

The background of the page is a close-up, high-angle photograph of the American flag. The flag is draped and waving, creating deep shadows and bright highlights in the folds of the fabric. The red and white stripes are prominent, and a portion of the blue field with white stars is visible in the upper left corner. The overall tone is patriotic and formal.

Chapter 1
Introduction and Overview



Mission

The HHS mission is to enhance the health and well-being of Americans by providing for effective health and human services and by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.

Core Principles¹

The Secretary has developed core public policy principles, which serve as the basis for the Department's efforts toward achieving its mission. These principles of governance form the philosophical backbone for how HHS approaches and solves problems. The nine principles, listed to the right, are not all inclusive, but they do provide the philosophical underpinnings for this *Strategic Plan*, and they will be incorporated into other planning documents used by HHS.

CORE PRINCIPLES

- National standards, neighborhood solutions.
- Collaboration, not polarization.
- Solutions transcend political boundaries.
- Markets before mandates.
- Protect privacy.
- Science for facts, process for priorities.
- Reward results, not programs.
- Change a heart, change a nation.
- Value life.

Organization

Eleven operating divisions, including eight agencies in the United States Public Health Service (USPHS) and three human service agencies, administer HHS's programs. Eighteen staff divisions provide leadership, direction, and policy and management guidance to the Department. (A complete list of HHS's operating and staff divisions and a brief description of their activities appear in Appendix F.) HHS works closely with State, local, and tribal governments, and many HHS-funded services are provided at the local level by State, county, local, or tribal agencies, or through grantees in the private sector, including faith-based and community-based organizations.

HHS accomplishes its mission through more than 300 programs and initiatives that cover a wide spectrum of activities, including the following:

- Providing Medicare (health insurance for Americans who are 65 or older, who are disabled, or who suffer from end stage renal disease) and Medicaid (health insurance for low-income people);
- Assuring the safety of food and medical products;
- Delivering comprehensive health care for Native Americans;
- Promoting access to insurance for the uninsured and necessary health services for medically underserved individuals;
- Creating an environment that supports the use of health information technologies;
- Preventing disease through immunization;
- Promoting healthy lifestyles;
- Promoting healthy dietary practices, good nutrition, and regular physical activity;
- Improving the oversight of imported food and medical products;
- Supporting the prevention and treatment of substance abuse;
- Improving maternal and infant health;
- Planning and preparing for public health emergencies, including those that result from terrorism;
- Providing Head Start (preschool education and services);

- Preventing child abuse and domestic violence;
- Supporting faith-based and community initiatives;
- Improving systems of services in communities to enhance the health and well-being of children and youth with special health care needs and their families;
- Providing financial assistance and services for low-income families;
- Offering services for older Americans, including home-delivered meals;
- Furthering access to health and human services by protecting health information privacy and preventing discrimination in the delivery of these services; and
- Conducting, supporting, and overseeing scientific and biomedical research and development related to health and human services.

With an FY 2007 budget of \$698 billion, HHS represents almost a quarter of all Federal expenditures and administers more grant dollars than all other Federal agencies combined. More than 67,000 people work for HHS.ⁱⁱ Every 3 years, HHS updates its strategic plan, which describes its operating and staff divisions that work individually and collectively to address complex, multifaceted, and ever-evolving health and human service issues.

Developing and Updating the Strategic Plan

An agency strategic plan is one of three main elements required by the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62). The basic requirements for strategic plans appear in the Office of Management and Budget (OMB) Circular No. A-11, Part 6, Section 210. According to OMB, "an agency's strategic plan keys on those programs and activities that carry out the agency's mission. Strategic plans will provide the overarching framework for an agency's performance budget."ⁱⁱⁱ

In constructing the *Strategic Plan*, HHS sought to respond to the requirements of both GPRA and OMB. At the same time, HHS incorporated priorities and concepts from the Secretary's 500-Day Plan, the Secretary's Ten Health Care Priority Activities, the



Departmental Objectives, and the *Healthy People 2010* Objectives. Although some of these plans and priorities may change from year to year, the most recent versions appear later in this chapter, in a special section called *In the Spotlight: HHS Plans and Priorities*.

