

# THE GLOBAL STRATEGY

— of the —  
U.S. Department of  
Health and Human  
Services





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



## THE SECRETARY OF HEALTH AND HUMAN SERVICES

Recent health threats including SARS, Ebola, avian flu, and COVID-19 have created unprecedented public health challenges. However, from these challenges we have seen unprecedented global collaboration across governments, the private sector, and civil society rallying around a common goal: to save lives. While infectious disease and pandemic preparedness remains vital to protect the American people, we know that to increase the health and well-being of the world, we also need to include noncommunicable diseases, mental health, and health equity as top priorities requiring global partnership.

It's through global collaborations and initiatives that we can leverage U.S. scientific and technological expertise alongside key learnings from our partners to improve health outcomes and increase well-being for a healthier society. These partnerships also allow for us to work together to increase access and equity and strive towards a more balanced and fair global system and care for all.

So, what will health diplomacy look like going forward? The simple answer is: it will look very different.

How we treat disease and promote health will be changed by the emergence of new technologies, particularly advanced medical products. Artificial Intelligence will be transformative for public health and epidemiology, but there are also ethical and privacy concerns that need to be considered and addressed.

Climate change threatens to undo a half-century of progress in global health, and further widen existing health inequalities between and within populations. However, there are long-term commitments and actions being taken to strengthen health infrastructure and environmental resilience around the globe.

And in the wake of COVID-19, we must expand and evolve our thinking about preparedness. Preparedness can't just be about security or response. It also has to be about prevention and improving health across the world.

It has always been true that our health and security at home are irrevocably connected to the health and security of people everywhere. Disease does not respect borders. We must remain committed to making sure that all people can access the health care they deserve.

We take seriously our responsibility to fight for the people who can't fight for themselves. It's not just the moral thing to do but also pragmatic – because the more we have appropriate equity in health, the better off the world is going to be – including the United States and its people.

This is a time to invest in global health diplomacy, health security, and public health – at home in the United States, and around the globe. Thank you for helping to advance the values and priorities of the United States.

**Xavier Becerra**

/Xavier Becerra/

Secretary



## EXECUTIVE Summary



Global health offers unique opportunities to come together to prevent the next health emergency. When global health is under threat, we must come together and create space for innovation, collaboration, and a strategic and effective response. Recent global health threats including Ebola, avian flu, mpox, and, most notably, the COVID-19 pandemic have highlighted the vital need for international collaboration to neutralize these threats. However, global health is so much more than infectious disease and outbreaks. Noncommunicable diseases are on the rise and are creating generational health burdens on communities across the globe. And we can never reach our healthiest potential without ensuring that every person, regardless of ethnicity, gender, background, or geographical location, has access to the same level of quality health care and support that they deserve.

For more than a century, global coordination around health has been built into our approach at the U.S. Department of Health and Human Services. Every health-focused agency within HHS funds international work. HHS remains committed to shifting our focus from illness-care to wellness-care. By adhering to a One-Health approach and addressing social determinants of health, we can expand our focus from responding to disease and outbreaks, to improving foundational and support pieces and proactively making communities healthier. It's through international collaborations and initiatives that we can leverage U.S. scientific and technological expertise alongside key learnings from our global partners to improve health outcomes for a more-well society. These partnerships also allow for us to work together to increase access and equity and strive towards a more balanced and fair global system and care for all.



This strategy is comprised of three main goals: advancing United States interests and leadership in health, human services, and security through international policy; leveraging technical expertise in science, technology, and practice through partnership to improve global health, well-being, and health access; and protecting and promoting the health and well-being of all Americans through international preparedness and response. The most important aspect of our diplomacy is the opportunity to engage in and exchange public health and human services expertise and support. The United States is better when we give and receive support through global engagements, driving international health policies and programs. Maximizing health and well-being is an international priority, and U.S. skills, knowledge, leadership, and experience can guide effective collaborative action. HHS' unmatched expertise in biomedical and implementation science research, digital health, public health, non-communicable diseases, regulatory science, workforce development, program management, and policy can advance global health and well-being and help partners develop, implement, and use policies and practices proven to work. HHS' mission requires global action to ensure the health, safety, and well-being of Americans. It is critical to strengthen health security, reinforce human services, and improve disease outcomes for people in the United States, as well as around the world.

Secretary Xavier Becerra meets with Republic of Korea's Minister of Health and Welfare Dr. KyooHon Cho at the 13th U.S. Asia-Pacific Economic Cooperation High-Level Meeting on Health and the Economy in Seattle, Washington.

The foundation for these three goals is HHS' commitment towards advancing health equity for all. HHS will advance equity through our work in advocating for and supporting policies that support the human rights of all people including the sexual and reproductive health and rights of women and LGBTQI+ people and through the work of our Climate and Health Equity office. We will also continue to advocate for universal health coverage around the world through our bilateral and multilateral engagement.

This strategy lays the groundwork for HHS to continue to be a leader in global health, continue to protect the American people, and continue to increase access and equity in healthcare for all.



# HHS Global Strategy GOALS



## Equity

### CROSS-CUTTING GOAL

Advance equity in the implementation of the HHS global strategy



## Global Health Diplomacy

### GOAL

Advance United States interests and leadership in health, human services and security through global policy



## Global Health and Human Services

### GOAL

Leverage technical expertise in science, technology, and practice through partnership to improve global health, well-being, and health access



## Global Health Security

### GOAL

Protect and promote the health and well-being of all Americans through global preparedness and response

# HHS Global Strategy OBJECTIVES

1

Build and sustain productive bilateral and regional partnerships

2

Influence policy through multilateral partnerships and international relations

3

Strengthen core public health implementation

4

Address changing global patterns of death, illness and impairment

5

Respond to and address the intersections of climate and global health

6

Drive innovation in critical and emerging technology and digital health to meet global health challenges

7

Advance best practices in the delivery of economic and social services for communities globally

