objective 2.3</p>	<p>Lay the groundwork for the next iteration of accreditation requirements.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Develop timeline, plan, and budget for updating accreditation and recognition Standards and Measures for release in FY2027. • Establish and convene a new Accreditation Improvement Committee to oversee the process by December 2023.
<p>Objective 2.4</p>	<p>Evaluate the impact and potential for growth of 1) Vital Record and Health Statistics (VRHS) Program accreditation, 2) International accreditation, and 3) Army (other armed forces) accreditation.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Develop evaluation/assessment plans including timeline, stakeholder engagement, and budget for each. • Complete evaluation/assessments by June 2024.

Strategic Priority 3

Expand initiatives that engage health departments in collaborative efforts to modernize and transform public health systems.

Outcome measures: Achievement of this Strategic Priority by September 30, 2025, will be measured by: 25 state public health systems will participate actively in the 21st Century Public Health Learning Community and 12 of these systems will have taken substantive actions to modernize and/or transform their system⁴.

Objective 3.1	Grow and sustain existing strategic initiatives in support of innovation and transformation. Sample activities: <ul style="list-style-type: none">• Identify and act on funding opportunities to expand resources for public health modernization and transformation and innovation.• Build effective partnerships with regional and national organizations that have expertise to assist public health systems in modernizing/transforming.• Conduct ongoing evaluation of the 21st Century (21C) Learning Community to understand its impact as well as opportunities for improvement.
Objective 3.2	Develop and provide additional technical and capacity building assistance (TA/CBA) to health departments. Sample activities: <ul style="list-style-type: none">• Secure resources for, and build out, new Centers (Center for Sharing Public Health Services and the Center for School Health Innovation and Quality) and integrate them into PHAB culture and programming.• Regularly assess and address TA/CBA needs and gaps amongst 21C participating state systems and health departments applying for accreditation and/or recognition.• Match and coordinate PHAB- and partner-based subject matter experts with state systems.

Strategic Priority 4

Grow and sustain PHAB's strong infrastructure and healthy organizational culture.

Outcome measures: Achievement of this Strategic Priority by September 30, 2025, will be measured by: PHAB's Administrative Cost Ratio will consistently remain below 20%; on

⁴ As indicated by state legislative and/or administrative actions that: modernize public health data, increase shared services, assure Foundational Public Health Capabilities/Services are available in all jurisdictions, provide sustainable funding for Foundational Public Health Services, and/or modernize public health authority in line with the recommendations of the Public Health Law Network.

<p>standardized surveys of organizational health and culture⁵ PHAB and its organizational units will meet or exceed national benchmarks for peer organizations.</p>	
<p>Objective 4.1</p>	<p>Recruit, retain, and support a sufficient, well-trained, competent, and satisfied PHAB workforce who are equipped with the tools and resources necessary for achieving organizational goals.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Develop and implement staffing plans aligned with strategic priorities and available resources. • Continue to develop an aligned, healthy organizational culture that embodies PHAB’s values and drives achievement of PHAB’s strategic priorities. • Enhance technology and IT resources, and staff capacity and technology expertise to achieve organizational objectives. • Regularly assess and refine key organizational processes, improve organizational efficiency, and assure continuity of service delivery.
<p>Objective 4.2</p>	<p>Grow diverse and stable revenue streams to support achievement of PHAB’s organizational goals.</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Annually assess accreditation, recognition, and other program and service fees and adjust as needed. • Maintain relationships with principal private and public funders. • Identify, prospect, and develop new potential public and private funding sources. • Maintain and grow PHAB reserve funds, regularly assessing and updating internal investment policies.
<p>Objective 4.3</p>	<p>Develop and maintain an effective, well-functioning, and diverse PHAB Board of Directors and pool of volunteers (e.g., Committee members, SVs/Reviewers).</p> <p>Sample activities:</p> <ul style="list-style-type: none"> • Market/promote PHAB volunteer opportunities. • Secure incentives (e.g., CPH re-certification credit) for PHAB volunteers. • Engage current PHAB volunteers in volunteer recruitment activities.

⁵ PHAB uses the WorkEffects Health & Alignment Culture Assessment, https://work-effects.com/solutions/purposeful-culture/#health_and_alignment_culture_assessment, and established our baseline with an all staff survey in January 2022.

Strategic Priority 5

Embody IDEA (inclusion, diversity, equity, and antiracism) principles through PHAB programs, policies, products, and communications.

Outcome measures: Achievement of this Strategic Priority by September 30, 2025 will be measured by: PHAB’s Board and staff assessment⁶ that will demonstrate progress toward clear and codified practices regarding inclusion, diversity, equity, and antiracism.

Objective 5.1	Build internal stakeholder capacity (e.g., staff, Board, site visitors, committee members) related to IDEA through learning, dialogue, and collaboration. Sample activities: <ul style="list-style-type: none">• Further develop a shared framework and shared understanding and application of IDEA concepts, terms, and principles among PHAB leadership, staff, and volunteers.• Provide regular learning opportunities to discuss, learn, and reflect on health equity, antiracism, and underlying IDEA principles and practices.
Objective 5.2	Ensure internal policies and practices are aligned with IDEA principles. Sample activities: <ul style="list-style-type: none">• Conduct initial review of financial and procurement policies and practices through an IDEA lens and identify and implement evidence-based and evidence-building policies and procedures.• Conduct initial review of volunteer recruitment, training, deployment, recognition, and retention policies and practices through an IDEA lens and identify and implement evidence-based and evidence-building policies and procedures.• Periodically review and update PHAB human resources and board governance policies, procedures, and practices (baseline: assessed and updated in 2022).
Objective 5.3	Ensure PHAB programs and trainings are aligned with IDEA principles. Sample activities: <ul style="list-style-type: none">• Enhance & deepen external communications to share leading practices, stories, and lessons on advancing health equity and antiracism.• Identify, curate, and share IDEA-related resource materials and learning experiences through appropriate PHAB programs and services.• Create and implement process to ensure IDEA is embedded in PHAB programs and services

⁶ Using a standardized assessment tool such as the Organizational Equity Reflection (OER) developed by the Equity Learning Lab and used to establish PHAB’s baseline in May 2021.

CONCLUSION

The strategic priorities and objectives identified through our strategic planning process align with PHAB's vision, mission, values, and principles. They provide a roadmap for us to follow as we implement the plan over the next three years, making needed adjustments as we move into the uncharted future. The PHAB Management Team is charged with leading the implementation effort. To assist in the implementation and to support the Board in its role to monitor and oversee that implementation, the Management Team will develop a detailed implementation plan on an annual basis that will include a dashboard of key indicators of progress that will be assessed, shared, and discussed with the Board each quarter.

ACKNOWLEDGMENTS

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