Strategic Plan
2023 — 2027

APPROVED BY BOARD OF TRUSTEES ON DECEMBER 13, 2022
Vision
A world where everyone is protected by equitable and effective public health systems.

Mission
We work in partnership to reimagine evidence-based, locally driven policies and practices to advance public health.

Values
+ **Inclusive collaboration:** We engage others, both inside and outside of the organization, to find the best solutions. We seek to listen to different perspectives and incorporate them into clear decision-making processes.

+ **Respect:** With interest and humility, we seek to understand the context where we work and learn from the expertise and experience of those with whom we work.

+ **Commitment to learning:** We reflect on our progress, build on our knowledge and adjust our approach as needed to achieve the best outcomes.

+ **Ability to adapt:** We are able and willing to adapt to new and evolving circumstances to ensure relevance and effectiveness of our work.
Key Approaches

Data-Driven Decision-Making
Use evidence to generate insights, inform action and set priorities that drive effective policymaking.

Policymaking For Health
Support locally led policy solutions such as legislative and regulatory actions that shape the physical and social contexts in which people live.

Strategic Communication & Advocacy
Use rigorous research and compelling storytelling to mount communication campaigns that aim to change policy and behavior.

Program Implementation
Promote sustainable solutions such as enforcement of policies and delivery of services to make systems operate effectively to protect and promote health.

Our Strategic Focus Areas

Public Health Systems
Public health institutions such as ministries of health and local health departments require strong evidence collection and data analytic systems to address the leading risk factors for disease and social inequity. They also require tools and organizational solutions to influence policy and to maximize the efficient use of resources for greatest impact.

Urban Health
The rapid urbanization of the world requires a focus on cities. Health infrastructure, policies and the built environment must improve air, water and housing conditions, promote access to services, and be sustainable. As cities develop, they will promote health and equity when driven by intersectoral work informed by public health.

Environmental Health & Climate Change
Air pollution is the leading environmental risk for premature death and disability. Climate change presents an existential threat to people, cultures, food and water systems, and ecosystems across the globe. Targeting emissions reduction to achieve the greatest and most rapid co-benefits to health can increase political, public and financial support to achieve climate goals.

Noncommunicable Diseases
NCDs are the leading drivers of illness and death across the world and have a disproportionate impact on poor and marginalized people and communities. The greatest impact can be made through addressing leading risk factors, including tobacco use, poor diet, physical inactivity, alcohol consumption and air pollution, with proven interventions that need to be implemented at scale.

Injury Prevention
Injury is a leading cause of death among youth and young adults. From preventing road crashes to a non-punitive approach to the overdose crisis, governments must adopt a public health approach to injury prevention that addresses root causes and promotes sustainable solutions.

Strategic Positioning of Vital Strategies

Development

Advisory and Operational Services
GOAL 1
Public Health Systems

In addition to Vital Strategies’ topical areas of focus — noncommunicable disease control, environmental health, injury prevention — we also prioritize work that aims to strengthen the fundamental, foundational dimensions of public health practice that enable governments to tackle and respond to any public health challenge. These foundational elements of public health systems include the underlying legal authorities that empower public health agencies and the systems of data collection and surveillance that generate information on the magnitude and distribution of mortality and morbidity in populations. The goal and objectives below reflect our intention to expand work with governments and civil society partners at national, state, and local levels to strengthen the policies, programs, processes, and people that comprise effective, equitable, sustainable public health systems and, in turn, drive improvements in population health.

OBJECTIVES

+ Support governments to improve the quality, equity, completeness and use of mortality data, the foundational sources of public health data, and increase our profile as thought leaders in CRVS and the links between civil registration systems and mortality surveillance.
+ In partnership with urban and national governments, provide thought leadership and technical assistance to develop and/or strengthen legal authority, governance, and structures for public health.
+ Advance our Policy Accelerator/Data-to-Policy model: an integrated and sustainable approach in which Vital Strategies provides technical assistance, training and other support to partners to gather and analyze data and evidence, design policy solutions, advocate for change, and enshrine into law.
+ In collaboration with local partners, advance women and girls’ health and rights, using Vital Strategies’ data system strengthening and data-to-policy model.

GOAL 2
Urban Health

The rapid urbanization of the world requires a focus on cities. Population-level policies that influence social, environmental, and economic conditions must include a deliberate focus on public health, with a specific focus placed on ending health disparities and promoting health equity.

OBJECTIVES

+ Develop / formalize new strategic global / regional partnerships to advance urban health priorities, based on a landscaping analysis and an assessment of current engagement.
+ Engage and advise city governments and local partners on their public health priorities and provide related technical assistance accordingly.
+ Intentionally cultivate advocacy and implementation-focused relationships with local civil society and community-based organizations to advance public health priorities.

Support governments and civil society organizations to strengthen public health institutions, workforce, and leadership, and be a leading global voice for sustainable public health infrastructure.
GOAL 3
Environmental Health and Climate Change

Climate change poses an existential threat to humanity, and environmental causes of preventable illnesses are under-appreciated and unaddressed, with the world’s most vulnerable people suffering inequities in exposure, outcomes and access to solutions. Yet health threats, and the potential for health benefits, are the most likely levers to drive public and policymaker willingness to act swiftly.