8

Build and support a diverse health workforce

9

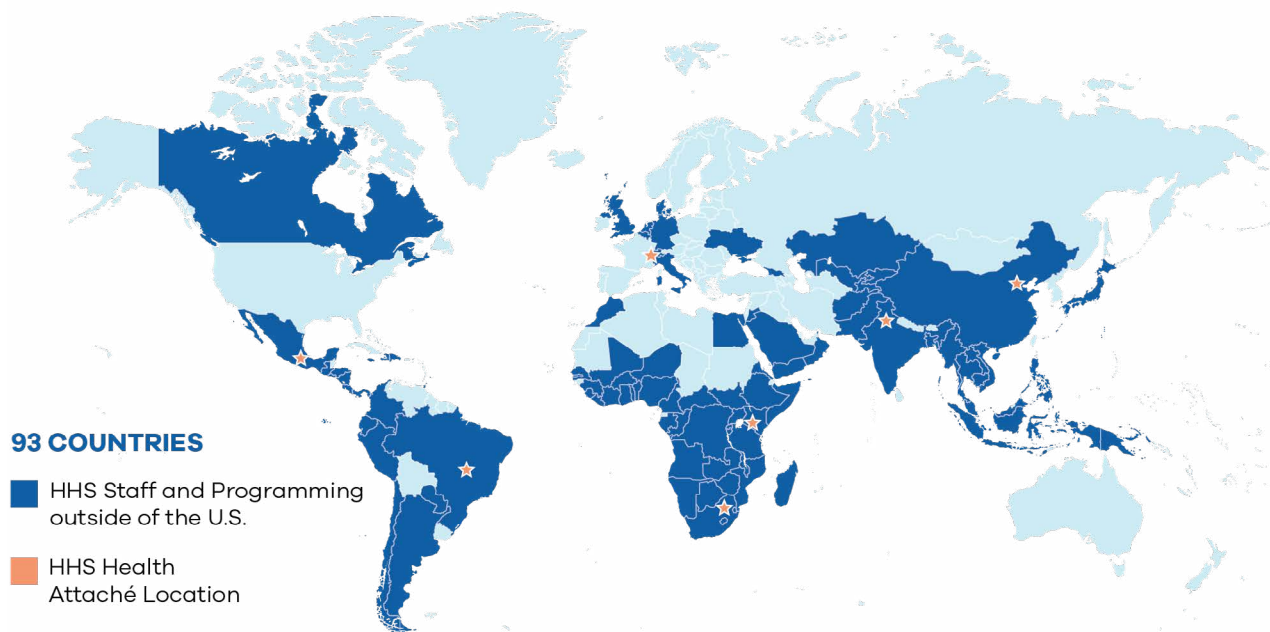
Prevent, detect, identify, prepare and respond to international biological threats

10

Increase safety and resiliency of global manufacturing and medical supply chains



# HHS Global FOOTPRINT



Afghanistan  
Angola  
Argentina  
Bangladesh  
Barbados  
Belgium  
Benin  
Botswana  
Brazil\*  
Burkina Faso  
Burma  
Burundi  
Cambodia  
Cameroon  
Canada

Central African Republic  
Chile  
China\*  
Colombia  
Costa Rica  
Cote d'Ivoire  
Denmark  
Dominican Republic  
Ecuador  
Egypt  
El Salvador  
Eritrea  
Eswatini  
Ethiopia  
Gabon  
The Gambia  
Geneva\*

Georgia  
Germany  
Ghana  
Guatemala  
Guinea  
Haiti  
Honduras  
India\*  
Indonesia  
Italy  
Jamaica  
Japan  
Jordan  
Kazakhstan  
Kenya\*  
Kyrgyz Republic  
Laos  
Lesotho  
Liberia  
Madagascar  
Malawi

Malaysia  
Mali  
Mexico\*  
Morocco  
Mozambique  
Namibia  
Netherlands  
Nicaragua  
Niger  
Nigeria  
Oman  
Pakistan  
Panama  
Papua New Guinea  
Paraguay  
Peru  
Philippines  
Republic of Congo  
Rwanda  
Saudi Arabia  
Senegal

Sierra Leone  
Singapore  
Somalia  
South Africa\*  
South Sudan  
Switzerland\*  
Tajikistan  
Tanzania  
Thailand  
Togo  
Trinidad & Tobago  
Uganda  
Ukraine  
United Kingdom  
Uzbekistan  
Vietnam  
Yemen  
Zambia  
Zimbabwe



\*HHS' Health Attachés 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 and represent the United States to promote U.S. policy positions and play a critical role in negotiating outcomes consistent with U.S. objectives.

# Mission STATEMENT

**The mission of the U.S. Department of Health and Human Services (HHS) is to enhance the health and well-being of all Americans, by providing for effective health and human services and by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.**

## **HHS Agencies and Offices with Global Health and Human Services Activities\***

Nearly all HHS agencies and offices engage globally. Their diverse set of global health and human services activities involve biomedical and implementation science and research, digital health, public health, non-communicable diseases, regulatory science, health care quality, emergency preparedness and response, care delivery, workforce development, surveillance and laboratory strengthening, program management, healthy families, healthy aging, health policy and diplomacy, public health practice, food, drug, and device safety, and a variety of other topics.



The HHS Global Strategy has one cross-cutting goal and three interlinked goals that create the foundation of HHS' global work and encompass the expertise, resources and values of the Department. Through this strategy, HHS will be better able to create and implement programs that not only meet these goals but uphold and trumpet the values of the Department. This strategy framework will act as a roadmap for global interactions and negotiations to allow HHS to better serve the world, and most importantly, the American people.

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\* Summary descriptions of HHS agencies and offices and their global work are included in Appendix B





## CROSS-CUTTING GOAL **EQUITY**

### **Advance Equity in the implementation of the HHS Global Strategy**

HHS is committed to embedding equity, addressing social determinants of health and supporting underserved communities into our strategies to achieve the HHS Mission.<sup>1</sup> These Departmental principles support the commitments made in response to Executive Orders calling for a whole of government approach to advance equity.<sup>2</sup> We cannot have a healthy country without a healthy world, and a healthy world requires advancing health for everyone. The COVID-19 pandemic laid bare how social determinants of health, income and wealth gaps, and barriers to prevention and healthcare access can drive health disparities and result in higher rates of communicable and chronic diseases domestically. These same factors contribute to global health disparities that can be challenging and potentially destabilizing for our global partners, and ultimately become a barrier to our health diplomacy work. Advancing equity is central to the implementation of each goal and objective in this strategy and aligns with key principles of the Global Health Security Strategy.<sup>3</sup> Equity is a health security tool.

