

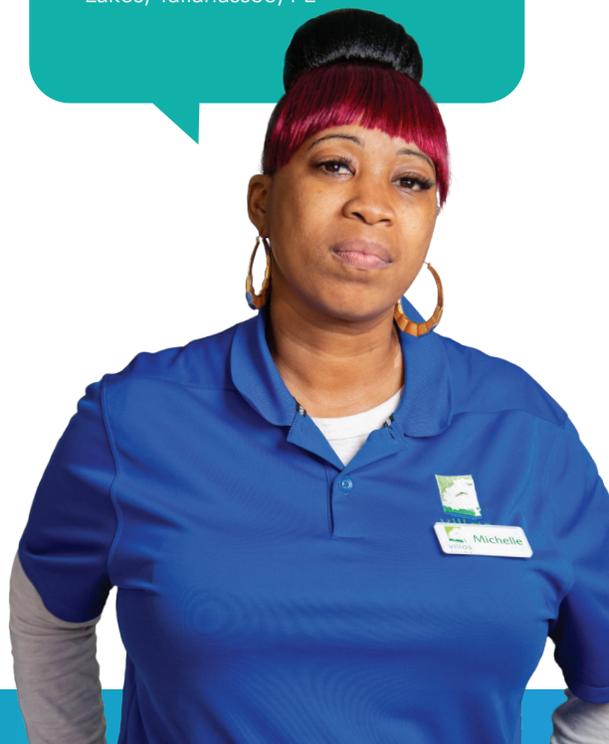
PHI STRATEGIC PLAN 2022-2025



For PHI, the current moment provides ample opportunities and profound questions about our future direction. When we began our most recent strategic planning process in mid-2021, three significant trends were shaping the context in which we operated. **FIRST**, the COVID-19 pandemic had irreparably altered the direct care workforce and the long-term care sector, amplifying long-standing challenges yet raising the visibility required to activate much-needed societal transformation. **SECOND**, a growing number of national and state leaders in policy and practice were centering this workforce in their agendas, proposing strategies to improve these jobs that might finally curb the workforce shortage that had exploded in this job sector. **THIRD**, while these leaders were driven to act, they often craved real-world solutions rooted in evidence and applicable to their unique realities—and routinely turned to us for clear guidance. **Our new strategic plan responds assertively to this context—and we look forward to continuing to steer this critical cause in close collaboration with leaders across the country.**

“If I could make a change, it would be for this field to show more appreciation for what we do because we are the main backbone of this work.”

– Michelle Godwin, Certified Nursing Assistant (CNA) at Villas at Killlearn Lakes, Tallahassee, FL



MISSION

PHI works to transform eldercare and disability services. We foster dignity, respect, and independence—for all who receive care, and all who provide it. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.

CORE VALUES

Equity
Innovation
Rigor

ABOUT US

PHI is a national organization committed to strengthening the direct care workforce by producing robust research and analysis, leading federal and state advocacy initiatives, and designing groundbreaking workforce interventions and models. For more than 30 years, we have brought a 360-degree perspective on the long-term care sector to our evidence-informed strategies.

To learn more about PHI's history of achievements on the direct care workforce, read our new timeline on the direct care workforce movement at PHInational.org.



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STRATEGIC VISION STATEMENT

Create high-quality jobs to transform the direct care workforce and meet the growing demand for long-term services and supports.

ORGANIZATIONAL IMPACT AIMS

1. Drive investment in workforce innovations and policy change
2. Bolster the evidence base for improving direct care jobs
3. Deepen public understanding about the value of direct care
4. Support employers in strengthening job quality
5. Center diversity, equity, and inclusion in direct care

DID YOU KNOW?

- From 2000 to 2020, the direct care workforce grew from 2.2 million workers to nearly 4.6 million workers.
- Between 2000 and 2020, the direct care worker median hourly wage (adjusted for inflation) has barely increased.
- Between 2000 and 2019, women, people of color, and immigrants consistently made up the majority of direct care workers.
- The percentage of direct care workers living in or near poverty increased from 39 percent in 2000 to 44 percent in 2019.
- Long-term care employers will need to fill 7.4 million job openings in direct care from 2019 to 2029.

Source: PHI, 2022

"I think the role of the home health aide should be considered just as important as any other health care role."

— Marisol Rivera, Care Coordinator at Cooperative Home Care Associates (CHCA), Bronx, NY

