MAR 2 2 2007

Partners' Task Force on Objectives
c/o Partnership for Prevention
1015 18th Street, N.W., Suite 200
Washington, D.C.  20036-5215

Dear Members of the Partners' Task Force on Objectives:

We thank each and every one of you for the very thoughtful *Report of the Partners' Task Force on Objectives* that you delivered to the Centers for Disease Control and Prevention (CDC) on December 15, 2006.  We appreciate your many important insights, your concern for the health and protection of the people of our nation and the world, and your dedication to assisting CDC in setting a stronger course for the future.

In response to guidance from your *Report*, as well as from the partner and public engagement participants, from the Health Disparities Subcommittee of the Advisory Committee to the Director, and from CDC leadership and staff, we have continued refining the objectives that support the Health Protection Goals. Enclosed is a copy of the objectives as they currently stand. Please note that the objectives now reflect many suggestions from your *Report*.  Although they are no longer labeled "starter objectives," we expect these objectives to continue to evolve as we gain additional experience in goal action planning and new advances and accomplishments in science and public health.  These evolving changes to objectives will be reflected in the Agency's Goal Action Plans, which will be systematically updated and improved.

Since studying your *Report*, we have changed the objectives by taking these steps:
- Shortening and editing objectives for clarity.
- Removing the examples, which are now provided in the Goal Action Plans.
- Improving consistency in wording and scope.
- Enhancing emphasis on topics such as mental health.
- Reducing overlap.

Some suggested revisions have not been fully incorporated.  For example, overlap among some of the objectives outlined in the Healthy People and Healthy Places goals remains, based on the intent to highlight different targets of action to improve health from multiple perspectives (health care, behavioral, environmental, etc.). We expect this approach to bring a broader range of potential strategies and actions into the planning process. The Goal team leaders will work together on health issues that cut across strategic goal areas, to ensure that the Goal Action Plans for different areas are complementary.

Similarly, there are many important health topics, strategies, and interventions that cut across life stages in the *Healthy People* objectives. To view individuals in a holistic manner and in the context of family and community—as you suggested in your *Report*— Goal team leaders will work together to promote those interventions that support a continuum of care, as well as holistic approaches, where feasible. Some recommendations for potential additional objectives relating to issues such as health disparities, access to care, and health literacy were thought to fit better as strategies or measures within the specific Goal Action Plans and will be addressed as such.

In the *Report,* you expressed concern that no objective directly addresses public health infrastructure. Because the Health Protection Goals are intentionally structured to cut across multiple health issues, no individual objective concentrates solely on public health infrastructure. Strategies and actions specifically designed to strengthen public health capabilities—from the local to the federal level—are included in multiple Goal Action Plans, which were developed since the partner and public engagement meetings. CDC recognizes that providing leadership for the public health community in workforce development, data collection, communication, and policy development is critical to meeting the Health Protection Goals. CDC is currently developing an internal assessment system (our Organizational Excellence Assessment), which will set objectives to measure the agency's performance in a number of key areas, including "Lead health system improvements."

At this time, we have not prioritized the objectives of the Health Protection Goals. Prioritizing the many goals, objectives, strategies, actions, and measures remains a complex task; however, your insights have been and will remain helpful as we examine our mission and the resources to carry it forward.

The *Report* mentions the linkages between the goals and CDC's budget. CDC has established an agencywide process, involving multiple levels of CDC leadership to identify and analyze investment opportunities in the Goal Action Plans. This analysis will form the basis of a multiyear approach that identifies critical investments and financial strategies for the short-, medium-, and long-term to move forward goals implementation. CDC plans to make progress on as many good projects and ideas as possible. Resource options will include:
- Using the federal budget process to seek new funds.
- Refocusing (within the bounds of congressional intent) the use of already allocated funds, from low- to high-impact programs and research opportunities.
- Using seed money for innovative ideas.
- Improving ease and frequency of collaborative work within the agency and with external partners.
- Developing new partnerships and collaborations.
- Stimulating partnerships to leverage resources to achieve health impact and reduced health disparities.

We know that the scope and reach of both the goals and the objectives are beyond what CDC can or should try to achieve on its own. The Health Protection Goals and their supporting objectives

are meant to guide CDC actions and investments and to identify areas in which we can work with others. As you know, CDC accomplishes its core public health function of assurance through both direct action and investment (e.g., via intramural and extramural research and programs) and indirect action and investment (e.g., through partnerships, advocacy, encouragement, or participation in efforts led by others). We will continue to pursue health impact and reduce disparities as effectively as possible, through both investment and collaboration.