HHS will advance equity by authoring, advocating for and supporting policies that support the human rights of all people including the sexual and reproductive health and rights (SRHR) of women and LGBTQI+ people and through the work of our Office of Climate and Health Equity. We will also continue to engage bilaterally and multilaterally to support access to Universal Health Coverage for countries around the world.

HHS has a demonstrated commitment to equity in the most challenging times. At the height of the COVID-19 pandemic HHS led efforts to support timely donations of COVID-19 vaccines and personal protective equipment and led negotiations that resulted in proprietary technology being made available for mRNA vaccines to be manufactured in low-and-middle income countries. Our long-standing global health partnerships foster bidirectional learning in the field and are the foundation of our policy engagement. HHS is committed to health equity and the HHS Global Strategy reflects that.



GOAL

## GLOBAL HEALTH DIPLOMACY

**Advance United States interests and leadership in health, human services, and security through international policy**

HHS is the primary USG point of contact for all foreign health ministries and leads the U.S. Government's engagement with the World Health Organization (WHO) through an evidence and science-based approach. HHS established the position of Assistant Secretary for Global Affairs to ensure the highest level of engagement with international partners and lead this work. The most important aspect of our diplomacy is the opportunity to engage in and exchange health and human services expertise, scientific engagement, and technical and financial support.

As the start of the 21<sup>st</sup> century has brought health emergencies like Ebola, Mpox, and COVID-19, among other challenges, health diplomacy and health security have become core components of HHS' work as well as the work of other U.S. and foreign government agencies. 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 through our over 2,000 personnel around the world allows HHS to play a vital role in representing key U.S. interests globally through relationships with Ministries of Health, U.S. embassy country teams, and sending delegations to key international bodies and negotiations. Placing HHS personnel within other USG foreign policy agencies in Washington, D.C. is also key to ensuring U.S. global engagements prioritize health and human services issues.



**Decades of experience in the arena of global health diplomacy through our over 2,000 personnel around the world allows HHS to play a vital role in representing key U.S. interests globally.**

## OBJECTIVE 1

### **Build and sustain productive bilateral and regional partnerships**

Diplomatic health relationships are a unique partnership that can transcend other engagement as they are built around the mission of saving lives. Global health or human services activities carried out by HHS can help improve ties and 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' role is to bring scientific rigor and technical expertise to the intersection of global health and human services, biomedical research, international public health law and trade, and international relations, through field staff, technical experts, and specialists in international relations in the United States and abroad. HHS' Health Attachés, senior experts with in-depth understanding of HHS' 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.

The health and well-being of any nation's population has broad social, political, and economic implications. Global health cooperation is an important part of U.S. foreign policy and national security, and HHS works closely with the Department of State, the United States Agency for International Development (USAID), and other agencies to advance the

policy and assistance goals determined by the President. HHS also leads the coordination and negotiation of USG health policy positions that are used bilaterally and regionally in regional forums including the Association of Southeast Asian Nations (ASEAN), the Asia-Pacific Economic Cooperation (APEC), the European Union (EU), the Quadrilateral Security Dialogue (QSD), the Africa CDC, the African Medicines Agency (part of the African Union), the Pan American Health Organization (PAHO), the WHO Regional Offices for Africa and the Eastern Mediterranean (WHO/AFRO WHO/EMRO).

#### **Recent policy accomplishments include:**

- Expanding our memorandum of cooperation with the Africa CDC and the African Union in partnership with other U.S. departments and agencies
- Establishing a new agreement with the EU's Health Emergency Preparedness and Response Authority (HERA)
- Leading the Brazil – U.S. Bilateral Health Forum
- Working across governments in Latin America and the Caribbean to elect a new director of the PAHO
- Securing an ASEAN health ministers' commitment to collaborate on critical public health priorities





## OBJECTIVE 2

### **Influence policy through multilateral partnerships and international relations**

The USG welcomes the opportunity to learn from our diverse partners and utilizing this knowledge to improve our own health policies and services. HHS fosters meaningful exchanges with global colleagues and facilitates health-related international agreements and memorandums of understanding between USG agencies and foreign governments. By contributing scientific and technical expertise and leadership, HHS supports efforts to globally improve quality of care, maximize people's independence and resiliency, facilitate communication and collaboration, make full use of local capacities, and encourage bidirectional and multidirectional innovations. Working with WHO, the Food and Agriculture Organization of the United Nations (FAO), the World Organization for Animal Health (WOAH), the United Nations Environment Programme (UNEP), and other United Nations bodies, HHS shares USG standards with the global

community, assists countries and private companies to understand and comply, as applicable, with the U.S. laws and standards, and supports multilateral efforts to establish and implement norms that facilitate positive health outcomes.

HHS also actively co-leads the USG engagement in the Global Health Security Agenda (GHSA), a growing partnership of countries, international organizations, and nongovernmental stakeholders that help build countries' capacity to create a world safe and secure from infectious disease threats and elevate global health security (GHS) as a national and global priority. GHSA is a results-oriented global effort to strengthen the world's ability to prevent, detect and respond to infectious disease threats. The United States remains committed to shaping the third phase of the GHSA initiative (GHSA) 2024–2028 which builds on the current 2024 GHSA Framework, including achieving the shared goal for 100 countries to have improved capacities in at least five health security technical areas as measured by the Joint External Evaluation (JEE) or States Parties Self Assessment Annual Reporting Tool (SPAR), and leading engagement in technical area Action Packages.<sup>4</sup>

To maximize impact and sustainability, many of HHS' efforts to strengthen international standards are carried out through multilateral engagement. HHS provides technical



Deputy Secretary Andrea Palm meets with Brazil's Secretary of Health Surveillance Arnaldo de Medeiros at the Second G20 Health Ministers Meeting in Bali, Indonesia.

expertise and training to international organizations as well as staff and researchers on collaborative scientific and programmatic areas. These areas include infectious and non-communicable diseases, mental health and substance use disorders, health disparities, human services, clinical research, population vulnerabilities, aging, 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 several strategic objectives of the HHS Strategic Plan FY 2022-2026, including efforts to advance scientific research capacity innovation, strengthen infrastructure and the workforce, and improve the integrity and accountability of programs.

