July 21, 2009

U.S. Department of Health and Human Services
Office on Women's Health (OWH)
STRATEGIC PLAN FY2010-FY2015
(Effective October 1, 2008)

VISION, MISSION, PRIORITIES AND CORE VALUES

VISION

All women and girls are healthier and have a better sense of well-being.

MISSION

Provide leadership to promote health equity[i] for women and girls through sex/gender-specific[ii] approaches.

PRIORITIES

- Address gender-based health disparities.
- Direct policy development through international, national, state and local leadership.
- Educate and advocate for healthy behavior and choices.
- Eliminate health disparities among diverse populations of women and girls.
- Reduce leading causes of illness, disability, and premature death for women and girls.

CORE VALUES

The staff of the Office on Women's Health (OWH) is committed to the highest ethical standards. Our policies, procedures, practices, programs and standards guide us as we apply the following core values to our work.

Integrity & Professionalism
We conduct ourselves with integrity and professionalism in our dealings with and on behalf of OWH. We communicate in an open, honest and positive manner.

Excellence
We conscientiously strive for excellence in our work and our interpersonal interactions. We value excellence in our staff and in our programs. We are committed to being leaders and supporting our leadership.

Diversity
We value the diversity of our staff, our partners and our programs. Our differences assure that OWH is a forum for the expression, consideration and evaluation of ideas. Through the diversity of these ideas and the diverse staff who review them, our learning is enriched and strengthened.

Accountability
We are accountable as individuals and as members of the OWH staff for our ethical conduct. We are transparent in our communications and actions, and we are supportive of staff. We are accountable for upholding established office procedures.

Respect
We respect ourselves and the rights and dignity of others. We respect and support our leadership. Our leadership respects, values and supports staff.

Innovation
We inspire passion and creativity and promote flexibility in all aspects of the OWH experience. We reward the staff's creativity and initiative.

Service
We provide opportunities for developing and implementing successful programs. We enhance opportunities for career development and advancement. We create an atmosphere that encourages and supports collaboration and partnership, both within DHHS and with external organizations.

BACKGROUND

OWH is the nation's leader in promoting the health of women and girls. The Office serves as the focal point for women's health activities within the U.S. Department of Health and Human Services (DHHS) through our leadership and collaboration efforts. Through grants and contracts, OWH funds a wide spectrum of activities and programs in support of our mission. We work with many partners, including federal government agencies; non-profit organizations; consumer groups; associations of health care professionals; tribal organizations; and state, county and local governments.

The Office on Women's Health (OWH) was established in 1991 within DHHS to improve women's health. OWH has expanded that charter to include girls. Located within the Office of the Secretary, Office of Public Health and Science (OPHS), OWH is directed by the Deputy Assistant Secretary for Health (Women's Health) [DASH-WH]. It is comprised of a central office with its headquarters in Washington, D.C., and 10 regional offices spread across the United States (See Appendix A).

The DASH-WH also chairs the Coordinating Committee on Women's Health (CCWH). It was formed in 1985 to advise the Assistant Secretary for Health on current and planned activities across DHHS that safeguard and improve the physical and mental health of women and girls. The CCWH is comprised of senior-level representatives from each of the agencies and staff offices within DHHS.

OWH's staff and organizational structure are presented in Appendix B.

OWH GOALS

1. To develop and impact national health policy as it relates to women and girls
2. To develop, adapt, implement, evaluate and replicate model programs on women's and girls' health
3. To educate, influence and collaborate with health and human services organizations, health care professionals and the public
4. To increase OWH's organizational efficiency and performance

STRATEGIC PLAN DEVELOPMENT

The OWH Strategic Plan FY 2010–FY 2015 was developed by OWH staff in response to the 2007 restructuring of the Office and recommendations from the 2008 staff retreat. It provides an overarching framework to guide OWH's efforts to improve the health and well-being of women and girls. The Strategic Plan's goals and objectives inform OWH's efforts to eliminate disparities[iii] in four areas: 1) health care promotion; 2) service delivery; 3) public and health care professional education; and 4) career advancement for women in health professions and science.

The Strategic Plan sets the Office's priorities. Flexibility is built into the plan with the understanding that OWH will need to respond to Presidential and Congressional requests or directives as well as to emerging health issues that affect women and girls. The Strategic Plan also aligns with the DHHS Strategic Plan, the OPHS Strategic Plan and Healthy People.

