



Photo Credit: Tom Sizemore



**The Global Health Strategy**  
of the  
**U. S. Department of Health and Human Services**







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THE SECRETARY OF HEALTH AND HUMAN SERVICES  
WASHINGTON, DC 20201

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Today, the health of Americans and the health of people around the world are more closely linked than ever before. Although the chief mission of the U.S. Department of Health and Human Services is to enhance the health and well being of all Americans, it is critically important that we cooperate with other nations and international organizations to reduce the risks of disease, disability, and premature death throughout the world. Whether implementing life-saving vaccination programs or building public health infrastructure where none exists, HHS has consistently offered its unmatched expertise and resources for the betterment of Americans and people around the world. But some of the most critical global health issues can only be tackled in concert with other entities, whether in our own country, like the State Department or the U.S. Agency for International Development, or with partnerships with the international community through the World Health Organization, Ministries of Health, and non-government organizations around the world. Only through these multiple and collaborative efforts will we truly make a mark by improving global health.

It is with these thoughts in mind that I called for the creation of the Department's first Global Health Strategy. This document will guide our actions as HHS asserts its important role in the global health environment. The strategy reflects the best advice from the Department's leading experts – from the Food and Drug Administration scientists stationed in China who monitor global food trade, to the National Institutes of Health laboratory researchers in Mexico who strengthen our preparedness for the many diseases that threaten to cross borders.

The strategy reflects the importance of global public health in realizing not only our own diplomatic and security goals, but also the goals of other nations. It uses the Department's unique leadership and expertise to improve the health and well-being of people throughout the world to help make a safer and more secure world community. It will ensure that the great work we do abroad will continue to have a positive impact. Our efforts will afford the opportunity to prevent and detect coming health crises domestically and abroad, a greater ability for us to learn from other nations' success, and more sustainable health systems that effectively protect and secure health.

No country can protect the health of its citizens alone. With this strategy as our guide, the Department will reaffirm its commitment to working with our partners throughout the Federal government, international organizations, and in communities around the world toward the vision of a healthier, safer planet for all.

Sincerely,

/Kathleen Sebelius/  
Kathleen Sebelius

## Executive Summary

Today, Department of Health and Human Services (HHS) scientists, epidemiologists, and policy experts are working with governments, research institutions, and multilateral organizations across the globe to support the Department's mission of enhancing the health and well-being of Americans.

While the majority of HHS's work to protect and promote the health of Americans is carried out within our borders, the increasing interconnectedness of our world has demanded that HHS expand its global presence. Our mission-oriented efforts also provide the opportunity for HHS to share technical expertise, exchange best practices, and collaborate on health science, public health, and health policy efforts that contribute to a healthier, safer world. This HHS Global Health Strategy articulates the strategies that will guide these global efforts to prevent disease, disability and death, promote health and well-being, advance knowledge and innovation, and strengthen partnerships and systems to improve responsiveness to myriad health challenges at home and abroad.

The Global Health Strategy identifies three goals that contribute to achieving HHS's global health vision of a healthier, safer world: to protect and promote the health and well-being of Americans through global health action; to provide leadership and technical expertise in science, policy, programs, and practice to improve global health; and to work in concert with interagency partners to advance U.S. interests in international diplomacy, development, and security through global health action.

Supporting these goals are ten critical objectives that focus on strategic priorities that benefit the American people as well as populations across the globe.

These objectives are to: enhance global surveillance to detect, control and prevent diseases and health concerns; prevent infectious diseases and other health threats from crossing borders; prepare for and respond to international outbreaks and public health emergencies; increase the safety and integrity of global manufacturing and supply chains for medical products, food and feed; strengthen and implement international science-based international health and safety standards; catalyze biomedical and public health research and innovation for new interventions that improve health and well-being; identify and exchange best practices to improve health strategies and health systems; address the changing global patterns of death, illness and disability; support the President's Global Health Initiative to achieve major improvements in health outcomes for women, children and families; and advance health diplomacy through scientific and technical expertise.

The Global Health Strategy identifies key priorities under each objective, and links these efforts to the broader goals and objectives articulated in the HHS Strategic Plan FY 2010-2015. The Global Health Strategy also recognizes the key contributions of our partners within the U.S. Government as part of a whole of government approach, and cooperation with other national governments, multilateral organizations, and civil society and non-governmental groups.

Following the description of goals and objectives are appendixes that describe HHS's organizational structure and highlight the agencies and offices within HHS that contribute to global health activities. These agencies contributed to the Department-wide process through which the Global Health Strategy was developed, identifying current strategies, setting priorities, and establishing opportunities for developing and deepening interagency partnerships.



South China Sea  
Palawan



# Introduction

The health of Americans and the health of people around the world are more closely linked than ever before. This interconnectedness offers both opportunities and challenges. A disease outbreak in a distant country can threaten the health of Americans at home, just as a discovery made in a foreign country can lead to better treatment for diseases affecting Americans. Greater movement of people and of products – including foods, feed, drugs, and medical devices – can increase exposure to potential health risks originating outside the United States. But this mobility can also make life-saving care more readily available for all. Scientific advances in medicine, health care delivery and public health are increasingly built on international collaboration among leading researchers, from which all benefit regardless of nationality.

Recognizing the vital connection between the health and well-being of Americans and that of the world, the U.S. Government (USG), and in particular the Department of Health and Human Services (HHS), has had a long-standing and active engagement in global health efforts. The U.S. joined with other countries to create the World Health Organization; spearheaded the international effort to eradicate smallpox; invested heavily in programs to study, prevent and treat HIV/AIDS, tuberculosis and malaria; and helped create a global framework to address pandemic diseases. Yet many global health challenges remain, including ensuring equitable access to quality health care services, sustaining current endemic and emerging infectious disease prevention and control efforts, addressing the growing global burden of non-communicable disease, and countering global health security threats. This reality underscores the need for collective action and evidence-based decision-making among global partners.