OBJECTIVES
- Cultivate political will and promote a human-rights based perspective for environmental health and climate issues at global and local levels by focusing on children and vulnerable populations.
- Build public awareness and demand for health engagement in environmental/climate issues and causes by launching campaigns informed by social science research on public motivations and citizen science programs to supplement data on environmental determinants of disease.
- Strengthen cities’ environmental health surveillance systems and their application by local government by engaging health departments in data-to-policy initiatives for relevant issues—e.g., on air quality, vector-borne disease, lead and toxics, and water-borne illnesses.
- Provide technical assistance and analytic support for policy-relevant and action-oriented evidence (health and economic impact assessments, development of key metrics for measurement and evaluation) needed to increase investments from government, private sector, and carbon markets.

Elevate the role of public health in addressing the world’s most pressing environmental threats.

GOAL 4
Non-Communicable Diseases

NCDs are the leading drivers of illness and death across the world and have a disproportionate impact on poor and marginalized people and communities. The greatest impact can be made through addressing leading risk factors, including tobacco use, poor diet, cancer, diabetes, cardiovascular disease, physical inactivity, alcohol consumption and air pollution, with proven interventions that need to be implemented at scale.

OBJECTIVES
- Strengthen NCD surveillance, monitoring, and evaluation mechanisms through partnerships in countries, especially in jurisdictions with limited current systems.
- Build a global movement to counter commercial forces as root causes of NCDs.
- Explore new activities around promoting policies for increasing active mobility.

Become the premier global agency that supports countries in the adoption of best practice NCD prevention policies through collaboration with and technical assistance to governments at the city, state and national level.
GOAL 5
Injury Prevention

Injury is a leading and preventable cause of death around the world, produced by structural policies and social norms. To prevent injuries such as road crashes, accidental drug overdose, and violence, governments must adopt a public health approach that addresses root causes and promotes equitable and sustainable solutions.

OBJECTIVES

+ Support and strengthen data surveillance of morbidity and mortality in countries/cities/states to characterize injury prevalence, identify population disparities, and guide policy change. Recognize and understand the political determinants of health influencing and shaping disparities.
+ Promote government action to define and implement international best practice policies to prevent and reduce injuries. Identify and support government and civil society partners to implement strategies.
+ Enable strategic use of communications by governments and civil society to create a supportive environment for international best practice policy change to prevent and reduce injuries.

GOAL 6
Strategic Positioning of Vital Strategies

Position Vital Strategies as a global thought leader in each of the 5 focus areas, through targeted expansion of programs, development of new activities in support of the mission, contribution to policy frameworks, publication and dissemination of our work, and collaboration with strategically aligned partners and influencers.

OBJECTIVES

+ Over the next 1-3 years, in the countries, states, and cities where Vital already works, but where we do not currently have any or all of our programs, explore and pursue opportunities to partner and develop our programs and approach as outlined in the objectives for each focus area.
+ Develop new activities under each focus area, prioritizing regions that are historically under-invested; establish institutional regional presence to support this work.
+ Expand Vital Strategies’ global thought leadership by prioritizing the formal sharing of our work, experience and priority issues in the forms of peer-reviewed publications, conference presentations, media and other platforms.
+ Create or contribute to policy frameworks across all focus areas, similar to MPOWER and SAFER, as both evidence-based drivers of policy and, in some cases, as branded Vital products.
+ Strengthen Vital Strategies’ collaboration with WHO and other global governance and civil society partners to strengthen innovation, promote technical guidance, and scale best practices.
+ Focus policies to improve and strengthen population health equity and justice. Be inclusive of the voices of the least powerful.
**GOAL 7**

Development

Ensure our global organizational sustainability by increasing funding, diversifying our donor base, and developing revenue generating funding streams.

**OBJECTIVES**

- **Implement a development strategy** based on rigorous analysis of public health donors and implementers that identifies team-specific road maps and articulates our niche offerings.
- **Position Vital Strategies strategically with global and in-country decision makers** in foundations, bilaterals including US Government, and other donors.
- **Diversify our fundraising revenue streams**, including through unrestricted.
- **Develop revenue generating and earned income funding initiatives**.
- **Adopt a cross-team, cross-country approach** to development, fully utilizing the intelligence and potential of our country and regional offices to attract and **grow local funding**, as well as exploiting synergies across programs.

**GOAL 8**

Advisory and Operational Services

The Vital Strategies Finance and Administration team partners with our internal colleagues and global external clients to continuously foster and promote innovation, agility, responsiveness, inclusion, diversity and equity. We provide stewardship of our resources; a positive employee experience; oversight of risk and compliance; excellence in customer service; and policies and tools for transparency and clarity in decision-making.

**OBJECTIVES**

- **Develop technology skillset** of all staff; excel in delivering information technology service, support and risk management; and proactively partner with programs to **create innovative, cost-effective, integrated technology solutions**.
- **Champion a culture of wellbeing, diversity, belonging and continuous learning** powered by equitable, compliant and progressive people rewards, practices and systems and **foster a collaborative and inclusive work environment** that inspires engagement.
- **Provide financial partnership** to internal and external stakeholders by becoming their thought partner, whilst ensuring **strong record to reporting processes and compliance**. Be proactive in assessing and **mitigating global financial risk**.
- **To facilitate simple, equitable, and compliant travel, procurement, and global and local operations** and proactively manage risk, in close partnership with programs.