

Appendix A — Linkage to HHS Strategic Plan

CDC has adopted key parts of the HHS strategic plan, which was recently revised, to move the agency forward into the 21st century. The HHS strategic plan has eight broad goals that are supported by multiple objectives. CDC's programs support multiple goals and objectives of the plan. A crosswalk delineating the relationship between CDC's programs and the HHS Strategic Plan is located at Appendix A.1.

HHS' strategic goals set the stage for actions that, on a daily basis, improve the quality of people's lives throughout the world. When it comes to action, CDC focuses its expertise and other resources in four principal areas.

1. Excellence in Science

CDC addresses HHS Goals 1 and 4 through actions generated from science-based programs. Serious threats to the nation's health come from many sources: diseases, organisms, injuries, behaviors, emerging risks. Meeting these complex health problems head-on requires CDC to be both nimble and flexible – that is, to adapt resources and balance priorities as needed, to use diverse tactics, and to forge effective partnerships.

Dramatic gains in life expectancy have resulted largely from improvements in sanitation and the prevention of diseases through vaccines. A century ago, pneumonia and TB were the two leading causes of death in the United States. Then, in the 1940s, a critical focus of the nation's health priorities was the control of malaria among military personnel during World War II. From these programs came the genesis of the Centers for Disease Control and Prevention, and since that time CDC has been at the forefront of the nation's efforts to improve the health and well-being of Americans.

As we move into a new century, many of CDC's resources are dedicated to solving complex, cross-cutting health problems that require a broad array of skills, abilities, and experience. For example, since the 1960s and 1970s, community-based programs have helped to produce more recent reductions in tobacco use, increases in blood pressure control, healthier diets, increased use of seat belts, and effective injury control. These improvements and others have contributed in turn to declines in deaths from stroke and heart disease and declines in overall death rates for children. Yet, despite these successes, heart disease and cancer have remained the leading causes of death through the latter part of the 20th century.

Today, CDC and partners confront challenging, complex issues that reinforce, reshape, and expand the traditional roles of public health. Responding to those challenges involves such activities as

- Investigating disease outbreaks in the United States and around the world.
- Probing the realms of viruses, bacteria, and parasites to uncover ways to control both emerging and re-emerging pathogens.
- Protecting the food and water supplies from both inadvertent and deliberate contamination.
- Curbing the toll of death and disability from preventable injuries.
- Stemming the epidemic of obesity in the United States.
- Convincing the public that altering certain behaviors will yield long-term health dividends.
- Educating youth about the risks of HIV, unintended pregnancy, tobacco use, physical inactivity, and poor nutrition.

- Translating biomedical research findings into practice in communities.
- Eliminating disparities in the health of all Americans.

Protecting health and safety has its basis in science. CDC staff use the applied techniques of epidemiology, laboratory, behavioral, and social sciences as the primary tools to understand the causes of poor health, identify populations at risk, and develop interventions for disease control and prevention. As research provides more information about the relationships among the physical, mental, and social dimensions of well-being, a broader approach to public health has become important in the quest for answers to prevent and solve health problems. CDC is committed to expanding its research agenda to help bridge the gap between research and protecting health and safety.

2. Excellence in Systems

CDC addresses HHS Goal 5 by providing credible, timely health information to help policy makers, providers, and consumers make informed decisions about personal and public health. The general public and health practitioners at all levels require up-to-date, credible information about health and safety to make rational decisions. To help support this crucial decision making, CDC continues to increase and apply its preeminent expertise in the disciplines of public health surveillance, epidemiology, statistical analysis, laboratory investigation and analysis, health communications and social marketing, behavioral risk reduction, technology transfer, and prevention research. CDC applies the science that underpins those disciplines to develop and disseminate credible and practical health information to meet the diverse needs of its primary clients, the people of the United States. Such information affects health and well-being across all stages of life when the best possible health decisions must be made by consumers, providers, and policy makers.

3. Excellence in Service

CDC makes this crucial health information available through many channels, including books, periodicals, and monographs; Internet websites; health and safety guidelines; reports from investigations and emergency responses; public health monitoring and statistics; travel advisories; and answers to public inquiries.