Photo Credit: Skyler Badenoch, buildOn

## HHS's Global Health Vision

HHS is committed to acting to create a healthier, safer world. This reflects our recognition that public health, health care services, and health equity are best addressed across national boundaries and through collaborative international efforts. A systematic approach to global health must meet the needs of individuals, communities, and countries. It must inform and be consistent with the agreements we reach with other nations through international institutions, and further U.S. priorities in international development, security, and diplomacy.

### *Our strategic approach to global health requires:*

- Implementation and evaluation of research, policies, programs, and practices that improve health, health services, and health equity;
- Emphasis on transnational health issues, determinants and solutions; and
- Promotion of interdisciplinary collaboration within and beyond the health sciences

In developing the Global Health Strategy (GHS), we have undertaken an HHS-wide process to identify current activities, set priorities, and find ways to work effectively and efficiently within HHS, with other USG agencies, and with international partners. We recognize that in an era of tightened financial constraints, we must focus where HHS can add the most value, and where we can best support HHS's core mission, which is to protect and improve the health of Americans. Although HHS works internationally on a range of issues that go beyond health – for example, family welfare and other human services issues – this GHS deliberately focuses only on our health-related work. As we will use the GHS to better integrate our global health efforts, that process will lay the foundation for a similar approach to be developed subsequently for our human services work internationally.

## HHS's Global Role

HHS is directed by Congress and entrusted by the American people to protect their health and well-being. HHS's global authorities reside in three major areas: U.S. Code, appropriations law, and International Health Regulations. Within the U.S. code, several titles authorize global action on health issues: Title 6—Domestic Security, related to the control of communicable diseases; Title 21—Food and Drugs, relating to foods, human and veterinary drugs, biologics, and medical devices; Title 22—Foreign Relations and Intercourse, covering research and training, as well as HIV/AIDS, tuberculosis, and malaria; and Title 42—The Public Health and Welfare, which includes the codification and roles of the Public Health Service (PHS) and covers research, capacity building, and activities related to influenza, border health, outbreak and emergency response, infectious diseases, public health, and immunization programs.

HHS's global authorities are also embedded in appropriations law, such as establishment of the Global Disease Detection program through the 2004 Consolidated Appropriations Bill, and funding for pandemic influenza preparedness and surveillance activities under the 2006 Defense Appropriations Act. Finally, the United States is bound by the International Health Regulations (IHR), a treaty binding on all the Member States of the World Health Organization (WHO), focused on prevention of, and response to, acute public health risks with the potential to cross borders and threaten people worldwide.

To accomplish our mission, HHS acts both domestically and internationally. Most of the 11 HHS agencies and 18 staff offices engage in global health activities, particularly the Centers for Disease Control and Prevention (CDC), the Food and Drug Administration (FDA), the Health Resources and Services Administration (HRSA), and the National Institutes of Health (NIH) (see Annex A, HHS organization chart and Annex B, description of operating and staff divisions). HHS has over 300 officials stationed in more than 75 foreign countries – including a significant number working within foreign ministries of health and multilateral organizations – where we have seen growing demand for HHS scientific, technical, and regulatory expertise in policy, programs and practice. Given current resources and our core mandate, it is not possible to meet every demand, but through the GHS, HHS will leverage our assets to maximize global impact. We will do this by setting priorities for international engagements, improving collaboration and coordination among HHS agencies and offices, strengthening relationships with USG, multilateral, and other partners at headquarters and in the field, and supporting the global exchange of best practices and lessons learned. In addition, HHS has included, for the first time, a global health topic area within Healthy People 2020 – the Nation’s public health goals and objectives for the next decade. While we believe the USG and HHS play a strong leadership role in the global health arena, it is nonetheless important to recognize that our own programs and policies can learn and benefit from the successes of other countries and partners as well.

## Partnership in the Global Health Environment

HHS can be most effective outside the borders of the United States by partnering with others to maximize impact and sustainability of global health efforts. Among the key actors with which HHS engages are:

- **U.S. Government Agencies:** Key partners include the U.S. Agency for International Development (USAID), the Department of State (DOS), the Department of Defense (DOD) and other agencies engaged in global efforts to improve development, health security, food security, nutrition and environmental health.
- **National Governments:** HHS has long-standing peer-to-peer relationships with more than 190 national Ministries of Health and scientific and regulatory agencies.
- **Multilateral Organizations:** Key health-related agencies include the World Health Organization (WHO) and its regional offices, the Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund); the Joint United Nations Programme on HIV/AIDS (UNAIDS); the United Nations Children’s Fund (UNICEF); and the World Bank.
- **Civil Society and Non-Governmental Groups:** Although too numerous to list, these diverse entities include international humanitarian service organizations, academic institutions, private philanthropies, civil society and private sector organizations as well as advocacy groups that conduct research, operate programs, and raise awareness and funding for specific health concerns.

## The Global Health Strategy (2011-2015)

The Global Health Strategy derives from HHS's mission to protect and promote the health of the American people and cascades from the HHS Strategic Plan 2010-2015, which emphasizes making investments where they will reach the most people, building most effectively on the efforts of our partners, and leading to the biggest gains in health and opportunity for the American people. It highlights HHS's role as a key contributor to international health through broad national interests and Administration priorities, such as the National Security Strategy, the National Strategy for Countering Biological Threats, and the Global Health Initiative, which focuses on saving the lives of mothers, children and families and improving health systems.

The GHS comprises three fundamental goals and ten key objectives (Figure 1) that contribute to achieving HHS's global health vision of a healthier, safer world.



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# A Healthier & Safer World



## Health and Human Services Objectives

- Enhance Global Health Surveillance
- Prevent Infectious Diseases and Other Health Threats
- Prepare for and Respond to Public Health Emergencies
- Increase the Safety and Integrity of Global Manufacturing and Supply Chains
- Strengthen International Standards through Multilateral Engagement
- Catalyze Health Research Globally
- Identify and Exchange Best Practices to Strengthen Health Systems
- Address the Changing Global Patterns of Death, Illness and Disability
- Support the Global Health Initiative (GHI)
- Advance Health Diplomacy

## Principles underlying the Global Health Strategy

- Using evidence-based knowledge to inform decisions
- Leveraging strengths through partnership and coordination
- Responding to local needs
- Building local capacities
- Ensuring a lasting, measurable impact
- Emphasizing prevention
- Improving the equity of health

The three goals of the Global Health Strategy are deeply inter-related, and none can be achieved in isolation from the others. Similarly, each of the objectives contributes in varying degrees to the achievement of all three goals.