Through experts based in the United States and around the world, HHS consistently engages in diplomatic efforts to advance health policies and agreements to create a safer and healthier world. HHS leads the coordination and negotiation of USG health policy positions through interagency processes in multilateral forums including the World Health Assembly (WHA), the Group of Seven (G7), the Group of Twenty (G20), the Organization for Economic Co-operation and Development (OECD) and the UN General

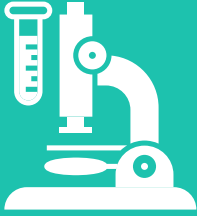
Assembly and its high-level meetings on health. HHS is also a lead representative for the USG to the Coalition for Epidemic Preparedness Innovations (CEPI), the Vaccine Alliance (Gavi), and the Global Fund to Fight AIDS, TB and Malaria (the Global Fund).

**Recent policy accomplishments include:**

- Successfully led the interagency team that negotiated the 2024 amendments to the International Health Regulations
- Leading the U.S. team, in partnership with the Department of State, negotiating the first international agreement on pandemic prevention, preparedness and response
- In partnership with the United States Mission to the United Nations (USUN), leading the USG at United Nations General Assembly high level meetings on Pandemic Preparedness and Response, Tuberculosis, and Antimicrobial Resistance
- Securing G20 health ministers' commitment to launch and support the Pandemic Fund
- Elevating the issues of climate and health, SRHR, and gender equity in both the G7 and G20

Assistant Secretary for Global Affairs Loyce Pace addresses the U.S.-Africa Leaders Summit in Washington, D.C.





GOAL

## GLOBAL HEALTH AND HUMAN SERVICES

**Leverage technical  
expertise in science,  
technology, and  
practice through  
partnership to  
improve global health,  
well-being, and health  
access**

Maximizing health and well-being is an international priority, and U.S. skills, knowledge, leadership, and experience can guide effective collaborative action. HHS' unmatched expertise in biomedical and implementation science research, digital health, public health, non-communicable diseases, regulatory science, workforce development, program management, and health policy advances global health and well-being and can help partners develop, implement, and utilize proven policies and practices. At the same time, the United States works in partnership with and draws upon science, technology, health policy, and programs from other countries to improve activities and approaches to maximizing health and preventing disease in the United States.

### OBJECTIVE 3

#### **Strengthen public health implementation**

The COVID-19 pandemic demonstrated global challenges in managing infectious disease threats and maintaining essential health services in the face of disruptive outbreaks.<sup>5</sup> It also revealed that the proliferation of mis- and dis-information has significant impacts on countries' abilities to contain infectious disease outbreaks, mount an effective response, and restore health and well-being.<sup>6</sup> With emerging infectious disease threats spreading, the health and safety of Americans is reliant on public health and health security capacity overseas, given our increasingly global world with interconnectness.

HHS' global work leverages collaborations built through longstanding relationships in the countries where we work to strengthen core public health capabilities and infrastructure. We develop trusted partnerships through programs such as the President's Emergency Plan for AIDS Relief (PEPFAR) and the President's Malaria Initiative (PMI) as well as efforts to address influenza and vector-borne disease, support outbreak response, and expand immunization capacity and coverage. HHS and its operating divisions have a central role in addressing





known and unknown global health threats, including HIV, TB, malaria, AMR, vaccine-preventable diseases, and other emerging infectious diseases, such as Ebola and Mpox. HHS also deploys tools to combat mis- and dis-information, to protect Americans and people around the world. HHS divisions draw on deep scientific, technical, research, and public health expertise, close relationships with country partners, and experience developing effective global guidance and policy to address these critical health concerns.

Following the COVID-19 pandemic, HHS has re-examined our approach to global development of public health infrastructure, to ensure core capabilities are being built that can be deployed quickly and efficiently when needed. This global health approach focuses on six pillars to bolster core public health capacities worldwide: (1) data and surveillance; (2) laboratories; (3) workforce and institutions; (4) preparedness and response readiness; (5) research and innovation; and (6) policy, communications, and diplomacy.

By working with global partners to build these capabilities, HHS is developing and maintaining a robust response to existing and emerging global public health needs and building transparency and accountability through metrics, which helps us better support our partners around the world- and achieve U.S. Government goals. Examples of this work range from training epidemiologists to spot disease outbreaks within communities, developing the next diagnostic test that will be implemented by countries all over the world, negotiating new global policies that keep the world safer from infectious disease threats in the future and bolstering communication strategies to combat mis- and dis-information. By building

core capabilities, such as laboratory systems, epidemiologic capacity, health information and data systems, human resources for research, public health, and clinical service delivery, HHS and partner governments save lives, reduce the incidence of high-burden diseases, and improve preparedness to address future outbreaks.

## OBJECTIVE 4

### **Address changing global patterns of death, illness, and impairment**

Non-communicable diseases (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 promoting integrated responses.

Changing demographics and patterns of health are presenting countries across the globe with numerous challenges, including NCDs; mental, neurological, and substance use disorders; unintentional injuries and interpersonal violence; environmental risk factors; maternal health, 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 contributed to the increased 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.

HHS will continue to leverage our technical expertise to support and collaborate with global partners on NCD initiatives including the Cancer Moonshot and the WHO Commission on Social Connection. This aligns with the Global Development Strategy (2024) to advance global health and health security.<sup>7</sup>

## OBJECTIVE 5

### **Respond to and address the intersections of climate and global health**

Climate change represents a significant threat to human health and has been linked to increased morbidity and mortality.<sup>8</sup> The World Health Organization projects that between 2030 and 2050, climate change is expected to cause about 250,000 additional deaths each year from malnutrition, malaria, diarrhea and heat stress alone.<sup>9</sup> The World Economic Forum has estimated that climate change would contribute to 14.5 million additional deaths by 2050, with greater impacts in low-and- middle income countries.<sup>10</sup> The Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report (AR6) concluded that 3.6 billion people already live in areas highly susceptible to negative impacts from climate change. Furthermore, it highlighted the extent to which these "climate-sensitive health risks" are faced by disadvantaged communities.<sup>11</sup>

Climate change is one of the key contributors of disease emergence and spread. Disease-related challenges are increasing rapidly and driven by a variety of factors in combination with climate change, such as: 1) the growth and mobility of populations, 2) human encroachment on animal habitats, 3) wildlife trade and trafficking, and 4) loss of biodiversity.<sup>12</sup> In addition, the health sector contributes to the underlying causes of climate change, contributing roughly 5% of the global emissions of greenhouse gases.<sup>13</sup> Climate change may also increase natural disasters and associated effects of those events (e.g., wildfires and asthma or drought and vector borne diseases). Additionally, natural disasters affect infrastructure that could harm the public (e.g., release of chemicals from facilities).



