

Strategic actions and outcomes 2023-2027

The strategic actions of the next funding period are first outlined for the general affairs, including governance and development, and then followed by activities related to each of the three strategic pillars pursued also in the past period and in the structuring of annual plans and budgets. The last set lists the actions needed to implement the newly adopted, transversal strategic domain, namely the communication of public health sciences to the public. In our actions, SSPH+ is proudly dedicated to support the achievement of the Sustainable Development Goals (SDG's) set out in the United Nation's 2030 Agenda, given its wide relevance for public health issues.

Nr	Action	Outcome
	A) General affairs of SSPH+ developments and governance	
A1	EQUITY, TRANSPARENCY: SSPH+ is dedicated to offer equal opportunities for all SSPH+ Faculty members, irrespective of gender, scientific discipline, faculty position in the primary affiliation, religion, region, or language. Related indicators are transparently reported and evaluated.	List of equity indicators defined (Q3 2023); annual reporting
A2	EXPANSION STRATEGY: SSPH+ pursues and finalizes its expansion strategy, adopted by the Foundation Board in 2019, to include in the Foundation all <i>swissuniversities'</i> members which have a critical mass of at least five scientists dedicated to public health relevant disciplines and willing to belong to and actively engage in SSPH+.	Up to 4 other universities joined SSPH+ Foundation by 31.12.2025, the latest.
A3	GOVERNANCE: The growth of the network and the emerging opportunities for public health sciences call for a reflection on the roles, duties, rights, and opportunities of the SSPH+ constituencies to guarantee a governance that keeps the ability to support the coherence and leadership of the network, build trust and strengthen democratic participatory action.	Guiding principles of the governance and organization adopted by faculty and the Board (Q2 2023)
A4	FUNDRAISING: SSPH+ transitions its current fundraising model into an innovative alternative approach. Methods, governance, and strategy shall be lined up with the new developments and opportunities in public health sciences, the needs of the SSPH+ partners, and the new communication strategy (see E1). The future strategy commits to the current principle to not compete with the partner institutions' search for funds but to rather add to their own funds through synergistic and complementary efforts.	New Fundraising Concept developed and approved (2023)
A5	PRIORITIES OF ACTION: The SSPH+ Directorate's Office lines up its action plan according to the priorities set by the SSPH+ constituencies. Monitoring and evaluations of the adopted actions are made transparent. In setting priorities of SSPH+ actions, SSPH+ respects the specific needs emerging from the heterogeneity across the primary affiliations of SSPH+ partners (in terms of linguistic regions; universities; universities of applied sciences; associated institutions, etc.).	Priority assessment conducted (2023). Monitoring with annual reporting
A6	SSPH+ ADVISORY BOARD: A concept for the constitution, operation, and governance of an SSPH+ Advisory Board (AB) will be developed and approved by the Foundation Board ensuring that synergies will be used to their full potential and avoiding duplication of engagements and structures	Concept developed Q1 2023; constitution Q3 2023;

