



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





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THE SECRETARY OF HEALTH AND HUMAN
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As individual nations confront challenges to their population's health, safety, and well-being, we are seeing an important truth: No country can operate in isolation. Health concerns of the 21st century don't stop at national borders, and as we strengthen the well-being of communities in our own countries, we must also seek global solutions.

Our mission at the U.S. Department of Health and Human Services (HHS) is to provide all Americans with the building blocks for healthy and productive lives. This goal requires us to recognize both the threats and the opportunities that have emerged in our increasingly interconnected world. The global health community is witnessing unprecedented changes in the patterns of human health, disease, and longevity that demand deepening our engagement with one another to address their causes and consequences.

In 2012, HHS released its Global Health Strategy to guide the Department's actions in global collaboration. As challenges and opportunities arise, our strategies have evolved to keep pace. In that spirit, we developed a renewed HHS Global Strategy to reflect our priorities for action to improve global health and well-being.

This Global Strategy outlines HHS's approach and key priorities for enhancing our collective capacity to prevent, detect, and respond to emerging health threats; advance the self-sufficiency of individuals, families, and communities through human services; and collaborate with partners, exchanging expertise to improve health and raise living standards worldwide.

Working with our partners across government agencies, international organizations, civil society, and the private sector, we are able to have even greater impact – eliminating disease, pushing the boundaries of innovation, and helping a new generation grow up healthier in safe, supportive environments.

The Global Strategy will guide our actions to advance scientific knowledge and innovation, strengthen partnerships and systems for health and human services, anticipate and adapt to changing global health and demographic patterns, and position our expertise to advance diplomacy and improve global health outcomes. Through this work, we will strengthen the health of our nation and the world.

Sylvia M. Burwell

/Sylvia M. Burwell/

Secretary

Executive Summary

The increasing interconnectedness of our world requires that the Department of Health and Human Services (HHS) engage globally to fulfill its mission of protecting and promoting the health, safety, and well-being of Americans. While HHS carries out the majority of its work within our borders, our scientists, epidemiologists, and policy experts work with governments, research institutions, and multilateral organizations across the globe toward achieving this mission. The Department's efforts also provide the opportunity for HHS to share technical expertise, exchange best practices, and collaborate on science, public health, and policy efforts that contribute to a healthier, safer world. HHS's global human services work encompasses the cross-cultural educational, social, and economic support activities that promote health, well-being, safety, and resilience of individuals and communities across the globe. This Global Strategy of the Department of Health and Human Services (Global Strategy) describes the approaches that will guide HHS's global efforts to prevent disease and impairment, prolong life, and promote health and well-being.

The Global Strategy identifies three goals that contribute to achieving HHS's vision of a healthier, safer world: (1) to protect and promote the health and well-being of Americans through global action; (2) to provide international leadership and technical expertise in science, policy, programs, and practice to improve global health and well-being; and (3) to work in concert with interagency partners to advance U.S. interests in international diplomacy, development, and security through global action.

Ten critical objectives, focused on strategic priorities that benefit the American people as well as the international community, support these three goals. These objectives call on HHS to work with partners to advance scientific knowledge and innovation; strengthen partnerships and systems to prevent, identify, and respond to health and well-being challenges; strengthen supply chains and enhance international standards; anticipate and adapt to changes in global patterns of disease, death, and impairment; and deploy our expertise to advance diplomacy and improve global health outcomes. (See Figure 1.)

Under each objective, key priorities link these efforts to the broader goals and objectives articulated in the HHS Strategic Plan (FY 2014-2018). The Global Strategy also recognizes the key contributions of our partners within the U.S. government, as part of a unified approach, as well as collaborations with our international partners, including other national governments, multilateral organizations, and civil society, private sector, and other non-governmental groups.



Figure 1: A Healthier, Safer World



Health and Human Services Objectives

1. Prevent and Treat Infectious Diseases and Other Health Threats
2. Enhance Global Capabilities to Detect and Report Health Events
3. Prepare for and Respond to Public Health Emergencies
4. Increase the Safety and Integrity of Global Manufacturing and Supply Chains
5. Strengthen International Standards through Multilateral and Bilateral Engagement
6. Address the Changing Global Patterns of Death, Illness, and Impairment Related to Aging Populations
7. Catalyze Research Globally to Improve Health and Well-Being
8. Strengthen Global Health and Human Services Systems by Identifying and Exchanging Best Practices
9. Support the Integration of Global Health and Development Efforts to Improve Well-Being and Raise Living Standards
10. Advance Health Diplomacy



Introduction

The health, safety, and well-being of Americans and people of different countries around the world are more closely linked than ever before. People move around and travel more, and so do the goods they use or consume, including food, drugs, medical devices, and feed for animals. This certainly offers health benefits, but also can increase exposure to potential health risks originating outside of the United States. Changing demographics and the interdependence of populations present governments with new challenges, but this new landscape also creates opportunities for learning how to best protect and promote health and well-being. International collaboration among leading researchers and health professionals is building the foundation for advances in medicine, health care delivery, public health, human services, and developing a health workforce from which all benefit, regardless of nationality.

Improving health and promoting resilience often requires working outside of the health sector. Conditions in the environments in which people are born, live, learn, work, play, worship, and age—often called the social determinants of health—affect quality of life and health in a wide range of ways. Improving those conditions through high-quality health and human services—including educational, social, and economic support—can help to advance the health, safety, and well-being of individuals, families, and communities. For instance, case management, transportation, and assistance with household tasks can provide the stable environment that individuals with HIV need to successfully manage their condition. Such support can also promote prevention, treatment, and recovery among individuals with or at risk of behavioral health issues. The necessary links between services and health outcomes are not always self-evident, and the global sharing of best practices can make quality care more accessible to all.

