

U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES
STRATEGIC PLAN



FISCAL YEARS 2007-2012



U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES

U.S. DEPARTMENT OF HEALTH & HUMAN SERVICES

STRATEGIC PLAN

FISCAL YEARS 2007-2012

“I appreciate the hard work and dedication that more than 67,000 employees throughout the HHS family of agencies have shown in advancing the Department’s initiatives this year, and I look forward to working together to continue meeting expectations for the present and the challenges of the future.”

Michael O. Leavitt

Secretary of Health and Human Services



Secretary's Message



The President of the United States has given me a very clear mission: to help Americans live longer, healthier, and better lives, and to do it in a way that protects our economic competitiveness as a Nation.

To meet this charge, the *HHS Strategic Plan, Fiscal Years 2007–2012 (Strategic Plan)*, will address health care; public health promotion and protection, disease prevention, and emergency preparedness; human services; and scientific research and development over the next 5 years. These broad goals represent the mission of the U.S. Department of Health and Human Services (HHS) and encompass its central functions.

Health Care – At some point in our lives, every one of us is or will become a health care consumer. HHS's strategic objectives focus on increasing the value of health care by measuring quality and cost in a standardized and comparable way, broadening access to health insurance coverage and access to health care, and investing in the health care industry infrastructure and personnel. These efforts will provide better health care at lower cost for more Americans.

Public Health Promotion and Protection, Disease Prevention, and Emergency Preparedness – Events such as Hurricane Katrina and the attacks of September 11, 2001, are reminders that HHS must be prepared to respond efficiently and effectively to a natural or manmade public health disaster. At the same time, chronic and infectious diseases claim hundreds of thousands of lives in this country each year. Efforts to improve and protect public health range from a focus on healthy lifestyles, immunizations, food safety, and health literacy to developing planning tools and building stockpiles of medicine and supplies to respond to an outbreak of pandemic influenza.

Human Services – The economic and social well-being of individuals, families, and communities is fundamental to human dignity and a healthy life. HHS is dedicated to encouraging the development of healthy and supportive families and communities and to promoting economic independence and social well-being across the lifespan. HHS is particularly committed to ensuring the safety, stability, and healthy development of the Nation's children and youth.

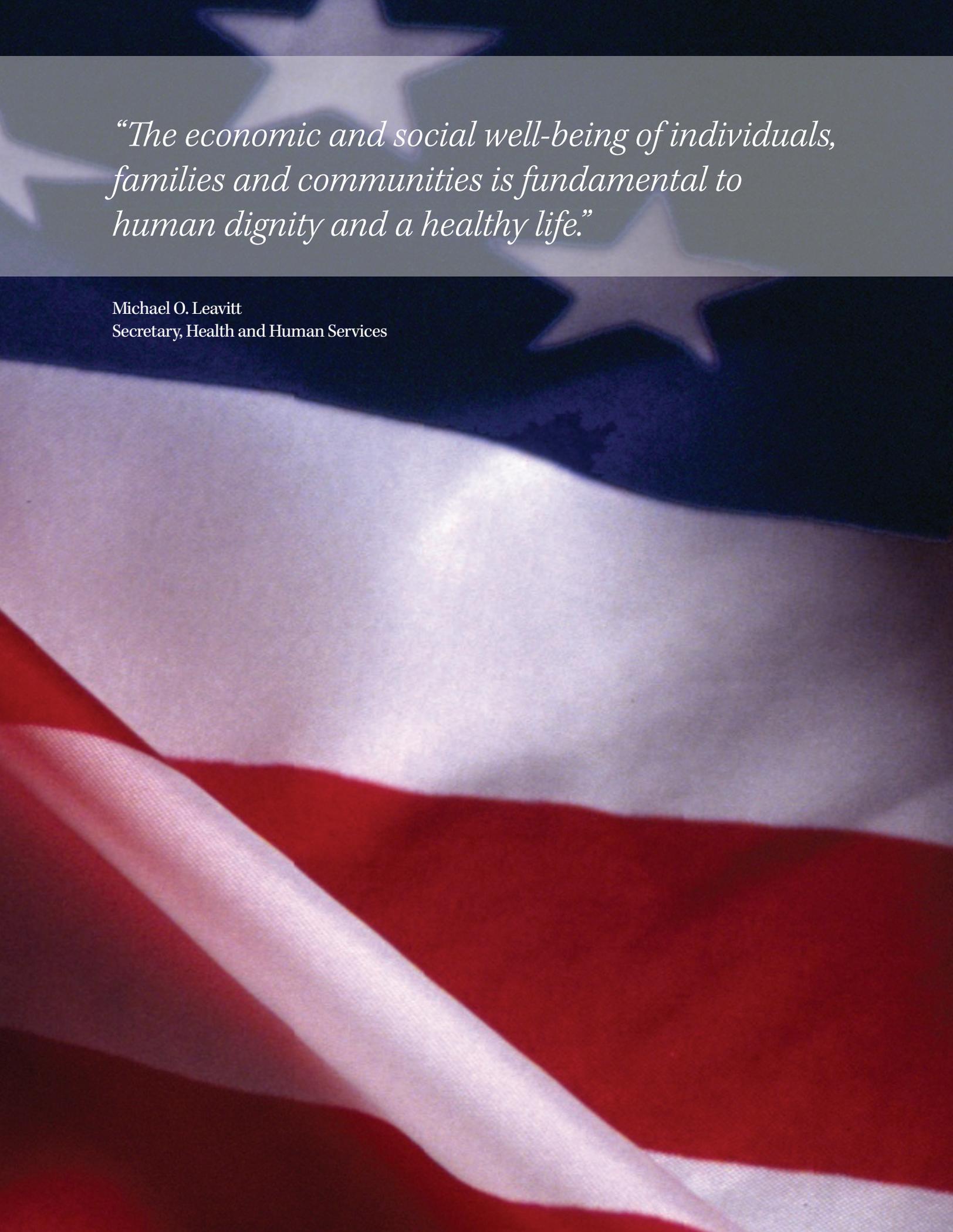
Scientific Research and Development – In order to continue leading the world in cutting-edge science and medicine, HHS must invest in the expansion of scientific knowledge and the pool of qualified researchers. Today, Americans have an unparalleled opportunity to attain more personalized health care through the marvels of modern science. HHS will continue to provide educational grants, training, and fellowship programs and to fund research and clinical trials that are ethical and have the potential to improve public health and well-being.