HHS approaches its global health activities through several fundamental operating principles, which characterize the priorities and philosophy of the agency and the Administration. We seek to ensure that evidence-based knowledge informs decision-making, and that such knowledge is actively developed, exchanged and disseminated. Our approach highlights active partnership and coordination with the full spectrum of global health actors – thereby drawing upon the range of expertise, resources and talent available. It also emphasizes responding to local needs and circumstances, and maximizing the use and building of local capacities. This is critical in ensuring a lasting, measurable impact of our efforts. We prioritize achieving sustainable results, particularly through our health system strengthening efforts, as distinct from a sustained presence of HHS staff and resources per se. Our approach prioritizes prevention whenever possible, and seeks to reduce disparities and improve health equity.

It is critical that HHS prioritize its efforts to maximize results. While the goals of the GHS are broad, the HHS portfolio will concentrate on those activities and approaches that make maximum use of technical strengths and comparative advantage, provide the greatest returns on investments, leverage HHS capabilities and resources as well as those of our partners, and integrate and embrace the goals and objectives laid out in the overall HHS Strategic Plan.

## Goals and Objectives

HHS's three strategic goals for global health engagement reflect our mission to protect Americans' health and security, while contributing HHS's unique assets that can improve health around the world.



## Goal 1:

### Protect and Promote the Health and Well-Being of Americans through Global Health Action.

HHS's mission requires action to ensure the health and safety of Americans. This mission drives our research on the genesis of disease and development of cures, human health surveillance and laboratory standards development, policies to improve the quality of health provision, and efforts to protect the food supply and ensure the safety and efficacy of therapeutics. An increasingly interconnected world requires global action as a critical adjunct to our domestic work. HHS's human health surveillance and laboratory capabilities enable us, as well as our partners, to track data, monitor trends, identify health priorities and act in a timely manner. HHS is a major collaborator in international networks that provide surveillance information to mitigate potential threats to the health of Americans. We promote and disseminate prevention science through international channels to reduce, delay, or stop the introduction and spread of diseases and other health threats. HHS has a principal role in regulating products used by Americans, including medical products, human food and animal feed that originate outside the U.S., so our efforts to ensure that the products are safe and of acceptable quality must also extend beyond our borders. U.S. regulatory agencies are often seen as the "gold-standard" and HHS expertise can help strengthen regulatory capacity on a global basis. Extending HHS surveillance, regulatory, and program activities beyond U.S. borders enables more effective protection of Americans' health through improving the health of the world's population.



## Goal 2: Provide Leadership and Technical Expertise in Science, Policy, Programs, and Practice to Improve Global Health.

Health is an international priority in which U.S. expertise, leadership and experience can guide effective collaborative action. HHS's world-leading expertise in biomedical and implementation science research, public health, regulatory science, program management, and health policy can advance global health and help partners develop evidence-based health policies and practices. The world relies on HHS to catalyze research and innovation that lead to the discovery, development, delivery and evaluation of new or improved medical and public health products. In addition, HHS's recognized expertise in defining research agendas and ensuring that priorities are identified and addressed is widely considered a global resource, such as the focus the USG brought to bear on the development of anti-retrovirals as part of the response to HIV/AIDS on a global platform. Exercising such leadership and expertise serves both to improve global health and to strengthen global appreciation for U.S. contributions. At the same time, the U.S. can and often does draw upon science, health policy and programs in other countries to improve our own activities and approaches. As an example, studies conducted in South Africa and Southeast Asia demonstrated that drug treatment for tuberculosis must be rigorously supervised to avoid rapid development of drug resistance, resulting in the groundbreaking strategy of Directly Observed Treatment, Short Course (DOTS) which was then effectively applied in community health programs in U.S. localities where tuberculosis is a public health problem.





## Goal 3:

### Advance United States Interests in International Diplomacy, Development and Security through Global Health Action.

There is a growing recognition that global health engagement is a necessary component of international diplomacy, development and security. President Obama's 2010 Presidential Policy Directive on Development identifies global health as a key focus area tightly linked to international development and security strategies, such as the National Health Security Strategy and the National Strategy for Countering Biological Threats. Both of these strategies require disease surveillance and health system response capability to protect the health security of all people by reducing risks and responding to crises, whether natural, accidental or deliberate.

HHS has the leading capability within the USG to provide the technical, scientific and operational resources to advance the health components of these broader priorities – from epidemiology and disease control, to research and regulatory expertise, to health security challenges, to global emergency response. Given our multidisciplinary expertise, HHS input on the formulation of U.S. global policies, initiatives, and strategies significantly improves their scientific rigor, effectiveness, and impact. In addition, decades of experience in the arena of global health diplomacy allow HHS to play a vital role in representing key U.S. interests internationally through embassy country teams and delegations to key international bodies and negotiations.

## Objectives

The ten objectives of the HHS Global Health Strategy focus on strategic priorities, with mutual benefits to both the American people and those of other nations. They call for collaboration across USG agencies, and are consistent with the principles laid out in the President's Global Health Initiative. The objectives build on core strengths and expertise embodied within HHS, and contribute to the achievement of the three goals.