	also needed within activities, programs or projects running under the SSPH+ umbrella (see A7).	at least 1 AB meeting per year
A7	UMBRELLA FOR PROJECTS OR DOMAINS: With the increasing demand of SSPH+ Faculty members, authorities, and funders to anchor inter-university projects in the SSPH+ Foundation, guiding principles for project placements under the umbrella of SSPH+ need to be defined to foster, facilitate, and harmonize related operations, governance, responsibilities, and terms. Corona Immunitas, the FOPH SSPH+ COVID-19 Platform, the GlobalP3HS Fellowship Program, the Inter-university Graduate Campus provide excellent points of SSPH+ reference for the diverse needs of the placements of SSPH+ projects or domains, which are of potential relevance for collaborating constituencies such as the Swiss Learning Health System, Health Systems Research, and others.	Guiding principles formulated and approved by Board (Q2 2023)
A8	INDICATORS OF PERFORMANCE: To properly monitor, evaluate and communicate the performance of SSPH+, a set of indicators are defined and annually reported by the Directorate. Indicators include at least the number of Faculty members and of other continuously served SSPH+ constituencies, the acquisition of funds and the allocation of those acquisitions and mandates to the SSPH+ partner institutions.	Set of indicators defined (Q2 2023) and annually reported (end of year)
A9	UNIVERSITIES OF APPLIED SCIENCES: SSPH+ further strengthens the unique opportunities, broader expertise and expanded disciplinary backgrounds assembled in a network where universities and universities of applied sciences SSPH+ partners share the same vision and mission. SSPH+ adopts an action plan to explicitly and fully capitalize on this unique partnership, based on the Swiss Dual System for higher education.	Win-win action plan adopted (including measurable indicators of success) Q1 2023
A10	BEYOND STATUS QUO: SSPH+ faculty develops and agrees on the further development of its mission, identity, modus operandi, and strategic actions to shape the future beyond the 2023-2027 period. SSPH+ is committed to achieving the Sustainable Development Goals (SDGs) set out in the UN's 2030 Agenda, particularly in relation to public health issues.	A "Beyond the strategy" white paper is approved 2025
A11	INTERNATIONAL PARTNERSHIPS: SSPH+ faculty agrees on the role, modalities, and functions SSPH+ should provide to its constituencies on the international level (also see A10).	Concept note and actions "International Partnerships" approved 2023
	B) Fostering research	
B1	CITIZEN COHORT: SSPH+ assembles all prime experts in the field of population-based research. As demonstrated with Corona Immunitas, the network is highly efficient and dedicated in collaborative efforts to lead national multi-centre research projects under a shared methodological vision and rigor. Thus, SSPH+ is uniquely positioned to take the leadership in the planned national Citizen Cohort. The SSPH+ joins all forces to collaborate in developing and leading this research infrastructure of utmost relevance for the future of public health sciences in Switzerland.	Leadership role of SSPH+ network defined and approved by federal authorities (2024)
B2	SMARTER HEALTH CARE – THE FUTURE HEALTH SERVICES RESEARCH: SSPH+ collaborates with the NRP74 team, SLHS, FOPH and SPHN in securing a sustainable organization in the field of health services research. Smarter Health Care could come under the umbrella of	Presentation of a concept for future HSR in Switzerland 2023/24

	SSPH+. Its services (research funding, teaching, and training, dialogue research and policy, international collaboration, data optimization and coordination) are to be secured and fostered under such a model.	
B3	PHD FELLOWSHIPS: To support capacity building and the research skills of its network, SSPH+ builds on its excellent record of the GlobalP3HS Fellowship Program. It reaches out to funding sources for other competitive SSPH+ PhD fellowship programs.	Acquisition of at least another 10 PhD fellowships starting before 2024
B4	SCIENTIFIC JOURNALS: Scientific publishing remains a landmark of research. With its two “sister journals” IJPH and PHR, SSPH+ fosters the open access high quality publishing of public health sciences. The SSPH+ faculty actively contributes to IJPH and PHR where they have the privilege to propose, and guest edit calls (“special issues”). Editorial Boards of both journals have at least one Co-Editor in Chief from the SSPH+ network. The fully funded Editorial Office is mandated to an SSPH+ partner institution. The development of the journals and SSPH+ itself profit from the revenues of the journals.	SSPH+ represented in Editorial Boards; Editorial Office mandate functional; net revenues toward SSPH+ core budget pass CHF 100'000 (in 2024)
B5	BIBLIOMETRY: Bibliometric measures continue to be seen as benchmarks for the research performance. However, in the absence of local Faculties of Public Health, SSPH+ Faculty members are usually spread across many faculties in which they usually belong to a minority. Bibliometric indices are rarely communicated nor standardized for the multi-disciplinary community of public health scientists, thus lacking visibility. SSPH+ develops a method and tool to assess the bibliometric record of the SSPH+ faculty. Updates of assessments provide insights in trends and international comparisons.	Bibliometric study design defined (Q1 2023); at least two implementations (2023; 2026)
	C) Promoting education and training	
C1	INTER-UNIVERSITY GRADUATE CAMPUS (IGC): SSPH+ secures its Inter-university Graduate Campus (IGC) flagship in support of PhD training, education and networking provided to all PhD students supervised by SSPH+ Faculty members. Its Academic Board leads the development and quality control of the offers. Performance indicators are reported annually. The fully SSPH+ funded Coordination Office is mandated to an SSPH+ partner institution. SSPH+ IGC courses are developed to fill identified gaps in training needs that are not addressed by its partner universities.	IGC offers at least 15 course-ECTS per year
C2	CONTINUED AND POSTGRADUATE EDUCATION: SSPH+ strengthens continued and postgraduate public health education through cooperation and exchange between coordinators of the various programs led by SSPH+ partners. SSPH+ reaches out to donors of fellowships to subscribe to those courses or programs.	At least one coordinators' workshop per year; Course database regularly updated online
C3	SSPH+ LUGANO SUMMER SCHOOL (LSS): SSPH+ provides the administrative and governing structure to let the inter-university steering board lead this model of capacity building. It acquires funders for fellowships to keep its character as an interprofessional multinational training hub of participants from high and low/middle income countries. Each partner institution is represented in the steering board.	LSS continues with annual editions; fully self-funded; LMIC oriented fellowship grants secured (at least 30 per year)