Each of the Department's operating and staff divisions contributed to the development of this *Strategic Plan*, from the goals and the broad strategic objectives to the baselines and targets for performance indicators. Representatives from HHS operating and staff divisions provided expert knowledge of HHS's programs, initiatives, priorities, and performance indicators. This process emphasized creating alignment between the long-range *Strategic Plan* and annual GPRA reporting in the HHS Annual Performance Plan, Annual Performance Budgets, and Performance and Accountability Report. More information about this alignment appears in Appendix C, *Performance Plan Linkage*.

In developing and selecting performance indicators, HHS sought to include broad health and human service impact measures as well as more intermediate processes and outcomes that have contributed to distal impacts. In several cases, numerous operating and staff divisions play a role in achieving these impacts. Operational and staff division personnel regularly monitor thousands of additional performance indicators to improve program processes and examine effectiveness. However, in this *Strategic Plan*, HHS focused on a limited set of broad outcomes and impacts to demonstrate Departmental progress.

Consultation

HHS regularly consults with external stakeholders, as noted in Chapters 2 through 5. In complying with OMB guidance and GPRA, HHS consulted widely with stakeholders to garner input on the *Strategic Plan*. HHS posted a draft on its Web site (<http://www.hhs.gov>), invited public comment through a notice in the Federal Register, and briefed a number of State, local, and tribal organizations. HHS also sought input from the U.S. Congress and OMB.

During its consultation process, HHS received correspondence from more than 40 individuals or organizations, containing nearly 200 unique suggestions. Input ranged from editorial to more substantive comments. HHS has incorporated many of these changes and additions to the final plan.

Structure

Chapters 2 through 5 present the four strategic goal areas:

- *Health Care.* Promote access to insurance for the uninsured and necessary health services for individuals who are medically underserved;
- *Public Health Promotion and Protection, Disease Prevention, and Emergency Preparedness.* Prevent and control disease, injury, illness, and disability across the lifespan, and protect the public from infectious, occupational, environmental, and terrorist threats;
- *Human Services.* Promote the economic and social well-being of individuals, families, and communities; and
- *Scientific Research and Development.* Advance scientific and biomedical research and development related to health and human services.

Chapter 2 focuses on the *Health Care* strategic goal. It highlights the efforts of HHS to improve the safety, quality, affordability, and accessibility of health care, including behavioral health care and long-term care. HHS's Administration on Aging (AoA), Agency for Healthcare Research and Quality (AHRQ), Centers for Medicare & Medicaid Services (CMS), Health Resources and Services Administration (HRSA), and the Indian Health Service (IHS) have a significant role to play in realizing this goal. In addition, HHS's Food and Drug Administration (FDA), Office of the Assistant Secretary for Planning and Evaluation (ASPE), Office for Civil Rights (OCR), Office on Disability (OD), Office of Public Health and Science (OPHS), and Substance Abuse and Mental Health Services Administration (SAMHSA) play roles in addressing this goal.

There are four broad strategic objectives under *Health Care*:

- Broaden health insurance and long-term care coverage;
- Increase health care service availability and accessibility;
- Improve health care quality, safety, cost, and value; and
- Recruit, develop, and retain a competent health care workforce.

This chapter also highlights two sections of particular significance to HHS in the area of health care, both now and over the next 5 years:

- *In the Spotlight: Reducing Health Disparities* gives a brief overview of disparities that still exist in America and outlines the HHS response to combat these disparities.
- *In the Spotlight: Advancing the Development and Use of Health Information Technology* provides a brief but indepth explanation of the efforts HHS will be undertaking to promote the use of this important tool.

Chapter 3 explains the strategic goal of *Public Health Promotion and Protection, Disease Prevention, and Emergency Preparedness*. This chapter outlines the steps that HHS will take to prevent and control disease, injury, illness, and disability across the lifespan and to protect the public from the health consequences of infectious, occupational, environmental, and terrorist threats. Key operating and staff divisions that contribute to this goal include the Centers for Disease Control and Prevention (CDC), FDA, HRSA, Office of the National Coordinator for Health Information Technology (ONC), Office of the Assistant Secretary for Preparedness and Response (ASPR), and SAMHSA. In addition, AoA, CMS, OCR, OD, the Office of Global Health Affairs (OGHA), and OPHS play roles in addressing this goal.

There are four broad strategic objectives under *Public Health Promotion and Protection, Disease Prevention, and Emergency Preparedness*:

- Prevent the spread of infectious diseases;
- Protect the public against injuries and environmental threats;



- Promote and encourage preventive health care, including mental health, lifelong healthy behaviors, and recovery; and
- Prepare for and respond to natural and manmade disasters.

