Table of Contents

xi	Executive Summary	
12	Chapter 1	
	Introduction and Overview	
	Mission 1	
	Core Principles1	
	Organization	
	Developing and Updating the Strategic Plan	
	Structure 1	
20		U
20	In the Spotlight: HHS Plans and Priorities	
	Secretary's 500-Day Plan	n
	Secretary's Health Care Priorities	
	Departmental Objectives	
	Healthy People 2010	
22	Chapter 2	
22	Strategic Goal 1: Health Care	
26	Strategic Objective 1.1	
20	Broaden health insurance and long-term care coverage.	
	Health Insurance	7
	Medicare	
	Medicaid2	
	Children's Health Insurance2	8
	Affordable Choices2	9
	Outreach To Raise Awareness2	
	Demonstrations and Waivers	
	Indian Health Programs	
	Long-Term Care	I
34	Strategic Objective 1.2	
	Increase health care service availability and accessibility.	_
	American Indians and Alaska Natives	
	People With Disabilities	
	Health Centers	
	Mental Health	
	New Orleans Health System3	6
	Ryan White HIV/AIDS Program3	
	Substance Abuse Services3	
	Nondiscrimination and Privacy Protection3	8
39	Strategic Objective 1.3	
	Improve health care quality, safety, cost, and value.	
	Health Care Transparency4	
	Personalized Health Care	
	Electronic Health Records	
	Value-Based Purchasing4 Quality Improvement Efforts4	
	Medical Product Safety4	
	Health Disparities4	
45	-	•
4Đ	Strategic Objective 1.4 Recruit, develop, and retain a competent health care workforce.	
	Recruitment /Retention Efforts	5

	Workforce Support Efforts	47
48	Performance Indicators	
50	Meeting External Challenges	
52	In the Spotlight:	
~ _	Reducing Health Disparities	
	Disparities Persist	52
	Changes in Disparities	53
	Opportunities for Improvement	53
54	In the Spotlight:	
	Advancing the Development and Use of Health Information Technol	ology
	Office of the National Coordinator	54
	Public/Private Partnerships	
	Standards Harmonization	
	Certification Process	
	Health Information Exchange	
	Policy CouncilFederal Health Architecture	
	Public Health Information Network	
	Privacy and Security Solutions	
	The Challenge	
58	Chapter 3	
38	Strategic Goal 2: Public Health Promotion and Protection, Disea	co.
	Prevention, and Emergency Preparedness	.50
<i>(</i> 0	· -	
62	Strategic Objective 2.1 Prevent the spread of infectious diseases.	
	Immunization	62
	HIV/AIDS	
	Zoonotic/Vectorborne Diseases	
	Foodborne/Waterborne Illnesses	
	Global Health	64
66	Strategic Objective 2.2	
	Protect the public against injuries and environmental threats.	
	Workplace Injuries	66
	Fire-Related Injury Prevention	67
	Environmental Hazards	
	Childhood Lead Poisoning Prevention	
	Violence Against Women	
	Youth Violence Prevention	67
68	Strategic Objective 2.3	
	Promote and encourage preventive health care, including mental	health,
	lifelong healthy behaviors, and recovery.	
	Preventive Services	
	Heart Disease and Stroke	
	Overweight and Obesity	
	Diabetes	
	Oral Health	
	Substance Use/Abuse	
	Suicide Prevention	
	Risk Reduction	74