Beyond your work on the objectives, we sincerely appreciate your support for the criteria presented in support of the objectives and for your suggestions regarding those criteria. We intend to use this discussion to inform our future work on priority setting. We appreciate the paramount attention you have given to health disparities and social determinants of health. As noted earlier, approaches to addressing disparities will be systematically described in the Goal Action Plans, including clearly identifying dedicated resources, measures, and actions. In response to several specific questions about criteria, we do believe the criteria cover (1) the social determinants of health (e.g., income, education, social position) as "risk or protective factors" that signify the importance of disparate community impact, and (2) emerging issues such as climate change.
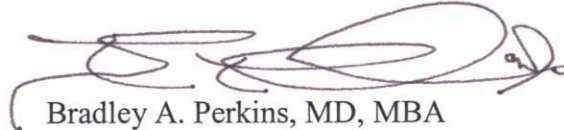
As you noted in the *Report*, we also recognize that the Health Protection Goals must align with the nation's goals, as expressed in *Healthy People 2010*. They must align with other agencies' goals, as well. A cross-walk of the *Healthy People 2010* and the Health Protection Goals shows a very close correspondence between them. We will take care to ensure that CDC's goal statements and supporting materials emphasize that correspondence, and support *Healthy People 2010* and *Healthy People 2020*. Several of the CDC leaders who were integral in the agency's process of developing goals are on the planning committee for the *Healthy People 2020* initiative, and their participation allows us the opportunity to further emphasize correspondence and support between these important initiatives: *Healthy People 2010*, *Healthy People 2020*, and the Health Protection Goals.

CDC's leadership agrees fully with the recommendation in the *Report* for continued and increased involvement of partners and other stakeholders in goal action planning and implementation. Also, CDC believes it will make better decisions through collaboration with stakeholders, partner organizations, and the public. Such relationships are essential to achieving greater health impact and increasing health equity. We expect to continue a high level of collaboration. Using both face-to-face and technological opportunities to collaborate and communicate with organizations and individuals, domestically and globally, we shall achieve the Health Protection Goals.

As we hope this response reflects, we have thoroughly read the *Report of the Partners' Task Force on Objectives* and have seriously considered the guidance and wisdom you and the community participants provided. We have adopted and adapted this guidance and the issues raised for many of the objectives.

Other complex issues will require further thoughtful deliberations and meaningful collaborations with you and others to produce solutions. Again, we remain grateful for your insights, commitment, and efforts, and we look forward to working with you to chart the actions that will produce better health and safety for people throughout the United States and worldwide.

Sincerely,

Bradley A. Perkins, MD, MBA
for the CDC's Executive Leadership Board

Enclosure—List of Objectives

# CDC Achieving Greater Health Impact
## Goals for the 21st Century

# Health Protection Goals and Objectives
## March 2007

**Healthy People in Every Stage of Life**—All people, and especially those at greater risk of health disparities, will achieve their optimal lifespan with the best possible quality of health in every stage of life.

**Healthy People in Healthy Places**—The places where people live, work, learn, and play will protect and promote their health and safety, especially those at greater risk of health disparities.

**People Prepared for Emerging Health Threats**—People in all communities will be protected from infectious, occupational, environmental, and terrorist threats.

**Healthy People in a Healthy World**—People around the world will live safer, healthier and longer lives through health promotion, health protection, and health diplomacy.

See www.cdc.gov/goals for more information on the Health Protection Goals.

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"Nothing motivates us more than making a difference and achieving an impact on health. By focusing on these four sets of goals, we will be more effective as an agency and will be better able to protect people's health through health promotion; prevention of injury, disability, and disease; and preparedness—and be able to show that we have done this through measurable improvements in health and reductions in health disparities. . . ."

—Julie Louise Gerberding, MD, MPH
Director, Centers for Disease Control and Prevention
Administrator, Agency for Toxic Substances and Disease Registry

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# Overarching Goal 1: Healthy People in Every Stage of Life

**Start Strong:** Increase the number of infants and toddlers that have a strong start for healthy and safe lives. (Infants and Toddlers, ages 0-3 years)

### Objectives:
1. Promote healthy pregnancy and birth outcomes.
2. Promote social and physical environments that support the health, safety, and development of infants and toddlers.
3. Promote optimal development among infants and toddlers.
4. Increase early identification, tracking, and follow up of infants and toddlers with special health care and developmental needs.
5. Prevent infectious diseases and their consequences among infants and toddlers.
6. Prevent injury and violence and their consequences among infants and toddlers.
7. Promote access to and receipt of quality, comprehensive, pediatric health services, including dental services, by infants and toddlers.