## Objective 1: Enhance Global Health Surveillance

**Strengthen global surveillance to detect, track, identify, control and prevent diseases and address health concerns that may directly or indirectly have an impact on the U.S. population.**

Improving global health requires understanding the scope and magnitude of health issues and their underlying causes. Global health surveillance systems provide powerful data and actionable information, and such evidence-based information must inform decision-making. However, the breadth, depth, validity and quality of these systems vary across the world. HHS is recognized globally for its unsurpassed technical expertise and experience in disease surveillance. HHS, in concert with efforts by the Department of Defense and USAID, provides critical financial and in-kind support and technical advice, on bilateral and multilateral bases, to strengthen workforce and lab capacity, as well as to enhance laboratory diagnoses and event-based monitoring globally, so that international

disease surveillance can become more robust, flexible, adequately resourced, and interconnected regionally and globally, and across health concerns. In support of the HHS Strategic Plan's infrastructure and workforce goal, HHS works to strengthen international laboratory capacity to gather, ship, screen, and test specimen samples for public health threats and to conduct research and development that will lead to interventions for such threats. Most importantly, HHS strongly promotes surveillance as the basis for comprehensive and well-coordinated responses to an event by all appropriate sectors within the host country. Data systems must be compatible across countries to enable a cohesive global network and to support quick, effective and appropriate responses to emergencies as well as longer-term planning and policy-making. Therefore, HHS actively participates and assists in capacity-building efforts to implement and improve effective international communication channels established through the World Health Organization's International Health Regulations network. Countries and regions with open and collaborative communications channels within health surveillance systems can be the difference between an outbreak being identified and contained in one location and the same disease reaching numerous locations around the world in a short period of time.

***Key priorities:***

- Support countries and multilateral organizations to strengthen surveillance systems, addressing current gaps (e.g., integrating surveillance for human and animal diseases, and communicable and non-communicable diseases) and ensuring interoperability of systems, both within and across countries
- Assist with improving workforce and laboratory capacity to support diagnosis for disease surveillance
- Provide leadership and technical expertise, often embedded within Ministries of Health, to ensure surveillance efforts are timely, evidence-based, data-driven, internationally shared and actionable to inform public health policies and decision-making
- Develop and evaluate innovative surveillance, information management, and communication strategies



## Objective 2: Prevent Infectious Diseases and Other Health Threats

**Work with global partners to enhance health security and prevent the introduction, transmission and spread of infectious diseases and other health threats within and across borders.**

Building upon the principle that prevention and early action are the best and most cost-effective mechanisms to stop infectious diseases and other health threats, HHS agencies utilize their expertise by providing direct prevention-focused and preparedness-oriented support and technical assistance to partner countries. A key objective of the HHS Strategic Plan is to reduce the occurrence of infectious diseases. To accomplish this, HHS works through bilateral and multilateral partnerships to increase global vaccination rates, vaccine manufacturing capacities, the appropriate use of antimicrobial drugs, and the improvement of vector control around the world. Using the WHO's International Health

Regulations (2005) as a guiding framework, HHS seeks to establish and enhance early warning surveillance, laboratory diagnostic, and emergency communication capacities to strengthen public health preparedness and response at national and sub-national levels within partner countries. Collectively, these efforts help to protect the health security of Americans within the context of an increasingly interdependent global environment.

***Key Priorities:***

- Support the development of sustainable capacities among partner governments and international agencies for addressing both public health emergencies and day-to-day public health needs, consistent with the International Health Regulations (2005)
- Facilitate development, use, and evaluation of vaccines and other prevention strategies such as vector control and safe water, focusing on achieving global disease reduction goals
- Support database and information technology infrastructure with global access and common portals for monitoring purposes, including measures for early warning systems and monitoring holdings of dangerous pathogens
- Ensure effective risk and crisis communication by coordinating with global partners to disseminate public information and emergency notification, especially to at-risk populations and stakeholders



Photo Credit: Department of Defense

### Objective 3: Prepare for and Respond to Public Health Emergencies

**Mobilize and support an immediate health-sector response to international outbreaks and public health emergencies.**

While prevention is HHS's first strategy for limiting international outbreaks of infectious disease and other events that may result in public health emergencies, these risks to public health can never be entirely eliminated. Consequently, there will always be a need for effective preparedness efforts to ensure a rapid and coordinated response to mitigate adverse effects, which can include illness, death, and health system strain, and which may impact economic and political stability. In recognition of this need, HHS built into its Strategic Plan an objective focused on protecting health and safety during emergencies, and fostering resilience in response to emergencies. HHS maintains a wealth of scientific and technical expertise and international experience that is frequently called upon by both

domestic and international partners during and after international emergencies, both natural and man-made, to investigate outbreaks, to treat the sick and injured, and to take part in mitigation efforts. In international disasters, HHS coordinates with others, including USAID's Office of Foreign Disaster Assistance and the World Health Organization and its regional bodies, as well as defense, diplomatic, and other emergency response partners.

***Key Priorities:***

- Support the development of sustainable response capacities and coordination mechanisms for addressing public health emergencies consistent with the International Health Regulations(2005)
- Provide technical expertise and share mechanisms for investigating disease outbreaks and identifying their cause
- Collaborate with international partners to develop best practices and standard indicators and guidelines for responding to natural and man-made disasters, including a focus on improved coordination and response practices
- Develop policy frameworks, agreements and operational plans to facilitate HHS decision-making in response to both single and multiple international requests for emergency assistance, including for the deployment of medical countermeasures and HHS personnel



## Objective 4: Increase the Safety and Integrity of Global Manufacturing and Supply Chains

**Enhance regulatory systems and global manufacturing and supply chains to ensure the safety of medical products, food, and feed that enter into the United States.**

Effective regulatory frameworks, transparent and accountable manufacturing and supply chain systems, and strong regulatory and procurement authorities are central in assuring the safety, quality and availability of food and medical products in an effective public health system. Global manufacturing and supply chains are complex networks, with many potential vulnerabilities and risks, especially when country-level regulatory systems are lacking or under-resourced. Taking a proactive approach to product safety and quality, HHS has expanded its global role in strengthening food and medical product regulatory systems, supported the development of risk-based systems to target field operations and effectively



identified and responded to food, feed and medical product safety concerns. We have engaged in bilateral and multilateral partnerships and agreements to further this objective, which echoes several objectives from the HHS Strategic Plan, including making investments in the regulatory sciences to improve food and medical product safety and efforts to reduce infectious diseases.