An infection prevention and control staff member at the University Medical Center in Ho Chi Minh City, Vietnam, shows a designated area for caring for patients with difficult-to-treat infections caused by a type of antimicrobial-resistant bacteria. Credit: Thanh Huynh/UMC



Health effects related to climate change range from heat stroke and heat related deaths to exacerbation of asthma, expansion of vector-borne diseases, worsening of mental health and substance use conditions, and broader impacts on public health due to climate-related stressors along with increases in intensity, duration, and scope of climate-related disasters. Climate change also exacerbates the spread of bacterial and fungal pathogens, including those that can be antimicrobial resistant.

In general, historically underserved groups and regions tend to be the hardest hit by climate events. For instance, lack of health insurance has been associated with greater risk of hospital admission coming as a result of climate-sensitive events.<sup>14</sup> People who are unhoused or housing insecure have higher rates of exposure and health related effects. Climate change impacts are not gender neutral and can exacerbate existing gender inequalities. As climate change accelerates, so do these inequities.

In addition to the impact on communities, climate change-related weather events are straining healthcare workers, disrupting physical infrastructure, interrupting supply chains,<sup>15</sup> threatening healthcare quality and safety, and making it more difficult to treat patients.<sup>16</sup> Health care professionals experience a range of health conditions related to climate change, including an increase in mental health and substance use disorders. In addition, there is rising demand for a “climate-ready workforce” – one that is prepared for, and ready to adapt to, the intersections of climate and health.<sup>17</sup>

Further, climate change is predicted to exacerbate the economic insecurity of lower-income families, individuals, and communities as they confront more frequent and intense climate conditions and events. Among other factors, workers may experience more precarious employment in the face of extreme heat, flooding, wildfires, and other hazards, and the programs that provide economic and other supports to families and individuals may themselves struggle to maintain services under these conditions.

HHS is committed to fostering a resilient and sustainable health sector and resilient human services programs to support individual and family well-being around the world. We will do this through building an evidence base for assessing the impact of climate change on human health and the interventions necessary to prevent or reduce those impacts; fostering global collaboration to build health sector resilience and reduce greenhouse gas emissions from health sector supply chains and promoting health sector readiness for climate change threats through global health diplomacy. HHS’ efforts will align with President’s Emergency Plan for Adaptation and Resilience (PREPARE), to support developing countries and communities in vulnerable situations around the world in their effort to adapt to and manage the impacts of climate change.<sup>18</sup>



## OBJECTIVE 6

### **Drive innovation in critical and emerging technology and digital health to meet global health challenges**

Sustained investment in scientific research, human services, and science and technology innovation is foundational to global health, quality of life and health security. Such investments have already paid dividends in improving the lives of Americans and those around the world. During the COVID-19 pandemic, for example, longstanding, pre-pandemic<sup>19</sup> research programs in mRNA technology – funded by the USG – paved the way for the rapid development, clinical testing, and global deployment of vaccines. Today, in the face of pressing human health challenges – from the specter of antimicrobial resistance to the rise in mental health issues – it is paramount that HHS continues to lead the way in advancing cutting-edge research and technology that unveils new solutions to current and emerging health problems and improvements to health systems.

Critical and emerging technologies will play an ever-increasing role in these solutions. Artificial intelligence (AI) is transforming human services, health care, and service delivery, especially when coupled with the growing availability of health and biomedical data. US investments in AI will inform both domestic and international policy. These investments are particularly critical as AI technologies rapidly develop and enter all spheres of life, presenting a challenge for all countries to quickly refine regulatory systems to allow for innovation while also protecting people by establishing policies for AI's responsible and safe use. Biotechnology and biomanufacturing promise novel

approaches to preventing, diagnosing, and treating disease and securing supply chains for medical products, and to better meet human needs. Digital solutions are improving the reach and access of care across the United States and globally.

With a global research and implementation workforce of over 2,000 people globally, HHS holds unique competencies and capabilities that can advance the integration of these critical and emerging technologies into its global health and health security mission. From basic biomedical discovery, medical countermeasure development and deployment, novel and innovative approaches for detection and surveillance, and “high risk, high reward” health solutions, HHS will continue to catalyze the research and innovation needed to improve health outcomes at home and around the world. If successful, HHS-led research and innovation in critical and emerging technologies – in collaboration with our global partners – will improve the lives and livelihoods of people around the globe, while ensuring that they are deployed safely and securely.

HHS will prioritize research into new tools, platforms, technologies, and interventions that maintain or improve human health—with a particular focus on the critical and emerging technologies that are shifting paradigms in how we diagnose, treat, and care for disease, such as AI, interoperable digital technologies, and biotechnology. At the same time, HHS will work with global partners to understand the impacts of emerging technologies and mitigate risks. AI safety, health data security, and the ethical, legal, and social implications of gene therapies, for instance, will be duly considered alongside the many advances in these fields.

**HHS holds unique competencies and capabilities that can advance the integration of critical and emerging technologies into its global health and health security mission.**



As innovations emerge to advance global health and health security, equity must be at the forefront. In addition to novel technologies and tools, HHS will support research and development into approaches that lower costs of interventions, increase access and affordability, reduce health disparities, and can scale up to meet the needs of all Americans and the world.

No single country can address the pressing challenges in human health. To accelerate new discoveries that advance global health and health security, HHS will help strengthen research capacity around the world and pursue domestic and international collaborations with a range of partners with unique knowledge, capabilities, and perspectives. For novel technological solutions, HHS will embrace public-private partnerships and novel initiatives that ensure the successful transition of health solutions into practice at home and globally. By adapting and integrating these into care systems, we will improve health care and delivery enhance the form, function, and connectedness of health ecosystems; empower people and patients; and drive equity, access, and affordability.

HHS will continue to work with countries, multi-national organizations, and international organizations to advance global digital health in areas such as human and clinical engagement, cyber security, digital health maturity models, evidence and evaluation, and interoperability. Increased interoperability across systems can enable technologies such as application programming interfaces to support more seamless delivery of healthcare services within and across borders. Advancing interoperability for health data exchange globally requires coordinated efforts to align standards and address technical, regulatory, and ethical challenges while prioritizing patient privacy and data security. Exchanging best practices, lessons learned, specific application of technologies, and strategies is critical to the success of digital health endeavors around the world and can lead to effective implementation of data-driven, innovative technologies that help enable care.