**Grow Safe and Strong:** Increase the number of children who grow up healthy, safe, and ready to learn. (Children, ages 4-11 years)

### Objectives:
8. Promote social and physical environments that are accessible; that support health, safety, and development; and that promote healthy behaviors for children.
9. Promote social, emotional, and mental well being for children.
10. Prevent infectious diseases and their consequences for children.
11. Prevent injury and violence and their consequences for children.
12. Promote the early identification, tracking, prevention, and follow-up treatment of chronic disease and health conditions in children.
13. Promote the early identification, tracking, and follow up of children with, or at risk for, developmental delays, disorders, or disabilities.
14. Promote access to and receipt of quality, comprehensive, pediatric health services, including dental and mental health services, by children.
15. Improve behaviors that promote children's health and well-being in future life stages.

**Achieve Healthy Independence:** Increase the number of adolescents who are prepared to be healthy, safe, independent, and productive members of society. (Adolescents, ages 12-19 years)

### Objectives:
16. Promote social and physical environments that are accessible; that support health, safety, and development; and that promote healthy behaviors among adolescents.
17. Promote access to and receipt of recommended quality, effective, evidence-based preventive and healthcare services, including dental and mental health care, among adolescents.
18. Promote social, emotional, and mental well-being for adolescents.
19. Prevent injury, violence, and suicide and their consequences among adolescents.

20. Prevent HIV, STDs, and unintended pregnancies and their consequences among adolescents.
21. Promote healthy activity and nutrition behaviors and prevent overweight and its consequences among adolescents.
22. Prevent substance use and its consequences, including tobacco, alcohol and other substance use, among adolescents.

**Live a Healthy, Productive, and Satisfying Life:** Increase the number of adults who are healthy and able to participate fully in life activities and enter their later years with optimum health. (Adults, ages 20-49 years)

### Objectives:
23. Promote social and physical environments that are accessible; that support health, safety, and quality of life; and that promote healthy behaviors among adults.
24. Promote access to and receipt of recommended quality, effective, evidence-based preventive and healthcare services, including dental and mental health care, among adults.
25. Promote social, emotional, and mental well-being for adults.
26. Promote reproductive and sexual health among adults.
27. Prevent chronic diseases and their consequences among adults.
28. Prevent infectious diseases and their consequences among adults.
29. Prevent injury, violence, suicide, and their consequences among adults.
30. Improve behaviors among adults that promote health and well-being.

**Live Better Longer:** Increase the number of older adults who live longer, high-quality, productive, and independent lives. (Older Adults and Seniors, ages 50 and over)

### Objectives:
31. Promote social and physical environments that are accessible; that support health, safety and quality of life; and that promote healthy behaviors among older adults.
32. Promote access to and receipt of recommended quality, effective, evidence-based preventive and healthcare services, including dental and mental health care, among older adults.
33. Promote independence, optimal physical, emotional, mental, sexual health, and social functioning among older adults.
34. Prevent chronic diseases and their consequences among older adults.
35. Prevent infectious diseases and their consequences among older adults.
36. Prevent injury, violence, and suicide and their consequences among older adults.
37. Improve behaviors among older adults that promote health and well-being.

# Overarching Goal 2: Healthy People in Healthy Places

**Healthy Communities:** Increase the number of communities that protect and promote health and safety and prevent illness and injury.

**Objectives:**
38. Promote safe and high-quality air, water, food, and waste disposal, and safety from toxic, infectious, and other hazards, in communities.
39. Support the design and development of built environments that promote physical and mental health by encouraging healthy behaviors, quality of life, and social connectedness.
40. Support a robust, sustainable capacity to provide access to and ensure receipt of essential public health, health promotion, health education, and medical services.
41. Understand and reduce the negative health consequences of climate change.
42. Prevent injuries and violence and their consequences in communities.
43. Improve the social determinants of health among communities with excess burden and risk.