Recognizing the vital connection between the health and well-being of Americans and that of people worldwide, 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 and human services efforts. The United States joined with other countries to create the United Nations' (UN) World Health Organization (WHO); spearheaded the international effort to eradicate smallpox; invests heavily in programs to study, prevent, and treat HIV and AIDS, tuberculosis, and malaria; and continues to be a leading voice in the creation of global benchmarks in providing services for older adults and people with disabilities. The United States also supports compliance with the WHO International Health Regulations (IHR), a global framework to address multinational public health threats, and with the WHO Global Code of Practice on the International Recruitment of Health Personnel. Yet global challenges remain, including developing a competent health workforce and deploying them in a manner that ensures equitable access to quality health care services; sustaining current efforts to prevent and control endemic and emerging infectious diseases; addressing the growing global burden of non-communicable diseases (NCDs) including injuries; countering global health security threats; ensuring the safe, quality supply of food, feed, and medical products; meeting the needs of vulnerable populations; and maximizing community inclusion of all people throughout their lives. Recognizing the world's interconnectedness means taking account of worldwide factors in decisions and policy implementation.

HHS's Global Vision

HHS is committed to acting to create a healthier, safer, and more integrated world. A systematic approach to global health and human services, working across national boundaries and through collaborative international efforts, will help meet the needs of individuals, communities, and countries. It will inform and be consistent with the agreements we reach with other nations through international institutions and further the United States' priorities in international development, security, and diplomacy.

HHS's strategic approach to global action requires:

- implementing and evaluating research, policies, programs, and practices that improve health, health services and systems, and health equity;
- emphasizing transnational health and human services issues, determinants, and solutions; and
- promoting interdisciplinary collaboration within and beyond the health and human services sciences.

In an era of financial constraints, HHS must focus on activities that best support its core mission to protect and improve the health and well-being of Americans. The Global Strategy seeks to set priorities across the Department's current global activities to find ways to work effectively within HHS and with other USG agencies and international partners.

HHS's Global Role

HHS is directed by Congress and entrusted by the American people to protect their health and well-being. HHS's authority to act globally resides in three major areas: (1) U.S. Code, (2) appropriations law, and (3) the International Health Regulations (IHR) (2005).

- Within **the U.S. Code**, several titles authorize global action on health and human services issues: Title 6—Domestic Security, relates to the control of communicable diseases; Title 21—Food and Drugs, relates to foods, human and veterinary drugs, biologics, medical devices, and tobacco products; Title 22—Foreign Relations and Intercourse, covers 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, covers research and research training, capacity building, and activities related to influenza and other infectious diseases, non-communicable diseases, border health, outbreak and emergency response, public health, immunization programs, social welfare, and international cooperation.
- HHS's global authorities are also embedded in **appropriations law**, legislative acts that authorize agencies to spend designated public funds for a specified purpose, for example the 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.

- The United States is a signatory to the **IHR (2005)**, a binding agreement, along with 196 countries, including all member states of WHO. The IHR (2005) requires that countries conduct surveillance for potential international health threats of all kinds and report those to WHO within a narrow time frame. The IHR also requires that countries prepare for and respond effectively to contain disease outbreaks and other health hazards before they negatively affect trade and travel, and cooperate with one another to develop coordinated surveillance, communications, and response capabilities.

To accomplish its mission, most of the 11 operating divisions and 16 staff divisions in the HHS family of agencies engage in global health activities. 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) lead a majority of global health research and programming. The Administration for Community Living (ACL) and the Administration for Children and Families (ACF) lead most of HHS's global human services work (see Appendix A, HHS organization chart; and Appendix B, description of agencies and staff offices). HHS has over 2,500 individuals employed in more than 75 countries, including a significant number working within ministries of health and multilateral organizations. HHS has seen a growing demand for scientific, technical, regulatory, and policy expertise and works to leverage its assets to maximize global impact. HHS intends to accomplish this by continuing to: (1) assess and set priorities for international engagements; (2) improve collaboration and coordination among HHS agencies and offices; (3) strengthen relationships within the USG and with multilateral and other partners, at headquarters and in the field; and (4) support the global exchange of best practices and lessons learned. In addition, HHS has included both global health and the social determinants of health as topic areas within Healthy People 2020 – the nation's public health goals and objectives for the decade and the key measures by which HHS understands public health impact. HHS supports the USG's strong leadership role in the global health arena, while HHS's domestic programs and policies concurrently learn and benefit from the experiences and successes of other countries and partners.

Partnership in the Global Environment

HHS can be most effective outside the borders of the United States by collaborating with other actors to maximize impact and sustainability of our global efforts. Among them:

- **U.S. Government Agencies:** Key partners include the U.S. Agency for International Development (USAID); the U.S. Peace Corps; the Departments of Agriculture, Defense, Education, Homeland Security, Justice, Labor, State, and Treasury; as well as other agencies engaged in global efforts to improve development, health security, food security, nutrition, environmental health, and human services.
- **National Governments:** HHS has long-standing peer-to-peer relationships with more than 190 national ministries of health, scientific, and regulatory agencies, and other national bodies working to improve health and well-being, such as ministries of gender, sport, and children's affairs.
- **Multilateral Organizations:** Key agencies include 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 UN Children's Fund (UNICEF); the UN Food and Agriculture Organization (FAO); the World Bank Group; the UN Human Rights Council (UNHRC); the UN Office of Drugs and Crime (UNODC); Gavi, the Vaccine Alliance; and the International Labor Organization (ILO).