## OBJECTIVE 7

### **Advance best practices in the delivery of economic and social services for communities globally**

Human service delivery is a core driver of public health, addressing the fundamental needs of individuals and communities and strengthening social determinants of health such as economic mobility and healthy living conditions. Human services are also vital in times of crisis, such as during natural disasters, pandemics, or conflicts where the health and well-being of populations are severely threatened. Human service professionals are often on the front lines, offering essential care, counseling, and resources to stabilize communities, promote recovery and resilience, and prevent disease and injury. International coordination and collaboration mechanisms that integrate effective human service practices can enhance overall well-being, global health security, and sustainability.

HHS engages the global community through peer-to-peer knowledge exchanges and technical assistance, collaboration on child protection priorities, and coordination on policy and data sharing related to human services. For example, HHS regularly exchanges promising human service practices with visiting international delegations of government agencies interested in U.S. responses to human trafficking, gender-based violence, and child welfare issues. HHS is supporting bilateral partnerships such as the Australia-U.S. Joint Council on Online Child Sexual Exploitation, coordinating with governments related to the protection of unaccompanied children and other populations fleeing violence natural disasters, and change, and consulting with international partners to address forced labor in health and public health supply chains. HHS also contributes to multilateral engagements including the Trilateral Working Group on Violence Against Indigenous Women and Girls, Global Partnership for Action on Gender-Based Online Harassment and Abuse, Alliance against Trafficking in Persons under the Organization for Security and Cooperation in Europe, and various United Nations and WHO policy discussions relevant to U.S. human service delivery.





## OBJECTIVE 8

### **Build and support a diverse health workforce**

The Global Health Worker Initiative (GHWI), launched in 2021, is a collective call to action for all countries, including the United States, to strengthen the health workforce globally to meet ambitious health-related targets including achieving universal health coverage, access to essential health services, preventing maternal and child deaths, and facilitating positive long term health outcomes.<sup>20</sup> HHS support of GHWI includes training researchers and epidemiologists around the world and building the capacity of immunization workers in difficult settings.<sup>21</sup> Connected to this response is the need to address the lack of diversity in the health workforce as it relates to geography, race/ethnicity, gender, sexual orientation, physical disability status, and socioeconomic level to render the best possible care for diverse patient populations.<sup>22</sup> Significant health workforce shortages in economically depressed, geographically isolated, and underserved communities also create obstacles to attaining adequate health workforce access, achieving reliable supply, distribution, and quality of medical products and services, thus exacerbating gaps in care and health inequities.<sup>23</sup>

HHS provides critical supports to enhance the health workforce. These include coordinated investments, experience in human resources for health, capacity building, leadership, and training necessary for the continuous growth and sustainability of a global health workforce.

Interwoven throughout these supports is HHS' strategic commitment to achieving health equity across its numerous programs which facilitates cross-agency alignment, and an integrated approach to strengthening health systems and environments for health workers and the patients they serve. For example, HHS programs focus on recruiting students from underrepresented communities, training students in rural and underserved communities, supporting community-based training, leveraging loan and scholarship programs to reduce financial barriers, providing technical assistance, developing trainings suitable to different health worker cadres, increasing telehealth services, and partnering with local organizations to increase the skills of community partners.

While HHS partners with other governments to strengthen their health systems, those activities serve to protect Americans. Efforts abroad can be instructive at home, especially in improving quality and enhancing safety, as well as reaching populations at higher risk. Having a 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 people in America and abroad.





## GOAL **GLOBAL HEALTH SECURITY**

**Protect and promote  
the health and  
well-being of all  
Americans through  
global preparedness  
and response**



HHS' mission requires global action to ensure the health, safety, and well-being of Americans. HHS coordinates efforts such as exchanging best practices, advancing research and development goals, improving our collective understanding of health and disease, and improving capacity to respond to public health emergencies with global partners. Through these activities, we strengthen health security, reinforce human services, and improve disease outcomes for people in the United States, as well as around the world.

### OBJECTIVE 9

#### **Prevent, detect, identify, prepare, and respond to international biological threats**

Prevention and early action are the best and most cost-effective mechanisms to stop infectious diseases and other health or biological threats. Strong laboratory-based surveillance systems, and a well-trained epidemiology and public health emergency management workforce, are key to early identification of health threats and making rapid, data-driven response decisions. While we do not know what or where the next crisis will be, we do know that HHS will respond. HHS capabilities must therefore be resilient and adaptable to a wide variety of emergencies and infectious disease threats emerging from around the world-and we will work with international partners to similarly optimize systems and data-sharing mechanisms for an effective global response.

HHS agencies have long-standing public health programs on the ground in countries across the globe that are often the first call governments make when in need of assistance. Establishing relationships and lines of communication with governments at all levels and private sector partners prior to an incident is an essential element of preparedness and facilitates a rapid response. During an emergency, the need to communicate is immediate and having existing relationships of trust with partners and agreed

A mosquito control professional from the U.S. CDC-supported National Institute of Health in Mozambique shows a lab culture of mosquito larvae. Credit: Ricardo Franco/CDC

to communication protocols will expedite response efforts. HHS agencies are leaders in advancing the research and development that enables disease detection, prevention, and response, and they partner with other agencies to effectively detect, respond, and prevent outbreaks, ensuring we get ahead of emerging health threats globally. In collaboration with USAID, the Department of Defense and the Department of State, HHS provides critical financial and in-kind support and technical collaboration to strengthen disease surveillance capacity globally.