***Key Priorities:***

- Identify key risks in the global manufacturing and supply chain and implement strategies to mitigate them in cooperation with other governments and international agencies
- Strengthen strategic regulatory partnerships to promote a safer, higher quality global supply of medical products, food and feed



Photo Credit: Unites States Mission to Geneva

## Objective 5: Strengthen International Standards through Multilateral Engagement

**Provide leadership to establish, strengthen and implement science-based international health and safety standards and support multilateral efforts to improve global health policies, programs, and practice.**

HHS plays a significant role in establishing, implementing and evaluating science-based standards, norms, and guidance across diverse areas of global health. By contributing this expertise and leadership, HHS supports both bilateral and multilateral efforts to improve quality of care, facilitate communication and collaboration, make maximum use of local capacity, and encourage innovation. Working with WHO and other United Nations bodies, HHS shares USG standards with the global community, assists countries and private companies to understand and comply with the United States laws and health and safety standards,

and supports multilateral efforts to establish and implement such norms. By participating in these processes, the USG also has the opportunity to learn from our partners and to strengthen and improve our own health policies and services.

To maximize impact and sustainability, many of HHS's efforts to strengthen international standards are carried out through multilateral engagement. HHS provides technical expertise to international organizations on collaborative scientific and programmatic projects in the areas of infectious and chronic diseases, substance abuse and mental health, environmental health and climate change, worker safety, injury prevention, and quality of care. These multilateral activities also reinforce our extensive bilateral engagements, and underscore our emphasis on addressing local needs, and building local capacity to ensure a sustainable impact. These efforts reflect a number of broader HHS goals, including efforts to advance science and innovation, strengthen infrastructure and the workforce, and improve the integrity and accountability of programs.

***Key Priorities:***

- Ensure an appropriate leadership role for the U.S. in the development of science-based norms and standards, particularly within the World Health Organization and other multilateral bodies addressing health issues
- Strengthen existing multilateral relationships and develop new strategic alliances to maximize the achievement of our global health goals and objectives



## Objective 6: Catalyze Health Research Globally

**Catalyze biomedical and public health research and innovation globally to promote the discovery, development, delivery and evaluation of new interventions that improve health and well-being across national borders.**

Improving human health and safety requires the effective use of existing knowledge and resources, as well as the discovery and development of better ways to understand and address global health challenges. The strong emphasis HHS has put on research and innovation is articulated in the HHS Strategic Plan goal to accelerate scientific discovery to improve patient care. HHS agencies partner with Ministries of Health, WHO and other organizations to support and conduct collaborative research focused on specific diseases and health conditions, train individual researchers, and enhance institutional research and training capacity. HHS and HHS-supported researchers collaborate with scientists

worldwide to understand all the factors that influence human health, and to find new tools and effective approaches that will help diagnose, prevent, and control disease. HHS studies individuals, populations, infectious organisms, and environmental and other risk factors with the ultimate goal of improving health in the United States and worldwide. This engagement allows us to exchange knowledge and best practices that can accelerate research and innovation, improve health protection, as well as access to, and quality of health care for all populations in the US and abroad.

***Key Priorities:***

- Address research priorities that are linked to scientific opportunity, public health needs, and the evolving burden of disease
- Support the rapid translation of research results into new or improved preventive, diagnostic, and treatment products and processes, and incorporation into health policies and practice, in diverse global settings, including resource-poor environments
- Encourage research that identifies causative pathways of the spread of infectious disease and other health threats



## Objective 7: Identify and Exchange Best Practices to Strengthen Health Systems

**Increase the exchange of best practices to improve health strategies, with a focus on comprehensive strengthening of health systems.**

The six critical building blocks of a health system are health services, the health workforce, health information systems, medical products and technologies, health financing, and leadership and governance . HHS brings to the global arena technical expertise and experience across these elements, especially in the areas of human resources for health, service delivery, and regulatory science and systems. HHS has trained personnel in other countries to manage surveillance systems and laboratory networks, to develop medical research capacity, and to strengthen their food and drug regulatory capacities. HHS also partners with local universities to train health care workers to strengthen service delivery and systems of care in resource-poor countries. HHS supports the Global Health Initiative's

focus on strengthening health systems, PEPFAR's goal to increase the number of new health care workers in sub-Saharan Africa by 140,000, and efforts to strengthen medical education systems, and develop strategies to retain medical personnel in their home countries. These efforts focus on responding to local needs, maximizing the use of local resources through task-shifting, and ensuring a long-term impact.

While HHS partners with other governments to strengthen their health systems, those activities also serve ultimately to protect the health and safety of Americans. Efforts abroad can be instructive to efforts at home, especially in improving quality and enhancing safety, as well as reaching vulnerable populations; HHS has articulated related approaches in its Strategic Plan. Having well-developed workforce capacity to run stronger research networks, oversee improved food and drug regulatory systems, and manage surveillance and response systems all have significant impacts on the health and well-being of all populations, both foreign and domestic.

***Key Priorities:***

- Support collaborative health system strengthening activities, including workforce development, that are both consistent with country priorities and have the greatest potential public health impact
- Promote the global exchange of best practices and lessons learned to ensure that evidence supports decisions and program implementation
- Address the underproduction and retention of health professionals in developing countries



## Objective 8: Address the Changing Global Patterns of Death, Illness and Disability

**Encourage global action to address the major current and emerging contributors to global death, illness and disability.**

The changing patterns of health challenges include non-communicable diseases (NCDs) such as cardiovascular disease, cancer, chronic respiratory illnesses, diabetes, mental, neurological and substance use disorders, unintentional injuries, interpersonal violence, environmental risk factors, and an aging population.

These shifting disease burdens place a significant strain on countries across the globe, as most health systems are set up to address acute conditions rather than chronic and persistent needs. The growth of global commerce has also increased the availability of unhealthy food and beverage products high in fats, sugars, and salt, and other harmful products such as tobacco, with recognized negative health impacts. Additionally, inequities in health within and across populations



arise because of underlying risk factors and social conditions that contribute to disease and illness. These social determinants of health must be addressed to fundamentally improve equity of health outcomes and long-term impacts.

HHS efforts to address the leading causes of death, illness and disability include directing research toward non-communicable disease and injury prevention, emphasizing program capacity to address multiple chronic conditions, integrating surveillance for all leading causes of death into national surveillance and vital registration systems, focusing on increasing policy and programmatic options for reducing risk factors, relying on evidence-based practices and promoting integrated responses. A number of strategies are described in the HHS Strategic Plan objective that focus on promoting prevention and wellness to reduce the incidence and impact of chronic disease.