- **Civil Society and Non-Governmental Groups:** Although too numerous to list, these diverse global and local actors include international humanitarian service organizations, academic institutions, and private philanthropies. These entities also include civil society, faith- and community-based groups, and private sector enterprises, as well as advocacy groups that conduct research, operate programs, build capacity, provide expertise, protect rights, and raise awareness and funding necessary to confront specific global health threats.

The Global Strategy (2015-2019)

The Global Strategy derives from both the HHS mission to protect and promote the health and well-being of the American people and the HHS Strategic Plan (FY 2014-2018), which emphasizes making investments where they will reach the most people, building effectively on the efforts of our partners, and leading to the biggest gains in health and well-being for the American people. It highlights HHS's role as a key contributor to this international work through broad national interests and Administration priorities, such as the National Security Strategy, National Health Security Strategy (2015-2018), the Global Health Security Agenda and the core principles guiding U.S. government global efforts to protect and improve the lives of mothers, women, children, and families.

The Global Strategy comprises three fundamental goals and 10 key objectives (Figure 1) that contribute to achieving HHS's global vision of a healthier, safer world. The three goals of the Global Strategy are deeply interrelated. None can be achieved in isolation from the others. HHS approaches its global activities through several fundamental operating principles, which characterize the priorities and philosophy of the Department and the Administration. HHS seeks to ensure that evidence-based knowledge informs decision-making, and that such knowledge is actively developed, exchanged, and disseminated. This approach highlights intensive and continued partnership and coordination with the full spectrum of global actors – thereby drawing upon the range of expertise, resources, and talent available. It also emphasizes responding to local needs and circumstances, especially of the most vulnerable populations, and maximizing the use and

building of local capacities. This is critical in ensuring a lasting, measurable impact from HHS's efforts. HHS prioritizes working with partners to achieve sustainable results, particularly through health system strengthening efforts. This approach prioritizes prevention and seeks to reduce disparities and improve health equity.

It is critical that HHS prioritize its efforts to maximize results. While the Global Strategy has broad goals, the HHS portfolio concentrates on those activities and approaches that: (1) make maximum use of technical strengths and comparative advantage; (2) provide the greatest returns on investments; (3) leverage HHS capabilities and resources as well as those of our partners; and (4) 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 engagement reflect our mission to protect and promote Americans' health, well-being, and security, while contributing the Department's unique assets that can improve health and well-being around the world. HHS's engagement with a range of experts, resources, and talent internationally helps the Department make better-informed decisions about our own investments, prioritize our actions, and ultimately improves outcomes for people at home and abroad.



Goal 1: Protect and Promote the Health and Well-Being of Americans through Global Action

HHS's mission requires global action to ensure the health, safety, and well-being of Americans. This mission drives the Department's work, from research on the genesis of disease and development of cures to efforts to protect the food supply, ensuring the safety and efficacy of therapeutics, policies, and programs to improve the quality of service provision, and assuring that the needs of vulnerable populations are met. Through coordinated efforts, such as exchanging best practices, supporting research, and engaging with international partners to improve our collective capabilities to deal with public health emergencies, we strengthen health security, reinforce human services, and improve health outcomes for those in the United States. Working to improve access to health care and services is one of the most important actions we can take for the health of all people. HHS and partners around the world share best practices, for example, on how to ensure that children have access to the range of support structures and tools they need to be safe and healthy and develop independence. HHS is a major collaborator in international networks that provide surveillance information to reduce potential threats to the health of Americans. Critical human health surveillance and laboratory capabilities enable HHS as well as its partners to track data, monitor trends, identify health priorities, and act in a timely manner. HHS also has a principal role in regulating products used by Americans, including medical products, human food, and animal feed that originate outside the country. U.S. regulatory agencies are often seen as a model of excellence and HHS expertise can help strengthen regulatory capacity on a global basis. By working across borders on these issues, HHS is able to leverage global knowledge on what works and better serve our population here at home.



Goal 2: Improve Global Health and Well-Being by Providing International Leadership and Technical Expertise in Science, Policy, Programs, and Practice

Maximizing health and well-being is an international priority, and U.S. skills, knowledge, leadership, and experience can guide effective collaborative action. HHS's unmatched expertise in biomedical and implementation science research, public health, regulatory science, strengthening the health workforce, program management, and health and human services policy can advance global health and well-being and help partners develop, implement, and utilize policies and practices proven to work. The world relies on HHS to catalyze research and innovations that lead to the discovery, development, delivery, and evaluation of new or improved medical and public health products, and to share best practices on the structures and tools to keep populations safe and healthy throughout their lives. HHS's recognized expertise in defining priorities and research 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, and on the urgent need to expand the drug pipeline of products capable of combating emerging diseases and antimicrobial resistance.

HHS recognizes that the tools to lead healthy lives go beyond access to medicines and encompass prevention, health promotion, and access to appropriate services and social supports. Exercising such leadership and lending expertise serves both to improve global health and well-being and to strengthen global appreciation for U.S. contributions. By identifying best practices and providing technical assistance on issues such as addressing violence, low health literacy, infectious disease, health disparities, and access to services and technologies, we build local capacity, strengthen the environment for information exchange, and integrate lessons learned to make programs more robust and sustainable. At the same time, the United States draws upon science, health policy, and programs in other countries

to improve our own activities and approaches. For example, studies conducted in Southern 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). Community health programs then effectively applied DOTS in U.S. localities where tuberculosis is a public health problem and are adapting the strategy to manage treatment for other health conditions.

Goal 3: Advance United States Interests in International Diplomacy, Development, and Security through Global Action

The global community increasingly recognizes that health engagement is a necessary component of international diplomacy, development, and security. HHS established the position of Assistant Secretary for Global Affairs to assure top-level engagement with international partners, and the Department of State established the position of U.S. Special Representative for Global Health Diplomacy to advance U.S. global health-related interests worldwide. President Obama's 2010 Policy Directive on Development also 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 strategies require disease surveillance and health system response capabilities to protect the health security of all people by reducing risks and responding to crises whether natural, accidental, or deliberate.