75	Strategic Objective 2.4	
	Prepare for and respond to natural and manmade disasters.	
	Workforce Readiness	
	Emergency Preparedness	
	Countermeasures	
	Pandemic Influenza	
	People With Disabilities	
	Equal Access	
	Information Technology Support	79
80	Performance Indicators	
82	Meeting External Challenges	
84	In the Spotlight:	
	Emergency Preparedness, Prevention, and Response	
	Public Health/Medical Emergencies	
	Preparedness at All Levels	
	Framework for Preparedness	84
88	In the Spotlight:	
	Global Health Initiatives	
	HHS's Mandate	88
	Meeting its Mandate	88
	Achievements	
	Interagency Efforts	89
90	Chapter 4	
	Strategic Goal 3: Human Services	
93	Strategic Objective 3.1	
	Promote the economic independence and social well-being of	
	individuals and families across the lifespan.	
	Work and Economic Self-Sufficiency	93
	Well-Being Across the Lifespan	
97	Strategic Objective 3.2	
	Protect the safety and foster the well-being of children and youth.	
	Child Maltreatment	97
	Safety and Permanency	
	Early Care and Education	
	Mentoring	99
	Abstinence Education	
	Collaborative Efforts for Youth	101
102	Strategic Objective 3.3	
	Encourage the development of strong, healthy, and supportive commu	nities.
	Faith-Based and Community Initiatives	102
	Capacity-Building Efforts	103
	Comprehensive Community Initiatives	103
104	Strategic Objective 3.4	
	Address the needs, strengths, and abilities of vulnerable population	1S.
	People With Disabilities	
	American Indians and Alaska Natives	
	People Affected by Disasters	105
	Refugees and Other Entrants	
	Victims of Human Trafficking	
	People Experiencing Homelessness	107

108	Performance Indicators	
109	Meeting External Challenges	
110	In the Spotlight: Demographic Changes and Their Impact on Health and Well-Being Aging Population	
114	Chapter 5 Strategic Goal 4: Scientific Research and Development	
116	Strategic Objective 4.1 Strengthen the pool of qualified health and behavioral science resear	chers.
117	Strategic Objective 4.2 Increase basic scientific knowledge to improve human health and hu development. Brain Research	117
	Human Development	
	Cancer Research	
	Asthma	
	Pandemic Influenza	
	Antimicrobial Resistance	
120	Strategic Objective 4.3 Conduct and oversee applied research to improve health and well-be Birth Defects/Developmental Disabilities	ing.
	Substance Abuse Treatment	
	Lung Cancer	
	Obesity	
	Cardiovascular Disease	
	Public Health Protection	
	Food, Drug, and Device Safety	
124	Strategic Objective 4.4 Communicate and transfer research results into clinical, public health, a human service practice.	ınd
	Community Preventive Services	
	Clinical Preventive Services	
	Dissemination of Findings	
	Dissemination of Information	
	Evidence-Based Practices National Registry	
100		141
128	Performance Indicators	
130	Meeting External Challenges	
	Pace and Success of Research	
	Business Interests	
	Intellectual Property	
	Recruiting and Retaining Expertise	131
132	Chapter 6 Responsible Stewardship and Effective Management	104
	Effective Human Capital Management	
	Effective Information Technology Management	
	Effective Resource Management	
	Effective Planning, Oversight, and Strategic Communications	157

138	Appendix A:	
	HHS Program Evaluation Efforts	
	Evaluation Oversight	
	Quality Assurance and Improvement	
	Program Assessment Rating Tool	
	Role of Program Evaluations in Strategic Planning	
	Strategic Goal 1: Health CareStrategic Goal 2: Public Health Promotion and Protection,	140
	Disease Prevention, and Emergency Preparedness	140
	Strategic Goal 3: Human Services	
	Strategic Goal 4: Scientific Research and Development	141
	Table A-1	
	Selected Current Program Evaluation Efforts	142
	Table A-2	
	Selected Future Program Evaluation Efforts	152
156	Appendix B:	
	Performance Indicators	
	Performance Indicators—Supplemental Information	157
164	Appendix C:	
	Performance Plan Linkage	
	HHS Strategic Plan, Annual Plan, and Annual Performance Budgets	165
	A Culture of Excellence:	
	Comprehensive Performance Management System for Employees	165
	Senior Executive Service and Organizational	
	Performance Management System	
	Performance Management Appraisal Program	166
168	Appendix D:	
	Information Technology	
169	Initiatives	
	Secure One HHS	
	Infrastructure	
	Health Information Technology	
	HHS Data CouncilConfidentiality and Data Access Committee	
	Web Services	
		170
171	Innovations and Future Trends	171
	E-Government	
	Integrated Planning Knowledge Management	
		172
174	Appendix E:	
	HHS Organizational Chart	
176	Appendix F:	
	HHS Operating and Staff Divisions and Their Functions	
	Operating Divisions	
	Staff Divisions	178
182	Appendix G: Acronyms	
186	Appendix H: Endnotes	