***Key Priorities:***

- Promote the development, implementation, evaluation and dissemination of cost-effective prevention, policies, strategies and interventions for NCDs
- Promote the integration of effective public health policies and trade policies
- Strengthen health system capacities to address multiple NCDs by fostering evidence-based interdisciplinary practice and promoting integrated community approaches that include other sectors



## Objective 9: Support the Global Health Initiative (GHI)

**Support the GHI to achieve major improvements in health outcomes through strengthened health systems, with emphasis on women, children and families, as confirmation of the US commitment to the health-related Millennium Development Goals.**

HHS and many of its agencies have participated actively in the development and implementation of the President's Global Health Initiative, designed to help partner countries improve health outcomes through strengthened health systems. GHI goals are to improve health outcomes related to control of HIV/AIDS, TB, malaria and neglected tropical diseases in low-income countries, and to focus on the health of women, newborns and children through programs for nutrition, reproductive, maternal and child health, and safe water. GHI aims to reduce death and disease through a comprehensive, whole-of-government approach,

emphasizing the coordination of activities across agencies and sectors. HHS and its agencies provide technical expertise, health and scientific leadership, and on-the-ground experience in health systems around the world. HHS, CDC, NIH, FDA and HRSA are members of the GHI Strategic Council, and CDC serves on the Operations Committee with DOS's Office of the Global AIDS Coordinator and USAID.

HHS is committed to actively supporting the implementation of the GHI and helping countries reach GHI targets and goals. HHS's sustained engagement will include working with partner Ministries of Health to build capacity and provide scientifically rigorous and evidence-based guidance. HHS will continue to leverage its expertise to ensure that all USG investments in global health are maximized and achieve sustainable impact.

***Key Priorities:***

- Contribute to the achievement of GHI goals and principles in the areas of HIV, malaria, TB, neglected tropical disease, maternal and child health, nutrition, safe water, sanitation, and hygiene, and focusing on women-centered programming, country ownership, integration and coordination, and health system strengthening
- Support the integration of public health services for prevention and control of key diseases such as HIV/AIDS and vaccine-preventable diseases with other priority health interventions in health facilities and other settings, as appropriate.



## Objective 10: Advance Health Diplomacy

**Within the broader context of U.S. foreign policy, engage on health issues with diplomatic partners, whether individual countries or international organizations and strengthen peer-to-peer technical, public health, and scientific relationships.**

For any nation, the health and well-being of its population has broad social, political, and economic implications. Health cooperation is an important part of our foreign policy, and HHS works closely with the State Department, USAID, and other agencies to advance the policy and assistance goals determined by the President. International health cooperation efforts carried out by HHS can transcend diplomatic challenges and may become an opening for the USG to improve strong and mutually beneficial ties to other countries. In cases where more traditional diplomatic relationships may be strained, HHS health cooperation activities can help continue relationships with governments at a non-political level, as well as foster dialogue and grow new partnerships with academic institutions, nongovernmental organizations, and civil society. As the primary health agency of the

USG, HHS's role is to bring critically needed scientific rigor and technical expertise to the intersection of global biomedical research and health and international relations, through field staff and technical experts who are central to our health diplomacy work. HHS's health attachés, senior health experts with in-depth understanding of HHS's core capacities, on detail to the management team of USG Embassies, serve as key members of their Ambassadors' teams, advising on a wide range of health issues, collaborating with in-country partners, and advancing the exchange and dissemination of scientific and evidence-based knowledge. They also represent the U.S. in key multilateral fora to promote U.S. policy positions, and play a key role in negotiating acceptable outcomes consistent with U.S. objectives. Such engagement reinforces USG political goals and initiatives, bringing scientific and technical expertise to bear as part of a smart power approach. Placement of HHS personnel within other foreign policy agencies in Washington, DC is also essential to making health issues a priority for U.S. engagement abroad.

Given the critical nature of this health diplomacy work, it is essential to provide increased structure in both short- and long-term career development for staff performing these functions. This would include appropriate training for personnel in HHS and USG agencies, and a clear and recognized professional path for those engaged in global health and health diplomacy.

***Key Priorities:***

- Assign health attachés to selected U.S. embassies for international cooperation, ensuring that political, security, development and health objectives are maximized
- Establish a Global Health Career Track within HHS to formalize career opportunities and training for people working in the global health arena, including in overseas assignments
- Partner with the Department of State to bolster knowledge about global health among the diplomatic corps
- Strengthen diplomatic knowledge, negotiation skills and understanding of development principles for HHS field staff and technical health experts



## Next Steps

The Global Health Strategy outlines HHS's approach to achieving our global health vision of a healthier and safer world, for the benefit of the American population. Incorporating this strategy, and the underlying principles, into agency workplans and identifying necessary actions will be the next step. This document does not seek to centralize decisions about specific global health activities that will be undertaken; however, it is expected that those global health activities and plans will be consistent with and justified on the basis of their contributions to meeting the goals and objectives of the GHS.

The HHS Office of Global Affairs in the Office of the Secretary will ensure that the GHS is integrated into planning, decision-making, spending, implementing, and evaluating our global health actions. This includes prioritizing activities and partnerships, leveraging our investments and the work of other U.S. and global actors, and improving coordination and communication.

HHS looks forward to working with our partners across the USG, international organizations, civil society and other interested parties as we implement the HHS Global Health Strategy.





# Appendix A: HHS Organizational Structure

Organizational chart as of May 31, 2011.



\*Designates a component of the U.S. Public Health Service.



# Appendix B:

## HHS Agencies and Offices with Global Health Activities

Nearly all HHS agencies have some global health engagement. Their diverse set of global health activities involve biomedical research, surveillance and laboratory strengthening, public health practice, food, drug and device safety, healthy aging, health care quality, emergency preparedness and response, and a variety of other topics.