The Administration’s focus on global health security further underscores this linkage driving toward the vision of a world safe and secure from infectious disease threats. HHS leads USG efforts to establish partnerships that support providing technical, scientific, and operational resources to advance the health components of these broader priorities – from epidemiology and disease control to research and regulatory expertise, health security challenges, and global emergency response. At times, this requires working both bilaterally and multilaterally on critical issues at the intersection of health and social services, ranging from strengthening international public health and medical emergency preparedness and response capacities to securing transitional shelter for unaccompanied alien children in the United States. HHS has built close working relationships with service providers from countries of origin to ensure safe environments exist for displaced children and enable a more seamless transition when they return home. 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 relationships with Ministries of Health, embassy country teams, and delegations to key international bodies and negotiations.

Objectives

The 10 objectives of the Global Strategy build on core strengths and expertise embodied within HHS and contribute to the achievement of the Strategy’s three goals.



Objective 1: Prevent and Treat 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 reduce the emergence and spread of antimicrobial resistance and other health threats, within and across borders.

To accomplish this key objective, HHS works under the principle that prevention and early action are the best and most cost-effective mechanisms to stop infectious diseases and other threats. HHS works through bilateral and multilateral partnerships around the world to support diagnostic and surveillance capacity, increase global vaccination rates, build vaccine-manufacturing capacities, increase the prudent use of antimicrobial drugs, monitor disease trends where humans and animals interact, and improve the control of organisms that transmit infectious diseases. With the IHR (2005) as a guiding framework and the Global Health Security Agenda (GHSa) working to accelerate efforts, HHS works 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 and along border regions, and among international partners. Curbing the development and spread of antimicrobial resistance is a global effort that involves detecting and containing resistant pathogens, achieving responsible use of antimicrobial compounds, and developing affordable new drugs and drug classes for use should existing treatments lose efficacy. As part of this effort, HHS is implementing the international collaboration components of the National Action Plan for Combating Antibiotic-Resistant Bacteria (CARB), which includes support for achieving strategic objectives of the WHO Global Action Plan on Antimicrobial Resistance. Other health threats that require countries to work together to anticipate, detect, and respond include food safety, environmental safety, and radiological events. Collectively, these efforts help to protect the health security of Americans in an increasingly interdependent world.

The comprehensive American response to HIV/AIDS, malaria and, most recently, Ebola go beyond prevention to directly supporting care and treatment of those infected and affected. The effects of such major diseases on the societies where they occur call for proportionate response to help reverse them. HHS's ability to mobilize and send its own personnel and work with partners to mount a full national-level response is an important component of American global health leadership.

Key Priorities:

- Use bilateral and multilateral partnerships to support the development of sustainable capacities among partner governments and international agencies to address both public health emergencies and day-to-day public health and human service needs, consistent with the IHR (2005)
- Facilitate development, use, and evaluation of vaccines and other prevention strategies such as clean water and controlling insects that can transmit disease, focusing on achieving global disease reduction goals
- Support database and information technology infrastructure with global access and common portals for disease surveillance and monitoring purposes, including measures for early warning systems and monitoring holdings of and research conducted using 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



Objective 2: Enhance Global Capabilities to Detect and Report Health Events

Strengthen global surveillance to detect, track, identify, control, and prevent diseases and address health concerns that may affect, indirectly or directly, the health security of the U.S. population.

Improving global health requires understanding health issues and their underlying causes. Global health surveillance systems provide data and information, which is vital for making decisions. However, the quality of these systems varies across the world. In concert with efforts by USAID and the Departments of Defense and State, HHS provides critical financial and in-kind support and technical advice, bilaterally and a multilateral basis, to strengthen workforce and laboratory capacity and to enhance laboratory and point-of-care diagnoses and event-based monitoring globally. This support and advice enables international disease surveillance to become more effective. 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 conduct research and development for such threats. Most importantly, HHS strongly promotes surveillance as the basis for responses to an event by all appropriate sectors within the host country. Data systems must be compatible across countries to support effective responses to emergencies as well as longer-term planning and policy-making. HHS actively supports efforts to strengthen rapid reporting to WHO via channels established by the IHR (2005) and through international partnerships. Countries and regions with open and collaborative communications channels can make the critical difference in identifying an outbreak and containing it in one location or watching the same disease reach numerous locations around the world in a short time period. HHS actively supports USG engagement in the Global Health Security Agenda (GHSA), a results-oriented international collaboration of over 40 countries and multilateral partners to accelerate progress on these issues. Working through multisectoral and multilateral channels, GHSA aims to create a world safe and secure from infectious disease by increasing country, regional, and global capacities to prevent, detect, and respond to disease outbreaks.

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 through bilateral and multilateral engagement with 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, including during public health emergencies
- Develop and evaluate innovative surveillance, information management, and communication strategies including strengthening capabilities for countries to rapidly report to WHO during public health emergencies



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 priority for limiting potential public health emergencies, risks to public health can never entirely be eliminated. Consequently, effective preparedness ensures a rapid and coordinated international response to mitigate adverse health effects, including illness, death, trauma, and health system strain, which may affect economic and political stability. Post-disaster recovery efforts, including addressing mental health needs, aim to enable survivors to regain self-sufficiency and independence. HHS's Strategic Plan includes an objective on protecting health and safety during emergencies and fostering resilience in response to emergencies. HHS maintains a wealth of expertise and experience that is frequently called upon during and after emergencies, both

natural and human-made, to investigate outbreaks, treat the sick and injured, and take part in mitigation efforts. In international disasters, HHS coordinates with partners, among them other federal agencies, including USAID and the Departments of Defense and State; WHO and its regional bodies; and defense, diplomatic, and other emergency response partners. The National Health Security Strategy (2015-2018) aims to strengthen global health security by developing these cross-sector capabilities to respond to emergencies, and by contributing to the development of frameworks and policies guiding international response efforts.