This chapter also features two significant public health efforts HHS is undertaking and will continue to develop over the next 5 years:

- *In the Spotlight: Emergency Preparedness, Prevention, and Response* explains how HHS will prepare for and respond to public health and medical emergencies.
- *In the Spotlight: Global Health Initiatives* explains the strategies to promote health and public health beyond our own borders.

Chapter 4 details the *Human Services* strategic goal. This goal seeks to protect and value life, family, and human dignity by promoting the economic and social well-being of individuals, families, and communities; supporting the safety and well-being of children, youth, older people, and other vulnerable populations; and strengthening communities. The Administration for Children and Families (ACF), AoA, the Center for Faith-Based and Community Initiatives (CFBCI), and OD are among the divisions primarily responsible for achieving this strategic goal. In addition, CDC, HRSA, OCR, OPHS, and SAMHSA play important roles.

There are four broad objectives under *Human Services*:

- Promote the economic independence and social well-being of individuals and families across the lifespan;
- Protect the safety of children and youth, and foster their well-being;
- Encourage the development of strong, healthy, and supportive communities; and
- Address the needs, strengths, and abilities of vulnerable populations.

This chapter also discusses how a changing America will impact HHS's efforts and strategies in the coming years. *In the Spotlight: Demographic Changes and Their Impact on Health and Well-Being* explains how HHS is working to meet the health, public health, and human service needs of a population that will grow older and increasingly diverse in the next 5 years.



HHS's commitment to *Scientific Research and Development* appears in Chapter 5. The chapter outlines efforts to advance scientific and biomedical research and development related to health and human services. This strategic goal will be achieved through the contributions of AHRQ, CDC, FDA, OPHS and, most significantly, the National Institutes of Health (NIH).

There are four broad objectives under *Scientific Research and Development*:

- Strengthen the pool of qualified health and behavioral science researchers;
- Increase basic scientific knowledge to improve human health and development;
- Conduct and oversee applied research to improve health and well-being; and
- Communicate and transfer research results into clinical, public health, and human service practice.

Chapters 2 through 5 describe how HHS will accomplish the goals and measure their achievement:

- *Strategic objectives* for each broad goal organize the activities into four distinct areas of focus. In most cases, several HHS operating and staff divisions contribute to the realization of a strategic objective;
- *Narrative sections*, organized by strategic objective, illustrate some of the major strategies and activities undertaken by HHS operating and staff divisions. These sections present key intradepartmental and interdepartmental coordination efforts;
- *Specific performance indicators* for each objective are listed, with baselines and 2012 targets. Appendix B provides a list of the data sources for these performance indicators; and
- *External influences* that affect successful achievement of the goals, and HHS's strategies in response to these influences, are described.

Chapter 6, *Responsible Stewardship and Effective Management*, illustrates the commitment of HHS to formulate, implement, and execute efficient administrative support for its programs. These activities do not appear as goals in the *Strategic*



Plan because they are not intended to be separate from the overall management process that supports the Department. The chapter details strategies for effective management of human capital, information technology, and resources, as well as effective planning, oversight, and strategic communications.

Finally, appendixes provide additional specific information about supporting materials related to the *Strategic Plan*.

HHS conducts high-quality program evaluations to learn more about the effectiveness of its interventions and uses the findings to improve program performance. These comprehensive, independent studies are an important component of the HHS strategy to improve overall effectiveness by assessing whether programs are effective, well designed, and well managed. Appendix A, *HHS Program Evaluation Efforts*, describes how HHS has used program evaluations to develop the *Strategic Plan*. This appendix offers examples of existing and planned program evaluations that will inform decisions and activities over the next 5 years.

Appendix B, *Performance Indicators—Supplemental Information*, lists the data sources for each of the performance indicators listed in the *Strategic Plan*, as

well as fiscal year information for baselines and targets. This information is presented by strategic goal.

Appendix C, *Performance Plan Linkage*, describes how the *Strategic Plan* will drive the Annual Performance Plan and Annual Performance Budgets, as well as how it will complement Secretarial priorities.

Because of the rapid changes in computer technology in recent years, HHS has included an additional section focused on this issue. Appendix D, *Information Technology*, details HHS's enterprise and information architecture strategies and presents insights on innovations and future trends. Unlike *In the Spotlight: Advancing the Development and Use of Health Information Technology*, which focuses on the use of this resource to support the public, this appendix focuses on how HHS uses this resource internally.