## Operating Divisions

### Administration on Children and Families (ACF)

<http://www.acf.hhs.gov>

The Administration for Children and Families promotes the economic and social well-being of children, youth, families and communities. ACF is increasingly called upon by international organizations and representatives from other countries to share their expertise on a broad array of human services issues including: adoption, foster care, child protection, child support, early childhood development, disabilities, youth development, social protection and disaster preparedness among others. The Office of Refugee Resettlement administers a number of programs of international importance including among others: social services to refugees, asylees, Cuban/Haitian Entrants, Afghan and Iraqi Special Immigrant Visa holders, survivors of torture and foreign victims of human trafficking. The Office of Refugee Resettlement also provides care for Unaccompanied Alien Children and Unaccompanied Refugee Minors. Over the past few years, ACF has increased its involvement in the Interagency Working Group on Orphans and Vulnerable Children (Public Law 109-95), attended international meetings on child support, early childhood development and youth development and represented the United States at meetings of UNICEF, the Organization of American States and other international organizations.

## Agency for Healthcare Research and Quality (AHRQ)

<http://www.ahrq.gov>

The Agency for Healthcare Research and Quality (AHRQ) is dedicated to improving the quality, safety, efficiency, and effectiveness of health care for all Americans. The goal of AHRQ's research is to produce measurable improvements in American health care, gauged in terms of improved quality of life, patient outcomes, and lives saved. AHRQ routinely collaborates with international organizations to promote shared learning. AHRQ frequently hosts international officials, researchers, and delegations interested in learning about AHRQ's programs and in sharing their experiences.

## Administration on Aging (AoA)

<http://www.AoA.gov>

The mission of the Administration on Aging (AoA) is to develop a comprehensive, coordinated and cost-effective system of home and community-based services that helps elderly individuals maintain their health and independence in their homes and communities. As the federal focal point for older Americans and their caregivers, the AoA plays a vital role in information exchange with other countries on aging issues, and in collaborating with the Department's Office of Global Affairs, other Federal departments, international organizations, and nongovernmental organizations to enhance aging programs and policies worldwide. AoA routinely hosts officials and delegations from around the world and assists in developing U.S. study tours for foreign officials interested in learning more about U.S. programs.

## Agency for Toxic Substances and Disease Registry (ATSDR)

<http://www.atsdr.cdc.gov>

In the course of investigating thousands of hazardous waste sites over 25 years, the Agency for Toxic Substances and Disease Registry (ATSDR) has become a leading resource for toxicological information for toxicologists, researchers, public health officials, and clinicians around the world. The agency's Toxicological Profiles set the standard for reliable information about chemical contaminants. ATSDR's online resources, including its Case Studies in Environmental Medicine, advance continuing education about chemicals for clinicians and scientists around the world.

## Centers for Disease Control and Prevention (CDC)

<http://www.cdc.gov>

The U.S. Centers for Disease Control and Prevention (CDC) uses its public health expertise to save lives and improve health around the world. CDC works with more than 160 countries to solve global health problems through science and collaboration, particularly through its longstanding partnerships with Ministries of Health and multilateral organizations. CDC's Center for Global Health coordinates and manages the agency's global health programs to rapidly detect and effectively respond to global health challenges such as HIV, TB, malaria, vaccine-preventable diseases, emergency and refugee health, environmental disasters and poisonings, deficiencies in micronutrients, non-communicable diseases, injuries, and other health threats; to strengthen the health security of the U.S. by preventing the spread of global emerging diseases; and, to help build long-lasting public health systems in the poorest countries in the world helping their governments protect the health of their citizens. CDC has staff assigned internationally, working with other countries and with multilateral organizations to improve global health.

## Centers for Medicare & Medicaid Services (CMS)

<http://www.cms.gov>

The Center for Medicare & Medicaid Services (CMS) operates National Health Insurance Programs, Medicare, Medicaid and the State Child Health Insurance Program in the United States. CMS routinely hosts official delegations from all over the world to learn primarily about Medicare, the Prospective Payment System, and Quality of Care regulations, programs and financial management, and participates in international meetings on healthcare reform and financing.

## Food and Drug Administration (FDA)

<http://www.fda.gov>

The Food and Drug Administration (FDA) strategically engages with its regulatory counterparts and other relevant stakeholders, which are increasingly international, to enable the multiple cascading benefits that result from a safer, more effective, higher quality global supply of food and medical products. The FDA is working actively and collaboratively on a global scale, including establishing in-country presences in China, India, Europe, Latin America, the Middle East and North Africa, and southern Africa to regulate imported products. The FDA benefits from leveraging the activities and resources of trusted foreign counterpart regulatory authorities and multinational organizations.

## Health Resources and Services Administration (HRSA)

<http://www.hrsa.gov>

Health Resources and Services Administration (HRSA) is the primary Federal agency for improving access to health care services for Americans who are uninsured, isolated or medically vulnerable. While HRSA has limited authority for international work, HRSA is well-positioned to make key contributions that will enable U.S. global health programs to make a long-term shift toward country-led, sustainable programs, which operate in partnership with the U.S. HRSA has an array of technical skills and domestic experience in health systems strengthening and development, health care services in resource poor settings, and in health professions workforce training and development.

## Indian Health Service (IHS)

<http://www.ihs.gov>

The mission of the Indian Health Service, in partnership with American Indian and Alaska Native people, is to raise their physical, mental, social, and spiritual health to the highest level. As such, the focus of the work of IHS is necessarily domestic. However, IHS is frequently contacted by high level representatives from other countries with substantial indigenous populations to exchange information and learn from our programs. As an example, HHS has an ongoing relationship with Health Canada that seeks to raise the health status of American Indians and Alaska Natives in the USA and First Nations and Inuit people in Canada by improving approaches to health issues, identifying and reinforcing promising best practices and sharing knowledge and learning experiences, with special attention to research on and response to Fetal Alcohol Spectrum Disorder and suicide prevention.

## National Institutes of Health (NIH)

<http://www.nih.gov>

The National Institutes of Health's (NIH) mission is to seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce the burdens of illness and disability. Through its 27 Institutes and Centers, NIH supports and conducts global research into the causes, diagnosis, treatment, control, and prevention of diseases. It also promotes the acquisition and dissemination of medical knowledge to health professionals and the public throughout the world. Encouraging a greater focus on global health is a key theme of NIH leadership.