Key Priorities:

- Support the development of sustainable response capacities and international coordination mechanisms for addressing public health emergencies consistent with the IHR (2005)
- Provide technical expertise and share mechanisms for investigating disease outbreaks and identifying their cause
- Collaborate with international partners to identify best practices and develop standard indicators and guidelines for responding to natural and human-made disasters, including a focus on improved coordination and response practices and information sharing across borders
- 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 medical or public health personnel
- Provide technical assistance to aid countries, communities, and individuals in addressing outbreaks and recovering from the effects of natural and human-made disasters, including behavioral health services



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. 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 partnerships and agreements to further this objective, consistent with several objectives from the HHS Strategic Plan.

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



Objective 5: Strengthen International Standards through Multilateral and Bilateral Engagement

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

HHS plays a significant role in establishing, implementing, and evaluating science-based standards, norms, and guidance across diverse areas of global health and well-being. By contributing this expertise and leadership, HHS supports efforts to improve quality of care, maximize people's independence and resiliency, facilitate communication and collaboration, make full use of local capacities, and encourage innovation. Working with WHO, FAO, 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 standards,

and supports multilateral efforts to establish and implement norms which facilitate positive public health outcomes. The USG also has the opportunity to learn from our diverse partners 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 areas including infectious and non-communicable diseases, mental and behavioral health, health disparities, human services, population vulnerabilities, aging, providing appropriate services, supports, and technologies, and violence and injury prevention. These multilateral activities also reinforce bilateral engagements and underscore our emphasis on addressing local needs and capacity to ensure a sustainable impact. These efforts align with a number of strategic objectives of the HHS Strategic Plan, 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 United States in the development of science-based norms and standards, particularly within WHO and other multilateral bodies addressing health, health equity, and human services issues
- Strengthen existing multilateral relationships and develop new strategic alliances to maximize the achievement of our global goals and objectives



Objective 6: Address the Changing Global Patterns of Death, Illness, and Impairment Related to Aging Populations

Encourage global action to address individuals' health and well-being needs throughout their lifespans, taking into account how demographic changes are affecting the major current and emerging contributors to global death, aging, and illness.

Changing demographics and patterns of health are presenting countries across the globe with numerous challenges, including non-communicable diseases (NCDs), such as cardiovascular disease, cancer, chronic respiratory illnesses, and diabetes; mental, neurological, and substance use disorders; unintentional injuries and interpersonal violence; environmental risk factors; and the diverse needs of an aging population. These shifting burdens of disease place a significant strain on countries at every level of development. Few health systems are currently equipped to prevent and address multiple interrelated chronic conditions, and many environments are inadequately

designed to enable full participation by people across the spectrum of needs and abilities. Further, multiple parts of society play roles in creating environments that affect health and well-being. The growth of global commerce has increased the availability of unhealthy food and beverage products high in fats, sugars, and salt, and other harmful products such as tobacco. Additionally, inequities in health arise because of underlying risk factors and social conditions that contribute to disease and illness. These social determinants of health must be addressed to improve equity of health and long-term impacts. Likewise, as people are living longer, countries need to plan for healthy living at all ages, including strengthening systems and services that enable older adults and people with disabilities to maintain independent lives. Global health and human services structures must also increasingly take into account the physical, emotional, and financial costs of care for aging loved ones.

NCDs and injuries lead the causes of death, illness, and impairment globally, and undermine well-being and prosperity in communities worldwide. HHS efforts to address these complex challenges include directing research toward NCDs and injury prevention; enhancing approaches to manage multiple chronic conditions, including in primary care settings; increasing awareness of basic surgical care needs for NCDs and injuries; integrating surveillance for leading causes of death into national surveillance and vital registration systems; and focusing on policy and programmatic options for reducing risk factors grounded in evidence-based practices, and promote integrated responses. The HHS Strategic Plan describes a number of key strategies in its strategic objective to promote prevention and wellness to reduce chronic diseases.

Key Priorities:

- Promote the development, implementation, evaluation, dissemination, and exchange of cost-effective policies, strategies, and interventions to prevent and address NCDs including injuries and mental and substance use disorders
- Promote the integration of effective public health policies and trade policies
- Strengthen health and human services systems' capacities to address multiple NCDs and promote health for all by fostering evidence-based interdisciplinary practices and by promoting community approaches that include other sectors and stakeholders
- Engage across disciplines such as education, transportation, and economic agencies to address the drivers of health inequity across the lifespan



Objective 7: Catalyze Research Globally to Improve Health and Well-being

Catalyze biomedical, public health, and social welfare 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, safety, and well-being requires the use of existing knowledge and resources, as well as the discovery and development of better ways to address global challenges. The HHS Strategic Plan goal to accelerate scientific discovery to improve patient care articulates HHS's strong emphasis on research and innovation. HHS agencies partner with ministries of health, WHO, and others to support and conduct research focused on specific diseases and health and developmental conditions, train researchers, and enhance the research and training capacity of institutions. 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 goal of improving health and well-being in the United States and worldwide. For example, determining cost-effective methods to create integrated classrooms that serve all students, including children with disabilities, can help enable professionals to improve children’s functional skills. Research on using mobile technologies to effectively deliver health interventions can extend the reach of health workers, and empower people to improve their health. These engagements allow us to exchange knowledge and best practices that can accelerate research and innovation, and improve health protection, social inclusion, and access to quality health care for all people in the United States and abroad.