In addition to serving the public, CDC delivers health information that enables providers to make critical decisions. For example, the practicing medical and dental communities and the nation's healthcare providers are target audiences for numerous official CDC recommendations on the diagnosis and treatment of disease, immunization schedules, infection control, and clinical prevention practices. CDC also offers technical assistance and training to health professionals.

CDC is positioned in vanguard efforts to inform people about the benefits of having children wear bicycle helmets, teaching young women about preventing birth defects by taking folic acid, quitting smoking, eating sensibly and exercising regularly, reducing health hazards during food preparation in the home, making sure children and adults are vaccinated, and alerting the public to environmental hazards. CDC recognizes that many other public health messages either need to be heard for the first time or should be reinforced.

4. Excellence in Strategy

CDC addresses HHS Goal 2 through strong working relationships with key public health partners. CDC has a long history of developing and sustaining vital partnerships with various public and

private entities that improve service to the American people. CDC's partners in conducting effective prevention and control activities include

- Public health associations.
- State and local public health agencies.
- Other HHS agencies and agencies in other federal departments.
- Practicing health professionals, including physicians, dentists, nurses, and veterinarians.
- Public safety and security officials.
- Schools and universities.
- Communities of faith.
- Community, professional, and philanthropic organizations.
- Nonprofit and voluntary organizations.
- Business, labor, and industry.
- CDC Foundation and other foundations.
- International health organizations.
- State and local departments of education.

CDC's partners implement most of the agency's extramural programs. These programs are tailored to reflect local and community needs. In addition, partners strengthen CDC by serving as consultants to CDC program staff, by participating in CDC advisory committees, and by attending CDC-sponsored seminars and conferences. The wide-ranging perspectives that CDC's partners bring to common interests and goals generate new opportunities for collaborations, help shape key strategies, and provide another means for staying focused on the needs of the American public. Sustaining these partnerships involves coordination and communication.

CDC budget activities, which correspond to goals outlined in the HHS Strategic Plan, are indicated by a check mark. As a whole, CDC is working towards Goal 8, achieving excellence in management practices. The remaining seven goals and their specific objectives are listed for programs where appropriate; detailed goals and objectives are provided in the table below.

1. Reduce the major threats to the health and well-being of Americans

- Reduce risky behaviors and other factors that contribute to the development of chronic diseases, especially diabetes and asthma.
- Reduce the proportion of adolescents engaged in sexual activity, the proportion of persons engaged in unsafe sexual behaviors, and unintended pregnancies.
- Increase immunization rates among adults and children.
- Reduce substance abuse by expanding and improving communities' substance abuse prevention and treatment programs.
- Reduce tobacco use, especially among youth.
- Reduce the incidence and consequences of injuries and violence.

2. Enhance the ability of the nation's public health system to respond effectively to bioterrorism and other public health challenges

- Build the capacity of the healthcare system to respond to public health threats in a more timely and effective manner, especially bioterrorism threats.
- Improve the safety of food, drugs, biological products, and medical devices.

3. Increase the percentage of the nation's children and adults who have access to regular healthcare and expand consumer choices

- Create new, affordable health insurance options.
- Expand the healthcare safety net.
- Strengthen and improve Medicare.
- Eliminate racial and ethnic health disparities.
- Expand access to healthcare services for populations with special needs.
- Increase access to healthcare services for American Indians and Alaska Native (AI/AN).

4. Enhance the capacity and productivity of the Nations health science research enterprise

- Advance the understanding of basic biomedical and behavioral science and how to prevent, diagnose, and treat disease and disability.
- Accelerate private sector development of new drugs, biologic therapies, and medical technology.
- Strengthen and diversify the base of qualified health and behavioral science researchers.
- Improve the coordination, communication, and application of health research results.
- Strengthen the mechanisms for ensuring the protection of human subjects and the integrity of the research process.

5. Improve the quality of healthcare services

- Reduce medical errors.
- Increase the appropriate use of effective healthcare services.
- Increase consumer and patient use of healthcare quality information.
- Improve consumer and patient protections.
- Accelerate the development and use of an electronic health information infrastructure.