## Substance Abuse and Mental Health Services Administration (SAMHSA)

<http://www.samhsa.gov>

The Substance Abuse and Mental Health Services Administration's (SAMHSA) mission is to reduce the impact of substance abuse and mental illness on America's communities. In this regard, SAMHSA provides consultation and technical assistance to international agencies on behavioral health issues, particularly on effective services and interventions for underserved and at-risk populations such as women and children experiencing psychological trauma. Given the significant role of mental and substance use disorders in both non-communicable and infectious diseases, SAMHSA also helps to advocate for an increased global focus on behavioral health.

## Office of the Secretary, Staff Divisions

These divisions provide leadership, direction, and policy and management guidance to the Department, including in the areas of global health and international engagement.

## Immediate Office of the Secretary

### Office on Disability (OD)

<http://www.hhs.gov/od>

The Health and Human Services Office on Disability (OD) oversees the implementation and coordination of programs and policies that enhance the health and well-being of people with disabilities across all ages, races, and ethnicities. The Director of the Office advises the Secretary on disability policy issues. The OD consults with officials and delegations from around the world interested in learning more about disability policies in the United States.

## Office of Security and Strategic Information (OSSI)

The Office of Security & Strategic Information (OSSI) provides Department-wide policy direction, coordination, and performance assessment for HHS organizational components within the areas of: physical security; personnel security, information security, communication security; threat assessments; and strategic information. OSSI supports HHS's global health efforts by providing relevant strategic information designed to protect HHS personnel and advance HHS global health programs and activities.

## Assistant Secretary for Administration (ASA)

<http://www.hhs.gov/asa>

The Assistant Secretary for Administration provides leadership for HHS departmental administration, including human resource policy, information technology, and departmental operations. The ASA also serves as the operating division head for the HHS Office of the Secretary. ASA oversees all HHS departmental branches in the areas of human resources policy, equal employment opportunity, diversity, facilities management, information technology and the Department's service operations, including overseas activities.

## Office of the Assistant Secretary for Health (OASH)

<http://www.hhs.gov/oash>

The Office of the Assistant Secretary for Health (OASH) consists of 14 core public health offices, including the Office of the Surgeon General and the U.S. Public Health Service Commissioned Corps, 10 Regional Health Offices across the nation, and 10 Presidential and Secretarial advisory committees. The OASH includes an array of interdisciplinary programs relating to disease prevention, health promotion, the reduction of health disparities, women's and minority health, adolescent health, HIV/AIDS and chronic infectious diseases, vaccine programs, fitness, sports and nutrition, bioethics, population affairs, blood supply, research integrity and human research protections. The Assistant Secretary for Health oversees the OASH and also serves as senior public health advisor to the Secretary. In addition, Healthy People has, for the first time, included a Global Health topic area with 5 objectives within Health People 2020 – the public health goals and objectives for the Nation for the next decade. This program is overseen by the Office of Disease Prevention and Health Promotion.



## Assistant Secretary for Planning and Evaluation (ASPE)

<http://www.hhs.gov/aspe>

The Assistant Secretary for Planning and Evaluation (ASPE) is the principal advisor to the Secretary of the U.S. Department of Health and Human Services (HHS) on policy development, and is responsible for major activities in policy coordination, legislation development, strategic planning, policy research, evaluation, and economic analysis. ASPE represents HHS and the United States Government on the Executive Board of the Health Committee at the Organization for Economic Cooperation and Development (OECD). ASPE also provides ongoing technical assistance for the policy development and evaluation of the HHS Global Health portfolio.

## Assistant Secretary for Preparedness and Response (ASPR)

<http://www.hhs.gov/aspr>

The Office of the Assistant Secretary for Preparedness and Response (ASPR), on behalf of the Secretary of HHS, leads the nation in preventing, preparing for, and responding to the adverse health effects of public health emergencies and disasters. As part of its mission, ASPR provides leadership in global health security matters by participating in bilateral and multilateral partnerships to advance public health preparedness and response planning and by building international capacity for infectious disease surveillance and sustainable influenza vaccine production. ASPR also develops strategic policy and operational frameworks for HHS's international assistance engagement in support of the US Government's international incident responses.

## Center for Faith-based and Neighborhood Partnerships (CFBNP)

<http://www.hhs.gov/fbci>

The Center for Faith-based and Neighborhood Partnerships (Partnership Center) leads the department's efforts to build and support partnerships with faith-based and community organizations in order to better serve individuals, families and communities in need. The Partnership Center's work in global health involves strengthening the organizational capacity of civil society organizations for critical sustainable development and the creation of stable health infrastructure.

## Office of Global Affairs (OGA)

<http://www.hhs.gov/ogha>

The Office of Global Affairs (OGA) represents the Department to other governments, other Federal Departments and agencies, international organizations and the private sector on international and refugee health issues. OGA promotes the health of the world's population by advancing the Secretary's global strategies and partnerships and is the point of coordination for global health policy, security and initiatives within the U.S. government. OGA supports the Secretary and HHS leadership by providing strategic direction for global health, which allows for a consistent approach across government sectors and multilateral organizations.

## Office of the National Coordinator for Health Information Technology (ONC)

<http://healthit.hhs.gov>

The Office of the National Coordinator for Health Information Technology (ONC) is the principal Federal entity charged with coordination of nationwide efforts to implement and use the most advanced health information technology and the electronic exchange of health information. ONC promotes availability and widespread use of broadly recognized and openly available standards in lieu of local, proprietary standards. Availability and use of internationally recognized standards remove significant non-tariff barriers to trade and thus enables and encourages vendors to compete for global market share based on the value and innovative features they deliver to their customers.

Further information on HHS international engagement and activities can be found on the individual agencies and offices' websites listed above and at [www.globalhealth.gov](http://www.globalhealth.gov).

Information on the President's Global Health Initiative and other U.S. Government international health activities is available at <http://www.ghi.gov/>.





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