Key Priorities:

- Address research priorities that are linked to scientific opportunity, innovative platforms, public health and human services needs, and the evolving burden of disease
- Support the rapid translation of research results into new or improved preventive, diagnostic treatment, habilitative and rehabilitative products, platforms and processes, and incorporation into health and human services policies and practices in diverse global settings including resource-poor environments
- Encourage research that identifies pathways of the spread of infectious disease and other health threats, and address the growing problem of antimicrobial resistance



Objective 8: Strengthen Global Health and Human Services Systems by Identifying and Exchanging Best Practices

Increase the exchange of best practices and strategies to improve services with a focus on strengthening of our global health and human services systems.

The health system consists of six critical building blocks: health services, the health workforce, health information systems and technologies, medical products and technologies, health financing, and leadership and governance. HHS brings technical expertise and experience across these elements to the global arena, especially in the areas of human resources for health, service delivery including basic surgical care, and regulatory science and systems addressing medical product and food and feed safety. HHS has catalyzed curricula and trained personnel in

other countries to manage surveillance systems and laboratory networks, develop medical research capacity, strengthen food and drug regulatory capacities, and implement evidence-based human services practices and policies. HHS also partners with local universities to train health care workers to strengthen delivery and systems of care in resource-poor countries.

HHS supports the Global Health Initiative's (GHI) focus on strengthening health systems, the President's Emergency Plan for AIDS Relief (PEPFAR) goal to increase the number of new health care workers by 140,000 in sub-Saharan Africa, and efforts to strengthen medical education systems and retain personnel in their home countries. Workforce training also aims to strengthen food and medical product oversight and enhance service delivery, particularly improving access to primary care, removing barriers for key populations, and providing culturally appropriate resources. These efforts focus on responding to local needs, maximizing the use of local resources, and creating long-term impact.

While HHS partners with other governments to strengthen their health systems, those activities also serve to protect Americans. Efforts abroad can be instructive at home, especially in improving quality and enhancing safety, as well as reaching vulnerable populations. Having the well-developed workforce 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, safety, and well-being of both foreign and domestic populations.

Key Priorities:

- Support collaborative health and human service 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 in the areas of both health and human services
- Address the underproduction and retention of health and human services professionals in developing countries



Objective 9: Support the Integration of Global Health and Development Efforts to Improve Well-being and Raise Living Standards

Support the integration of U.S. government agency expertise to overcome global health challenges that threaten lives at home and around the world by addressing the social determinants of health.

HHS and many of its agencies have participated actively in the development and implementation of PEPFAR, the President's Malaria Initiative (PMI), and the GHI, which aim to assist partner countries to improve health through assistance and strengthened health systems. Guided by seven core programming principles (at right), the USG has worked to institute an integrated and results-driven approach to global health and well-being to strengthen these efforts. The United States is committed to increasing the impact of our health investments and facilitating greater access to better prevention, care, treatment, and social supports for

Health and Development Principles

1. Focus on women, girls, and gender equality across the lifespan
2. Encourage country ownership and invest in country-led plans
3. Build sustainability through health systems strengthening
4. Strengthen and leverage key multilateral organizations, global health partnerships and private sector engagement
5. Increase impact through strategic coordination and integration
6. Promote learning and accountability through monitoring and evaluation
7. Accelerate results through research and innovation

individuals throughout their lives. Overall, the U.S. government's goals are to improve health related to the control of HIV/AIDS, tuberculosis, malaria, and neglected tropical diseases in less developed countries, and to focus on the health of women and girls of all ages, newborns, and children through programs for nutrition and reproductive, maternal, and child health, including immunization, safe water, and food security. USG agencies work together to achieve a greater impact, reducing death and disease through a comprehensive approach that emphasizes coordinating activities across agencies and sectors.

Key Priorities:

- Contribute to the achievement of U.S. government goals and principles in the areas of HIV/AIDS, malaria, tuberculosis, neglected tropical disease, maternal and child health, nutrition, safe water, sanitation, food security, and hygiene by focusing on women-centered programming, country ownership, integration and coordination, and health systems 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
- Through research, programs, and policy, work to eliminate discrimination and address vulnerabilities that increase health risks or that negatively impact access and use of health and human services



Objective 10: Advance Health Diplomacy

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

The health and well-being of any nation's population has broad social, political, and economic implications. Health cooperation is an important part of U.S. 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. This includes the close relationship between HHS's Office of Global Affairs and the State Department's Office of Global Health Diplomacy. International health efforts carried out by HHS, and by other parts of the USG, often transcend diplomatic challenges and become an opening for our nation to improve ties to other countries. When more traditional diplomatic relationships may be strained,

health or human services activities can help continue relationships with governments at a non-political level, as well as foster dialogue and build partnerships with academic institutions, nongovernmental organizations, and civil society. As the primary health agency of the USG, HHS's role is to bring scientific rigor and technical expertise to the intersection of global biomedical research and health and international relations, through field staff and technical experts. HHS's health attachés, senior experts with in-depth understanding of HHS's capacities, serve as key members of U.S. embassy teams, advising ambassadors on a wide range of health issues, collaborating with in-country partners, and advancing the exchange and dissemination of scientific knowledge. They also represent the United States to promote U.S. policy positions, and play a critical role in negotiating outcomes consistent with U.S. objectives. Placing HHS personnel within other foreign policy agencies in Washington, D.C., is also key to ensuring U.S. engagements abroad prioritize health and human services issues.