While prevention is HHS' primary approach to minimize potential public health emergencies, risks to public health can never entirely be eliminated. Consequently, effective preparedness strategies are vital to ensure a rapid and coordinated international response during a public health emergency to minimize illness, death, trauma, health system strain, and economic and political stability. Post-disaster response and recovery efforts, including addressing behavioral health needs (inclusive of mental health and substance use prevention, disorder treatment and recovery supports), aim to support survivor and community resilience. This aligns with HHS' Strategic Plan (2022-2026) which includes an objective to protect health and safety during emergencies and fosters 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, interrupt disease transmission, treat the sick and injured, develop and assess medical countermeasures (MCMs), support the continuity and restoration of human services providers and delivery systems, and take part in mitigation efforts. In international disasters, HHS coordinates with a range of U.S. and global partners, including other federal agencies, including USAID, the Department of Defense, the Department of State; WHO and its regional bodies; and defense, diplomatic, and other emergency response partners around the world. HHS also supports refugees from conflicts and disasters within the United States. The National Health Security Strategy (2023-2026), the Global Health Security Strategy (2024), and the National Biodefense Strategy and Implementation Plan (2022) provide a roadmaps for coordinated national action to address critical health threats and contribute to global health security by developing cross-sector capabilities to respond to emergencies, and frameworks and policies that guide international response efforts.





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.

The comprehensive USG response to HIV/AIDS, malaria, and other infectious disease outbreaks like Ebola and Mpox, goes beyond prevention to directly supporting research to characterize diseases, development, and assessment of MCMs, participation in manufacturing and distribution of MCMs worldwide as well as care and treatment of those affected. The effects of such major diseases on the societies where they occur in significant numbers call for a proportionate response to help reverse

them. HHS' 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.

### **Research and Innovation**

A robust research and innovation agenda is critical to early detection and staving off emerging health threats globally. HHS investments are in many areas, including platform detection technologies for detecting pathogens with pandemic potential and other biological threats; novel treatments and vaccines to combat AMR, entire viral families, and other emerging threats like fungal and bacterial pathogens with no known countermeasure; data collection, storage, and sharing approaches that improve surveillance analytics and predictive capabilities, digital health capabilities and cybersecurity to safely and securely share human and nonhuman data that contribute to a more comprehensive understanding of health emergencies emerging globally; biosecurity and biosafety innovations across the research, development, scale-up, and manufacturing lifecycle to minimize the risk of accidental or deliberate misuse of biological research and biotechnologies; pursuing innovative approaches and partnerships to achieve, domestically and globally, the goals articulated in the National Biodefense Strategy.

**A robust research and innovation agenda is critical to early detection and staving off emerging health threats globally.**



Field researchers from Universidad del Valle de Guatemala (UVG) conduct a household interview for a survey to better understand antimicrobial resistance. Credit: Nick Tenorio, CDC

To protect all communities during infectious disease outbreaks, equity must be a foremost consideration in HHS' preparedness activities, including identifying existing systems that may be contributing to a continued inequality. Following good participatory practices during research response is an essential part of these efforts.

HHS must be ready to execute public health, human services, and medical missions in response to a wide variety of naturally occurring, accidental, and deliberate threats and hazards. Preparedness as a process involves a continuous cycle of research, planning, organizing, training, building capacity, exercising, evaluating, and taking corrective action to ensure an effective response. HHS will continue to prepare for current and future threats by ensuring its portfolio of validated capabilities integrates with and enhances those of U.S. federal, state, and local partners, as well as with domestic and global healthcare, human services, and public health partners. HHS will also continue to share best practices and lessons learned from these domestic contexts with partners abroad to build global health security capacity around the world.

HHS is improving global healthcare readiness and the United States' medical surge capacity by leveraging and expanding upon established investments in healthcare and health research preparedness capabilities. HHS is also working to protect the country against potential known and unknown threats by accelerating the development assessment for safety and

efficacy and stockpiling of lifesaving MCMs that can be readily adapted for and used against new threats. HHS supports disaster behavioral health response and recovery and supports behavioral health needs of individuals and communities in all phases of the disaster continuum. Finally, HHS is helping communities better anticipate public health and medical needs during disasters by providing comprehensible, data-driven tools that can be used immediately to inform decision-making (2022-2026 ASPR Strategic Plan).

## OBJECTIVE 10

### **Increase safety and resiliency of global manufacturing and medical supply chains**

The COVID-19 pandemic strained global supply chains and exposed critical vulnerabilities in the ability to deliver effective health care during times of high demand. Specifically, market inadequacies led to supply chains that were brittle, disruption-prone, and too slow to recover from shortages. A robust and resilient supply chain includes diversification of supply- both in overall redundancy of manufacturing capacity and in the balance of domestic and diversified foreign sourcing; investment in reliable, efficient, and sustainable manufacturing practices; and proactive





Dr. Waranuch Pitiphat, of Khon Kaen University in Thailand, continues the work of Dr. Timothy DeRouen, a long-term NIH and Fogarty grantee at the University of Washington in Seattle who began to build oral health research capacity in Thailand in 2006.

monitoring, assessment, and communication of risks and vulnerabilities to prevent or mitigate shortages. HHS is developing a plan to better understand the supply chain data available across the Department and ways to leverage the data in a manner that enhances information sharing, aggregation, and analytical capability across HHS, while protecting confidential commercial information. HHS will take decisive actions to increase the safety, quality, and resilience of global manufacturing and supply chains to address evolving challenges and prepare for future public health emergencies.<sup>24,25</sup>

HHS increases the safety and resiliency of global manufacturing and supply chains by providing international leadership, partnership, and technical expertise in science, technology, policy, and practice. Supply chain resilience involves fostering processes that are less likely to face disruptions, as well as establishing the ability to withstand, mitigate, and quickly recover from disruptions so their impact—when they occur—is limited. This resilience also comes from diversification of supply—both

in redundancy of manufacturing capacity and a balance of domestic and diversified foreign sourcing—and the presence of reliable, efficient, and sustainable, robust manufacturing practices.<sup>26</sup>

HHS works to accelerate advanced development, procurement, and distribution of medical and non-medical countermeasures—and supports U.S. government efforts to donate vaccines and therapeutics to international partners during emergencies. HHS is committed to building a research and development portfolio that will bolster research and capacity preservation and expansion efforts on manufacturing and supply chain resilience—from data analytics and analysis to anticipate and resist supply chain disruptions, to novel biomanufacturing approaches for active pharmaceutical ingredients (APIs) and key starting materials (KSMs) that are at scale, sustainable, eco-friendly, and cost-effective to smart logistics and autonomous delivery systems.