This *Strategic Plan* lays out the action steps that HHS will take to meet the President's vision for a stronger, healthier United States. I appreciate the hard work and dedication that more than 67,000 employees throughout the HHS family of agencies have shown in advancing the Department's initiatives this year, and I look forward to working together to continue meeting expectations for the present and the challenges of the future.

A handwritten signature in black ink that reads "Michael O. Leavitt". The signature is fluid and cursive.

Michael O. Leavitt

Secretary
Health and Human Services

A close-up, slightly blurred photograph of the American flag, showing the stars and stripes. The top portion of the image is overlaid with a semi-transparent grey rectangle containing text.

“The economic and social well-being of individuals, families and communities is fundamental to human dignity and a healthy life.”

Michael O. Leavitt
Secretary, Health and Human Services

The Strategic Plan encompasses the major areas of focus for HHS at the goal level and lays out the primary strategies for achieving these goals.



Executive Summary

Healthy and productive individuals, families, and communities are the foundation of the Nation's present and future security and prosperity. Through leadership in the medical sciences and public health and human service programs, the U.S. Department of Health and Human Services (HHS) seeks to improve the health and well-being of people in this country and throughout the world.

Since HHS submitted its last strategic plan to the U.S. Congress in 2004, HHS has made significant strides in improving the lives of Americans. HHS has made progress through the efforts of every HHS operating and staff division. Breakthroughs in health information technology have accelerated the development and adoption of this promising resource. Medicare beneficiaries have greater access to their medications because of the Medicare prescription drug benefit. Medicaid can tailor benefits to needs because its modernization efforts have made the program more flexible and sustainable. HHS deployed medical supplies and Federal Medical Shelters from the Strategic National Stockpile to help with mass casualty care needed after Hurricanes Katrina and Rita. The newly created Drug Safety Oversight Board has provided independent recommendations related to drug safety to the Food and Drug Administration and shared information with health care professionals and patients. The HHS Compassion Capital Fund has strengthened the capacity of grassroots, faith-based, and community organizations to provide a wide range of social services. Advances in the understanding of basic human biology enabled sequencing of the human genome 2 years ahead of schedule.

Although HHS has made great progress, it must continue its current efforts to sustain positive outcomes and augment them with new, innovative strategies to continue to improve the Nation's health and well-being. At the same time, HHS must work diligently to address emerging and reemerging health threats. These include a possible influenza pandemic; the rise of drug-resistant strains of tuberculosis and HIV; and potential terrorist attacks involving chemical, biological, radiological, and nuclear agents.

The *HHS Strategic Plan, Fiscal Years 2007-2012 (Strategic Plan)*, provides direction for HHS efforts to improve the health and well-being of the Nation. The *Strategic Plan's* goals and objectives direct HHS efforts to improve health care, promote and protect the public's health, enhance human services, and advance the research and development enterprise. The *Strategic Plan* also addresses emerging threats to the health and well-being of Americans.

The *Strategic Plan* encompasses the major areas of focus for HHS at the goal level and lays out the primary strategies for achieving these goals. However, it does not include all actions that HHS might take to achieve any one objective. Given the size and breadth of HHS and its programs, it would be impractical to provide a comprehensive list of all HHS-supported strategies and activities. Strategic objectives are not meant to be a catalog of all potential implementation plans; they merely indicate the priorities and general direction HHS intends to take.