Given the impact at home and abroad of HHS personnel carrying out critical health diplomacy work, it is essential to provide increased structure in both short- and long-term career development. Key actions to develop and retain a skilled global health workforce include appropriate training for personnel in HHS and USG agencies, and clear professional paths for those engaged in global health and human services diplomacy.

Key Priorities:

- Assign health attachés to selected U.S. embassies for international cooperation, ensuring that opportunities to achieve political, security, development, and health objectives are maximized
- Establish a corps of rotational staff ready for international deployment and provide specialized support units and training for all employees serving the Department overseas to reinforce and enhance the global health protection and research mandates of the Department. Partner with the Department of State to bolster knowledge about global health and human services issues among the diplomatic corps
- Strengthen diplomatic knowledge, negotiation skills, and understanding of development principles for HHS field staff and technical experts



Next Steps

Since releasing HHS's first Global Health Strategy in January 2012, HHS's agencies and staff offices have enhanced the Department's global engagements by incorporating its principles and approaches into their workplans and finding ways to work more efficiently and effectively within HHS, and with other USG agencies and international partners.

The Global Strategy outlines HHS's approach to achieving its global vision of a healthier and safer world for the benefit of the American population, encompassing both health and human services priorities. This document does not seek to centralize decisions about specific global health or human services activities that will be undertaken; however, it is expected that those activities will be consistent with and guided by their contributions toward meeting the goals and objectives of the Global Strategy.

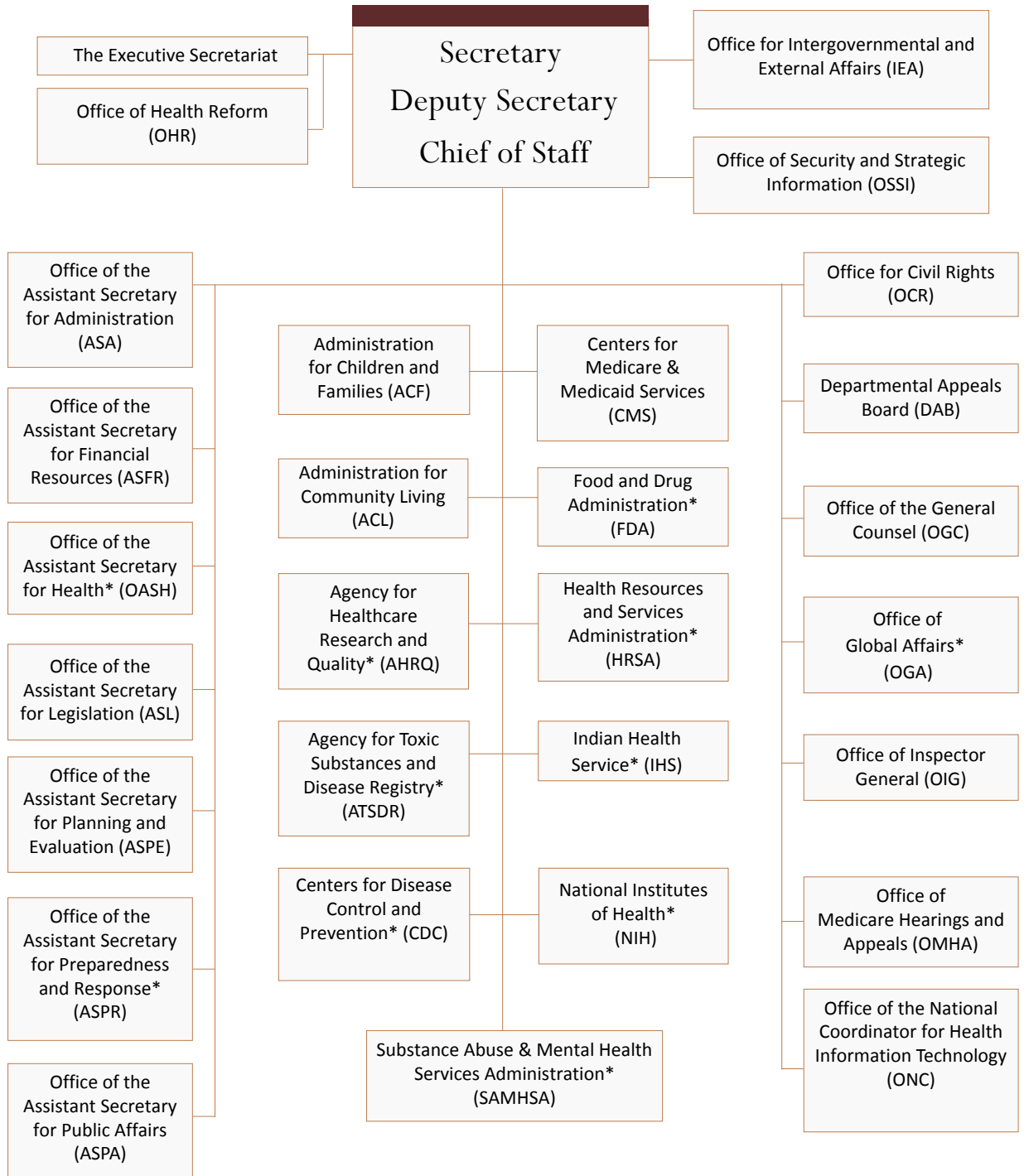
The HHS Office of Global Affairs (OGA) in the Office of the Secretary seeks to ensure that the Global Strategy is integrated into planning, decision-making, spending, implementing, and evaluating our global actions. This includes prioritizing activities and partnerships, leveraging our investments and 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 parties as we implement the Global Strategy.