**Healthy Homes:** Protect and promote health through safe and healthy home environments.

**Objectives:**
44. Promote homes that are healthy, safe, and accessible.
45. Promote adoption of behaviors that keep people healthy and safe in their homes.
46. Promote the availability of healthy, safe, and accessible homes.

**Healthy Schools:** Increase the number of schools that protect and promote the health, safety, and development of all students, and protect and promote the health and safety of all staff. (e.g., healthy food vending, physical activity programs)

**Objectives:**
47. Improve the health and safety of students and school staff by implementing comprehensive and coordinated instruction, programs, policies, and services that involve families and the community.
48. Promote safe, healthy, and accessible physical environments in schools.
49. Promote supportive social, psychological, and emotional environments in schools.

**Healthy Workplaces:** Promote and protect the health and safety of people who work by preventing workplace-related fatalities, illnesses, injuries, and personal health risks.

**Objectives:**
50. Prevent work-related deaths, injuries, and illnesses.
51. Improve adoption of comprehensive workplace programs, policies, and practices that protect employees from work-related risks and promote safe and healthful lifestyles for workers and their families.

**Healthy Healthcare Settings:** Increase the number of healthcare settings that provide safe, effective, and satisfying patient care.

### Objectives:
52. Promote delivery of quality prevention and screening services in healthcare settings.
53. Promote compliance with evidence-based guidelines for preventing, identifying, and managing disease in healthcare settings.
54. Prevent adverse events in patients and healthcare workers in healthcare settings.
55. Promote health, safety, and accessibility in healthcare settings.
56. Promote patient-centered clinical care and prevention services in healthcare settings.

**Healthy Institutions:** Increase the number of institutions that provide safe, healthy, and equitable environments for their residents, clients, or inmates.

### Objectives:
57. Promote institutional settings that are designed, constructed, and modified to be hazard free and promote health.
58. Promote delivery of health promotion programs in institutions.
59. Prevent infectious diseases and their consequences among people in institutional settings.
60. Prevent chronic diseases and their consequences among people in institutions.
61. Prevent injuries and violence, and their consequences, among people in institutions.
62. Promote continuity of patient care across institutional public health, medical systems, and community health systems.

**Healthy Travel and Recreation:** Increase the numbers of environments that enhance health and prevent illness and injury during travel and recreation.

### Objectives:
63. Reduce injury risks associated with travel, transportation, and recreation.
64. Reduce exposure to infectious and environmental hazards associated with travel, transportation, and recreation.
65. Promote healthy, safe, and accessible environments for travel, transportation, and recreation.

# Overarching Goal 3: People Prepared for Emerging Health Threats

**Objectives:**
66. Integrate and enhance the existing surveillance systems at the local, state, national, and international levels to detect, monitor, report, and evaluate public health threats.
67. Support and strengthen human and technological epidemiologic resources to prevent, investigate, mitigate, and control current, emerging, and new public health threats and to conduct research and development that lead to interventions for such threats.
68. Enhance and sustain nationwide and international laboratory capacity to gather, ship, screen, and test samples for public health threats and to conduct research and development that lead to interventions for such threats.
69. Assure an integrated, sustainable, nationwide response and recovery capacity to limit morbidity and mortality from public health threats.
70. Expand and strengthen integrated, sustained, national foundational and surge capacities capable of reaching all individuals with effective assistance to address public health threats.

# Overarching Goal 4: Healthy People in a Healthy World

**Health Promotion:** Global health will improve by sharing knowledge, tools, and other resources with people and partners around the world.

**Objectives:**
71. Prevent and control infectious diseases and their consequences globally.
72. Prevent infant and child morbidity and mortality globally.
73. Prevent noncommunicable diseases and their consequences globally.
74. Prevent injuries and their consequences globally.
75. Promote safe, healthy, and accessible physical environments globally.
76. Prevent maternal morbidity and mortality globally.

**Healthy Global Health Protection:** Americans at home and abroad will be protected from health threats through a transnational prevention, detection, and response.

**Objective:**
77. Prepare for, prevent, detect, respond to, and contain health threats globally.

**Health Diplomacy:** CDC and the United States Government will be a trusted and effective resource for health development and health protection around the globe.

**Objective:**
78. Support achievement of international and national goals for the acceleration of control, and the eradication and elimination of diseases.
79. Develop sustainable public health capacity among partner organizations and governments globally.
80. Improve response to natural and manmade disasters, including complex humanitarian emergencies globally.