

# PHI Operational Strategy Map

## Vision:

PHI has  
a demonstrable impact  
on the health and wellbeing  
of communities, inequalities,  
and global public health  
challenges across the  
lifecourse

## External Communications & Marketing

### Objectives

- Ensure we engage effectively with all of our stakeholders.
- Enhance the perception of PHI by demonstrating the success of our work.
- Ensure people understand what we do, by promoting and increasing awareness of PHI.
- Change behaviour or perceptions where necessary.
- Increase the probability of achieving our organisational goals.

### Indicators of Success

- Increase in impact** - research outcomes, changes in service delivery and practice measured through Symplectic & PHI Impact Audit.
- Greater reach** – website analytics, followers.
- Increased engagement** - posts, tweets, attendance at events and media coverage.

## Professional Development

### Objectives

- Recognise that our staff are fundamental to the performance of PHI.
- Facilitate P DPRs twice annually, ensuring line managers support staff members in identifying their objectives.
- Encourage all staff to engage in open and honest dialogue.
- Encourage line managers to create a supportive and cooperative working environment, offering a range of development activities to support continuous professional development.
- Foster and encourage an environment where key learning and development needs are recognised.
- Ensure all staff have fair and equal access to relevant training and development opportunities.

### Indicators of Success

- Employee satisfaction** – informed by staff survey results, feedback from team meetings, suggestion box, exit interviews.
- Percentage** – of employees receiving full and interim P DPRs each year.
- Average time** – employees are in the same job or function.
- Percentage** – of new hire retention after a given period.

## Finance & Resourcing

### Objectives

- Maximise research overheads.
- Maintain high levels of staff retention.
- Operate with an effective and efficient organisational structure.
- Continue to develop agile and fit for purpose processes.
- Maintain a culture of effective and sustainable investment, with an ethical approach to spending.
- Ensure PHI is able to react quickly to opportunities.
- Take an astute and pragmatic approach in adhering to, and rapidly navigating through regulations and LJMU policies.

### Indicators of Success

- Working capital** – and our current ratio of assets/ liabilities.
- Return on investment** - tangible outputs and/or commissioned work generated by any pump primed projects.
- Increase in staff numbers** – and percentage of new hire retention after a given period.
- Research projects** - spend to plan, limit instances of overspend and complete on schedule.
- Value** – of research overhead income generated.
- Number** – of research bids & ratio of successful bids.
- Feedback** – from advisory group.

## Internal Communications

### Objectives

- Increase staff engagement - staff understand how they fit in the big picture, feel their voice is heard, feel valued and part of a team.
- Improve leadership – help managers to better understand and respond to staff needs.
- Support managers in inspiring, motivating and engaging with staff.
- Build sense of community – foster trust in leadership through open and honest communication ensuring we communicate a consistent message wherever possible.
- Increase probability of achieving our organisational goals.

### Indicators of Success

- Increase in staff awareness** – engagement and active interest, with lines of communication open to all PHI staff.
- Staff behaviour and satisfaction** - from staff satisfaction survey results and feedback.
- Positive business impact** – including increased staff retention, efficiency gains and increase in collaborative activities.

## Organisational Culture & Environment

### Objectives

- Create a positive and productive working environment for all staff.
- Foster a culture of trust where staff understand where they fit within the Institute and how they contribute to its success.
- Ensure all staff are committed to the equality & diversity policy and promote equal opportunities for everyone involved in the PHI community.
- Ensure all staff are treated fairly and receive recognition for their work.
- Ensure that management actions match their words and that they deliver on their promises.

### Indicators of Success

- Staff behaviour and satisfaction** – staff satisfaction survey results, feedback from suggestion box, feedback from exit interviews.
- Feedback** – from standing item on team meeting agendas.
- Data** – compiled from P DPRs.