HHS is improving global healthcare readiness and the United States' medical surge capacity by leveraging and expanding upon established investments in healthcare and health research preparedness capabilities. HHS is also working to protect the country against potential known and unknown threats by accelerating the development assessment for safety and efficacy and stockpiling of lifesaving MCMs that can be readily adapted for and used against new threats. HHS supports disaster



behavioral health response and recovery and supports behavioral health needs of individuals and communities in all phases of the disaster continuum. Finally, HHS is helping communities better anticipate public health and medical needs during disasters by providing comprehensible, data-driven tools that can be used immediately to inform decision-making (2022-2026 ASPR Strategic Plan).

To build robust partnerships and share technical expertise, HHS participates in a wide variety of international engagements, conferences and meetings, aimed at aligning global and domestic MCM development

portfolios. Additionally, HHS provides technical assistance to partner countries through the development, review, and exercising of national MCM supply chain planning; provision of training and workshops to help countries build out MCM preparedness and response capabilities; and consultation on complex supply chain and stockpiling issues. Through organizations such as the G7 and the G20, the USG seeks to leverage collective action and tap into broader resources to improve global manufacturing and medical supply chain reach.

A clinician at a healthcare facility in Kisumu County, Kenya, poses with a bottle of locally produced alcohol-based hand rub provided by U.S. CDC during the COVID-19 pandemic. Credit: Alie Eleveld/Safe Water and AIDS Project (SWAP)/WDPB



## APPENDIX A

# HHS Organizational Charts

## OFFICE OF SECRETARY AND DIVISIONS



## Appendix B

### **HHS AGENCIES AND OFFICES WITH GLOBAL HEALTH AND HUMAN SERVICES ACTIVITIES**

Nearly all HHS agencies and offices engage globally. Their diverse set of global health and human services activities involve biomedical and implementation science and research, digital health, public health, non-communicable diseases, regulatory science, health care quality, emergency preparedness and response, care delivery, workforce development, surveillance and laboratory strengthening, program management, healthy families, healthy aging, health policy and diplomacy, public health practice, food, drug, and device safety, 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 programs of international importance including: 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.



## **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.

## **Administration for Strategic Preparedness and Response (ASPR)**

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

The Administration for Strategic 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' international assistance engagements supporting U.S. government responses to international incidents. ASPR provides leadership and oversight of the United States' compliance with its IHR (2024) obligations, including through overall leadership of the IHR national focal point as the approval authority for all IHR official U.S. communications to the World Health Organization and situational awareness through the Secretary's Operations Center. Additionally, ASPR supports international engagements to build and strengthen the capacity of Ministries of Health to meet their obligations to identify and report public health events under the IHR (2024), including through the trilateral North American Preparedness for Animal and Human Pandemics Initiative (NAPAHPI), the Global Health Security Initiative, and technical assistance consultations globally.

## **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 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.

## **Advanced Research Projects Agency for Health (ARPA-H)**

[ARPA-H Home | ARPA-H](#)

The Advanced Research Projects Agency for Health (ARPA-H) is a research funding agency that supports transformative biomedical and health breakthroughs – ranging from the molecular to the societal – to provide health solutions for all. ARPA-H advances high-potential, high-impact biomedical and health research that cannot be readily accomplished through traditional research or commercial activity. ARPA-H awardees are developing entirely new ways to tackle the hardest challenges in health. ARPA-H works to tackle health challenges by seeking international collaborations that can inspire leading talent, create transformative solutions, and expand our knowledge. ARPA-H engages international stakeholders to identify collaborative research, funding, and transition opportunities that align with our agency's mission and enhance the impact of ARPA-H's initiatives on a global scale.

## **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) protects people in the United States and around the world by preventing, detecting, and responding to disease threats – anytime and anywhere. Alongside global partners, CDC detects and controls [disease] outbreaks at their source, saves lives, and improves health globally. With experts embedded in more than 60 countries and six regional offices, CDC supports partner governments to build health programs and enhance sustainable country-owned public health systems. CDC’s global programs address more than 400 diseases, health threats, and conditions that are major causes of death, disease, and disability. Structured around a Global Health Strategic Framework CDC’s global health efforts strengthen six core public health capabilities—data and surveillance; laboratory systems; workforce and institutions; preparedness and response readiness and prevention; research and innovation; and policy, communications and diplomacy—delivered through a sustainable model of trusted government-to-government partnerships. The knowledge and lessons learned from CDC’s work abroad are critical to public health efforts in the United States.

## **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 low resource 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 health science research knowledge to health professionals and the public throughout the world. While all Institutes and Centers at NIH support international collaborations, the Fogarty International Center is the only component at NIH dedicated exclusively to facilitating global health research conducted by U.S. and international scientists, to building partnerships between health research institutions in the U.S. and abroad and training the next generation of scientists to address global health needs.



## **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 lead public health and service delivery efforts that promote mental health, prevent substance misuse, and provide treatments and supports to foster recovery while ensuring equitable access and better outcomes. 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' 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, climate and health, bioethics, population affairs, blood supply, research integrity and human research protections. OASH's Office of Disease Prevention and Health Promotion oversees Healthy People 2030, which includes national public health objectives that span issues relevant to global health ranging from social determinants of health to environmental health and chronic diseases.

## **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. Along with the Office of Global Affairs, ASPE represents HHS and the United States government on the Health Committee at the OECD. ASPE also provides ongoing technical assistance for the policy development and evaluation of the HHS global portfolio. ASPE also participates in the White House Council on Supply Chain Resilience and hosts the HHS Supply Chain Resilience and Shortage Coordinator (the Coordinator) who leads HHS coordination efforts on shortages and supply chain disruptions.

## **Assistant Secretary for Technology Policy/Office of the National Coordinator for Health Information Technology (ASTP)**

<http://www.healthit.gov>

ASTP leads the administration's health IT efforts and is a resource to the entire U.S. health system to support the adoption of health IT and the promotion of nationwide, standards-based health information exchange to improve health care. ASTP 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, and is charged with leading HHS' technology, data, and AI policy and strategy.

ASTP works with country governments and global entities to exchange best practices, lessons learned, use cases, roadmaps, and strategies to advance digital health efforts that enable individual-centered, data-driven, and innovative care.

## **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.

OGA leads the U.S. Government engagement on health issues with APEC, ASEAN, G7, G20, OECD, and the World Economic Forum.





**Further information on HHS international engagement and activities can be found on the individual agencies and offices' websites.**

**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 <https://www.state.gov/united-states-global-health-security-partnerships/>.**





## Endnotes

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