

**Indian Health Service (IHS) [www.ihs.gov](http://www.ihs.gov)**

IHS provides health services to American Indians and Alaska Natives of federally recognized tribes. The Indian health system includes hospitals, health centers, health stations, satellite clinics, residential substance abuse treatment centers, Alaska Native village clinics, and urban Indian health programs.

**National Institutes of Health (NIH) [www.nih.gov](http://www.nih.gov)**

NIH is the world’s premier medical research organization, supporting research projects nationwide in diseases including cancer, Alzheimer’s, diabetes, heart ailments, and Acquired Immunodeficiency Syndrome.

**Substance Abuse and Mental Health Services Administration (SAMHSA) [www.samhsa.gov](http://www.samhsa.gov)**

SAMHSA works to build resilience and facilitate recovery for people with or at risk for substance abuse and mental illness. It provides funding through grants to states and communities to support substance abuse and mental health services, including treatment for individuals with serious substance abuse or mental health problems. Additionally, SAMHSA helps improve substance abuse prevention and treatment services through the identification and dissemination of best practices, and monitors the prevalence and incidence of substance abuse.

**Program Support Center [www.psc.gov](http://www.psc.gov)**

PSC is a component of the Assistant Secretary for Administration and Management that provides support services to the Departmental components and other Federal departments and agencies. The PSC offers many products and services on a fee-for-service basis to government entities across the Nation.

**Office of the Secretary**

Departmental leadership is provided by the Office of the Secretary. Also included in the Department is the Office of Public Health and Science, the Office of Inspector General, the Office of Civil Rights, the Office of the Coordinator for Health Information Technology, and the Office of Medicare Hearings and Appeals.

**Strategic Goals**

To carry out its mission, the Department articulated eight strategic goals in its FY 2004 - FY 2009 Strategic Plan. The eight strategic goals are:

- Goal 1. Reduce the major threats to the health and well-being of Americans
- Goal 2. Enhance the ability of the Nation's healthcare system to effectively respond to bioterrorism and other public health challenges
- Goal 3. Increase the percentage of the Nation's children and adults who have access to healthcare services, and expand consumer choices
- Goal 4. Enhance the capacity and productivity of the Nation's health science research enterprise
- Goal 5. Improve the quality of healthcare services
- Goal 6. Improve the economic and social well-being of individuals, families, and communities, especially those most in need
- Goal 7. Improve stability and healthy development of our Nation's children and youth
- Goal 8. Achieve excellence in management practices

HHS administers more than 300 programs, covering a wide spectrum of activities. Some highlights include:

- Health and social science research
- Preventing disease, including immunization services
- Assuring food and drug safety
- Medicare (health insurance for elderly and disabled Americans) and Medicaid (health insurance for low-income people)
- Health information technology
- Financial assistance and services for low-income families
- Improving maternal and infant health
- Head Start (pre-school education and services)
- Faith-based and community initiatives
- Preventing child abuse and domestic violence
- Substance abuse treatment and prevention
- Services for older Americans, including home-delivered meals
- Comprehensive health services for Native Americans
- Medical preparedness for emergencies, including potential terrorism

Secretary Leavitt established a 500-Day Plan to achieve the Department's strategic goals and to provide a management tool for guiding its energies toward fulfilling the President's vision to improve the health and quality of life for our fellow Americans. The plan offers a core set of public policy principles that form the philosophical standard to uphold fiscal responsibility and good stewardship. It provides the Department a prism through which those who work with the Secretary look to: determine how best to approach goals associated with transforming the U.S. healthcare system; modernize Medicare and Medicaid; advance medical research; help to secure the Homeland; protect life, family and human dignity; as well as improve the human condition around the world.

The strategies in the plan focus on actions during a rolling 500-day period that will achieve significant progress for the American people over a 5,000-day horizon. A 250-day update has been prepared to reflect the values in the original 500-day plan. The Program Performance Overview and the Strategic Goal Highlights in this section, and the Performance Report in Section II, provide examples of accomplishments and other information related to the individual strategic goals.

HHS' FY 2004 - FY 2009 Strategic Plan can be viewed at <http://aspe.hhs.gov/hhsplan/>. For more information on the 500-Day Plan: 250-Day Update, visit <http://www.hhs.gov/500DayPlan/250Update.html>.

## Strategic Goal Highlights

The Department accomplishes its eight strategic goals and implements the Secretary's 500-Day Plan by managing and delivering hundreds of programs across several disciplines. The Department's ability to meet the health and human service needs of Americans is tied directly to the commitment, cooperation, and success generated by its employees and partners that include other Federal agencies, state and local governments, tribal organizations, community-based organizations, faith-based organizations, and the business community. Highlights on various activities carried out by the Department as they relate to the strategic goals are as follows:

### *Strategic Goal 1. Reduce the major threats to the health and well-being of Americans*

The Center for Disease Control and Prevention (CDC) has begun a crosscutting approach to improving adolescent health through the development and implementation of adolescent health protection goals. More than 20 divisions within six National Centers are involved in better integration of adolescent health activities across the agency. Existing activities related to adolescents include school health programs, motor vehicle safety, and immunizations. For example, the Advisory Committee on Immunization Practices recently recommended the first vaccine developed to prevent cervical cancer and other diseases in females caused by certain types of genital human papillomavirus. Additionally, CDC promoted the uptake of a newly improved vaccine to prevent acellular pertussis among adolescents.

The Agency for Toxic Substances and Disease Registry (ATSDR) measures the effectiveness of its interventions by documenting the reduced occurrence or risk of health effects at sites with documented exposures. ATSDR tracks the sites where human health risks or disease have been mitigated. Since FY 2004, ATSDR determined that its efforts had mitigated health risks or disease at 54 percent of its urgent and public health hazard sites. ATSDR selects the most appropriate measure(s) for each site that poses an urgent or public health hazard. These measures include comparative morbidity/mortality rates, biomarker tests, levels of environmental exposures, and/or behavior change of community members and/or health professionals.

ATSDR also responds to toxic substance releases when they occur or as they are discovered and provides recommendations for protecting public health to the U.S. Environmental Protection Agency, state regulatory agencies, or private agencies. As a non-regulatory agency, ATSDR is able to prevent or mitigate exposures most effectively when these other agencies adopt and implement its recommendations. ATSDR has reported 4 consecutive years of performance data showing an increase in the percentage of adopted recommendations.

The Department is coordinating and mobilizing resources at the local, state, and national levels to prepare and protect the American public from an influenza pandemic. The President signed legislation that provides \$3.3 billion to HHS to expand