6. Improve the economic and social well-being of individuals, families, and communities, especially those most in need

- Increase the economic independence and workforce participation of low income families and persons receiving welfare.
- Increase the proportion of older Americans who stay active and healthy.
- Increase the independence and quality of life of persons with long-term care needs.
- Improve the economic and social development of distressed communities.
- Expand community and faith-based partnerships.

7. Improve the stability and development of our nation's children and youth

- Promote family formation and healthy marriages.
- Improve the development and learning readiness of preschool children.
- Increase the involvement and financial support of non-custodial parents in the lives of their children.
- Increase the percentage of children and youth living in a permanent, safe environment.

8. Achieve excellence in management practices

- Create a unified HHS committed to functioning as One Department.
- Improve the strategic management of human capital.
- Enhance the efficiency and effectiveness of competition between public and private service providers.

- Improve financial management.
- Enhance the use of electronic commerce in service delivery and record keeping.
- Achieve integration of budget and performance information.
- Reduce regulatory burden on providers and consumers.

Budget Activity/ HHS Goal	Goal 1 Reduce major threats	Goal 2 Enhance public health response	Goal 3 Increase access to care	Goal 4 Enhance health sciences research	Goal 5 Improve quality of health care	Goal 6 Improve economic and social well- being	Goal 7 Improve stability, development of youth	HHS Objectives
Birth Defects/Dev. Disabilities & Health			/	/	/	/	/	3.4, 3.5, 4.1, 4.4, 5.2, 6.3, 7.2
Chronic Disease Prevention and Health Promotion	/		/	/	/	/		1.1, 1.2, 1.5, 2.1, 3.4, 3.5, 3.6, 4.1, 4.3, 4.4, 5.2, 6.2, 6.5
Environmental Health	/	/	/	/			/	1.1, 2.1, 3.4, 4.1, 4.4, 5.1, 5.5, 7.2, 7.4
Epidemic Services & Response		/		/	/			1.1, 1.2, 1.5, 1.6, 2.1, 2.2, 4.1, 4.3, 4.4, 5.3, 5.4, 5.5
Health Statistics				/	/			1.1, 1.2, 1.3, 1.5, 1.6, 2.1, 3.1, 3.2, 3.4, 3.5, 4.1, 4.4, 4.5, 5.1, 5.2, 5.3, 5.5, 6.2, 6.3, 7.1, 7.2, 7.4
HIV, STD, & TB Prevention	/		/	/	/	/		1.1, 1.2, 2.1, 3.4, 3.5, 3.6, 4.1, 4.4, 5.2, 5.3, 5.4, 6.3
Immunization	/		/	/	/			1.3, 2.1, 2.2, 3.4, 3.5, 3.6, 4.1, 4.3, 4.4, 4.5, 5.5, 5.2, 5.3, 6.2, 6.3, 6.5, 7.2, 7.4,
Infectious Diseases Control		/		/	/			2.1, 2.2, 4.1, 4.4, 5.1, 5.2, 5.3
Injury Prevention and Control	/	/	/	/	/	/		1.6, 2.2, 3.4, 3.6, 4.1, 4.4, 5.2, 5.3, 6.2, 6.3
Occupational Safety and Health	/		/	/	/			1.6, 3.5, 4.1, 4.3, 4.4, 4.5, 5.3, 5.4
Preventive Health and Health Services Block Grant	/	/	/		/	/	/	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.1, 2.2, 3.4, 3.5, 3.6, 5.2, 5.5, 6.2, 6.3, 6.5, 7.2
Public Health Improvement		/		/	/			1.1, 1.3, 2.1, 3.4, 3.5, 3.6, 4.3, 4.4, 5.2, 5.3, 5.5, 6.2, 6.5
Buildings and Facilities		/						2.1
Office of the Director		/		/	/			2.1, 4.1, 4.3, 4.4, 4.5, 5.5, 8.1, 8.2, 8.4, 8.5, 8.6, 8.7
Terrorism								2.1, 2.2, 4.1, 4.2, 4.4, 5.5