C4	TRAININGS REQUESTED BY FOPH: The SSPH+ network provides concerted support in training tools or modules requested by FOPH. SSPH+ leads in particular the development of teaching modules on vaccination (EduVac-CH) targeting health professions.	Mandates to develop EduVac-CH successfully implemented
C5	OPEN TO PROVIDE UMBRELLA: In case SSPH+ can provide win-wins for its partners, it is open for umbrella solutions or the scaling up for innovative public health-oriented training models led by its partners such as the accommodation of NFP74 EHCL programs, Swiss Learning Health System (SLHS) courses or the needs of Swiss Public Health Doctors.	Discussions, conceptual development, and implementation
D) Linking public health sciences to policy and practice		
D1	SWISS PUBLIC HEALTH CONFERENCE (SPHC): The Swiss Public Health Conference, jointly led by SSPH+ and Public Health Schweiz, has become a highly successful model to foster the exchange between public health science and practice as well as the policy world. SSPH+ remains the co-leader of SPHC and the SSPH+ partners remain prime candidates to host this annual event.	SPHC runs successfully 1x/yr in collaboration with PHCH; SSPH+ benefits of shared revenues
D2	CONSULTATIONS: SSPH+ participates in public consultations for policy making. To do so, SSPH+ mandates SSPH+ Faculty members for drafting responses. Coordination with Public Health Schweiz remains a default.	At least 1 successful consultation per year
D3	PUBLIC HEALTH RESOURCES: Building on the success of the SSPH+ COVID-19 Platform, SSPH+ and FOPH agree on procedures to guarantee the fast and competitive access of FOPH to the multidisciplinary expertise of the SSPH+ network. SSPH+ shall be a public health resource for FOPH and other (federal and cantonal) authorities on public health science issues far beyond COVID-19 and including essential domains of law and social sciences.	SSPH+ is used by FOPH as a public health resource
D4	DIALOGUE: In collaboration with SLHS, a+ and other constituencies, SSPH+ will continue to strengthen the dialogue between research, policy, and practice. Besides capacity building efforts, SLHS and SSPH+ will promote the development of policy briefs and the conduct of stakeholder dialogues within SSPH+ to increase knowledge translation activities that foster exchange between research, policy, and practice.	Outcomes: Mode of collaboration agreed and approved by Q1 2023
E) Communication of public health sciences to the public		
E1	Communication: To successfully implement “public health sciences communication” as a new transversal strategic domain in support of the three pillars, SSPH+ needs a concept defining the specific goals, the methodology, direction, and stakeholders (target audience), governance, and a specific budgeting, funding, monitoring, and evaluation concept. The concept needs to integrate communication lessons learned from Corona Immunitas as well as the SSPH+@Expo project, support the three pillars, in particular the linking of science to policy and practice, and clarify the role in lobbying.	Approval of Concept by Foundation Board: Q2 2023 Implementation of concept thereafter