Appendix A: HHS Organizational Structure

Organizational Chart as of December 2015



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

Online version: <http://www.hhs.gov/about/agencies/orgchart/>

Appendix B:

HHS Agencies and Offices with Global Health Activities

Nearly all HHS agencies have some global engagement. Their diverse set of global health and human services 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 for Children and Families (ACF)

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

The Administration for Children and Families (ACF) promotes the economic and social well-being of children, youth, families and communities. ACF exchanges experience with international organizations and country representatives 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. ACF's Office of Refugee Resettlement (ORR) administers a number of programs of international importance including among others: social services to refugees, asylees, Cuban or Haitian entrants, Afghan and Iraqi Special Immigrant Visa holders, survivors of torture and foreign victims of human trafficking. ORR also provides care for unaccompanied alien children and unaccompanied refugee minors. ACF also participates in the Interagency Working Group on Orphans and Vulnerable Children (Public Law 109-95), attends international meetings on child support, early childhood development and youth development and represents the USG in meetings with the United Nations Children's Fund (UNICEF), the Organization of American States, and other international organizations.

The Administration for Community Living (ACL)

<http://www.acl.gov>

The Administration for Community Living (ACL) works to realize its vision that all people, regardless of age and disability, live with dignity, make their own choices, and participate fully in society. ACL serves as the federal agency responsible for increasing access to community supports, while focusing attention and resources on the unique needs of older Americans and people with disabilities across the lifespan. ACL plays a vital role in information exchange with other countries on issues that impact the aging community and people with disabilities, and collaborates with other USG agencies, international organizations, and nongovernmental organizations to enhance programs and policies by advancing both a global public health and human rights approach.

Agency for Healthcare Research and Quality (AHRQ)

<http://www.ahrq.gov>

The Agency for Healthcare Research and Quality (AHRQ) produces evidence to make health care safer, higher quality, more accessible, equitable, and affordable, and works within the HHS and with partners to make sure that such evidence is understood and used in health care. AHRQ collaborates with international organizations to promote shared learning and periodically hosts international officials, researchers, and delegations interested in to exchange experiences and share lessons from AHRQ's programs. AHRQ focuses on four priority areas: (1) improving health care quality by accelerating implementation of patient-centered outcomes research; (2) making health care safer; (3) increasing accessibility to health care; and (4) improving health care affordability, efficiency, and cost transparency.

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 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/AIDS, tuberculosis, malaria, viral hepatitis, vaccine-preventable diseases, emergency and refugee health, environmental disasters and poisonings, deficiencies in micronutrients, NCDs, 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 internationally assigned to work with other countries and with multilateral organizations to improve global health.

Centers for Medicare & Medicaid Services (CMS)

<http://www.cms.gov>

The Centers for Medicare & Medicaid Services (CMS) administers Medicare, Medicaid and the Children's Health Insurance Program in the United States. CMS hosts official delegations from all over the world interested in learning about CMS programs and processes, including Medicare, payment systems, and Medicare quality initiatives, and participates in international meetings to exchange knowledge on health care 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, and Latin America 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>

The Health Resources and Services Administration (HRSA) is the primary federal agency for improving access to health care services for Americans who, for a variety of reasons, are medically underserved or face barriers to care. 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 United States. 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.

Assistant Secretary for Administration (ASA)

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

The Assistant Secretary for Administration serves as the operating division head for the HHS Office of the Secretary and provides leadership for HHS departmental administration, including human resource policy, information technology, and departmental operations including physical, personnel, and information security. 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. ASA also includes the Office of Security & Strategic Information (OSSI), which supports HHS's global health efforts by providing relevant strategic information designed to protect HHS personnel and advance HHS global health programs and activities.

Office of the Assistant Secretary for Health (OASH)

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

The Assistant Secretary for Health, the senior public health advisor to the Secretary, oversees the Office of the Assistant Secretary for Health (OASH). OASH consists of 13 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. OASH's array of interdisciplinary programs relate 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. OASH's Office of Disease Prevention and Health Promotion oversees HealthyPeople, the public health goals and objectives for the nation for the next decade. The current goals, HealthyPeople2020, are the first to include global health and social determinants of health as topic areas.

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 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 portfolio.

Assistant Secretary for Preparedness and Response (ASPR)

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

On behalf of the Secretary of HHS, the Office of the Assistant Secretary for Preparedness and Response (ASPR) leads the nation in preventing, preparing for, and responding to the adverse health effects of public health emergencies and disasters, including developing the National Health Security Strategy and Implementation Plan. ASPR provides global health security leadership by participating in bilateral and multilateral partnerships that advance public health preparedness and response planning and build international capacity for infectious disease surveillance and sustainable influenza vaccine production. ASPR develops strategic policy and operational frameworks for HHS's international assistance engagements supporting U.S. government responses to international incidents. ASPR provides leadership and oversight of the United States' compliance with its IHR (2005) obligations, including managing the IHR national focal point. Additionally, ASPR supports international agreements to build and strengthen Ministries' of Health capacities to meet their obligations to identify and report public health events under the IHR (2005), including through the North American Plan for Avian and Pandemic Influenza, the Global Health Security Initiative, and the Beyond the Border initiative.

Office of Global Affairs (OGA)

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

The Office of Global Affairs (OGA), headed by the Assistant Secretary for Global Affairs, represents the Department to other governments, other federal Departments and agencies, international organizations, and the private sector on international issues. It serves as the primary liaison between the U.S. government and the World Health Organization. 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, global health security and initiatives within the U.S. government. OGA supports the Secretary and HHS leadership by providing strategic direction for global health and human services issues, which allows for a consistent approach across government sectors and multilateral organizations.

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

<http://www.healthit.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.

Information on U.S. government international health activities is also available at <http://www.pepfar.gov>, <http://www.pmi.gov>, <http://www.usaid.gov>, and <http://www.ghi.gov/>.



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