Finally, several appendixes offer useful reference material for readers: The HHS organizational chart is in Appendix E; Appendix F consists of an overview of HHS operating and staff divisions and their primary functions; Appendix G lists acronyms used throughout the *Strategic Plan*; and endnotes are listed in Appendix H.



This *Strategic Plan for FY 2007–2012* incorporates priorities and concepts from the Secretary’s 500-Day Plan, the Secretary’s Ten Health Care Priority Activities, the Departmental Objectives, and the *Healthy People 2010* Objectives. Although some of these plans and priorities may change from year to year, a sampling of the most recent versions is included here.

Secretary’s 500-Day Plan

Secretary Leavitt uses a 500-Day Plan, updated every 200 days, as a management tool to guide his energies in fulfilling the vision of a healthier and more hopeful America. The Secretary focuses on specific strategies that will achieve significant progress for the American people over a 5,000-day horizon. The 500-Day Plan supports the *Strategic Plan* in guiding the Department in achieving its broad policy and program objectives. The priorities include:

- Transform the Health Care System;
- Modernize Medicare and Medicaid;
- Advance Medical Research;
- Secure the Homeland;
- Protect Life, Family, and Human Dignity; and
- Improve the Human Condition Around the World.

Secretary’s Health Care Priorities

In 2006, the Secretary developed 10 HHS Priority Activities for America’s Health Care; these too are updated annually:

- Health Care Value Incentives;
- Health Information Technology;
- Medicare Rx;
- Medicaid Modernization;
- New Orleans Health System;
- Personalized Health Care;
- Obesity Prevention;
- Pandemic Preparedness;
- Emergency Response and Commissioned Corps Renewal; and
- International Health Diplomacy.

Departmental Objectives

Last updated in 2006, 20 Departmentwide objectives express the breadth and scope of the Department's activities. Updated annually, they expand on the Secretary's goals from the 500-Day Plan and include objectives related to effective management and responsible stewardship:

1. Accelerate Personalized Health Care;
2. Recruit, Develop, Retain, and Strategically Manage a World-Class HHS Workforce;
3. Modernize Medicaid;
4. Continue Our Leadership Role and Success in Competitive Sourcing;
5. Turn Adversity to Advantage for the New Orleans Health System;
6. Improve Financial Performance;
7. Promote Health Information Technology;
8. Expand Electronic Government;
9. Continue to Improve Medicare;
10. Improve Budget and Performance Integration;
11. Harness the Power of Transparent Health Care;
12. Implement the Real Property Asset Management Program and Strategically Manage Our Real Property;
13. Emphasize Prevention and Healthy Living;
14. Broaden Health Insurance and Long-Term Care Coverage;
15. Prepare for an Influenza Pandemic;
16. Promote Quality, Relevance, and Performance of Research and Development Activities;
17. Enhance Emergency Response and Renew the Commissioned Corps;
18. Improve the Service of Management Functions and Administrative Operations for the Support of the Department's Mission;
19. Emphasize Faith-Based and Community Solutions; and
20. Eliminate Improper Payments.

Healthy People 2010

Healthy People 2010 is a comprehensive set of disease prevention and health promotion objectives for the Nation to achieve over the first decade of the new century. Overarching goals are to increase quality and years of healthy life and eliminate health disparities.

There are 28 focus areas:

- Access to Quality Health Services;
- Arthritis, Osteoporosis, and Chronic Back Conditions;
- Cancer;
- Chronic Kidney Disease;
- Diabetes;
- Disability and Secondary Conditions;
- Educational and Community-Based Programs;
- Environmental Health;
- Family Planning;
- Food Safety;
- Health Communication;
- Heart Disease and Stroke;
- HIV;
- Immunization and Infectious Diseases;
- Injury and Violence Prevention;
- Maternal, Infant, and Child Health;
- Medical Product Safety;
- Mental Health and Mental Disorders;
- Nutrition and Overweight;
- Occupational Safety and Health;
- Oral Health;
- Physical Activity and Fitness;
- Public Health Infrastructure;
- Respiratory Diseases;
- Sexually Transmitted Diseases;
- Substance Abuse;
- Tobacco Use; and
- Vision and Hearing.