It is a living document that will be reviewed annually by OWH staff. The review will be conducted for three primary reasons:

1. To assess our progress in meeting performance and efficiency measures;
2. To update and revise strategies, action steps, and performance and efficiency measures; and
3. To identify new strategies and action steps that support achieving the goals and objectives of OWH's Strategic Plan.

The Strategic Plan serves as the foundation for OWH's operational procedures. To enhance our operational performance, we will use the following criteria to guide the development and funding of *all* OWH programs and initiatives. To be considered for funding, all proposed programs must meet these five requirements:

1. Fills an unmet need.[iv]
2. Uses or adapts an evidence-based[v] approach or cites source(s) supportive of the proposed approach.
3. Develops a product: publication, policy recommendations, tool kit, etc.
4. Includes a partnership and outreach plan.[vi]
5. Includes an evaluation plan.

All programs and activities funded by OWH must support a goal(s) and objective(s) of the Strategic Plan. See Appendix C for a table showing current OWH programs and activities and their relationship to the Strategic Plan.

GOALS, OBJECTIVES, STRATEGIES, ACTION STEPS AND MEASURES

The strategies and action steps presented in this section are not inclusive. They illustrate the type of approaches that can be used to support a goal and objective. Strategies and action steps will probably change as actions are accomplished and new ones are implemented.

GOAL 1. DEVELOP AND IMPACT NATIONAL HEALTH POLICY AS IT RELATES TO WOMEN AND GIRLS

OBJECTIVE: Lead, Coordinate, or Strengthen Federal, State and Local Partnerships to Impact National Health Policy as It Relates to Women and Girls

STRATEGY A. Lead senior-level taskforce(s) and working groups (i.e., town hall meetings and advisory groups) to prepare and provide feedback on written documents on high-priority women's and girls' health issues (e.g., Action Plans, Surgeon General Reports, white papers and policy papers).

Action Steps

1. Initiate or prepare high-level reports and activities on major issues in women's and girls' health. Examples follow.
   a. Action Plan(s) (e.g., an adolescent girls' Action Plan)
   b. Surgeon General Report(s) (e.g., breastfeeding)
   c. White Papers (e.g., a report on the nation's caregivers)
   d. Town Hall Meetings (e.g., the 10th-Year Anniversary of National Women's Health Week)

2. Review and provide comments on policies, reports, initiatives and campaigns that impact the health and well-being of women and girls.

3. The OWH Deputy Director works with the Executive Secretariat to ensure that OWH is asked to review all appropriate and relevant documents that would benefit from OWH's expertise on women's and girls' health, prior to the documents' Departmental clearance.

Efficiency Measures

1. On an annual basis, initiate or complete at least 5 high-level reports and activities regarding high-priority women's and girls' health issues, and ensure these final products are widely disseminated.

2. Increase the number of clearance requests that solicit women's health expertise received from the Executive Secretariat by 10 percent each year.

STRATEGY B. Create a Federal Advisory Committee (FAC) to advise OWH on women's and girls' health policies and programs. The FAC would be comprised of key executives and decision makers from the private sector, academia, foundations, women's health organizations and other groups.

Action Steps

1. Determine the requirements for establishing a FAC.

2. Complete and submit paperwork for establishing a FAC.

3. Identify organizations or individuals with appropriate expertise to serve on the FAC.

4. Establish national women's and girls' health priorities with input from the FAC.

Performance Measure

By January 2015, establish and make functional an OWH Federal Advisory Committee.

STRATEGY C. Expand the DHHS Coordinating Committee on Women's Health (CCWH) to include other Federal departmental representatives to collaborate on women's and girls' health policy.

Action Steps

1. Identify other Federal agencies that support women's health, such as the Department of Defense, Department of Justice, Department of Labor, Department of Housing and Urban Development, Department of Education, Department of Veterans' Affairs, Department of Agriculture, the Consumer Product Safety Commission, Federal Trade Commission and the National Aeronautics and Space Administration and invite them to work with us on appropriate tasks.

2. Expand the CCWH to include additional Federal agencies.

Performance Measure

By October 2009, establish and make functional an expanded CCWH.

STRATEGY D. Lead and coordinate regional taskforces and working groups to build and expand partnerships that will solve problems at the regional level and influence priorities at the national level.

Action Steps

1. Implement OWH, OPHS and Departmental priorities at the regional level.

2. Maintain and strengthen partnerships and collaborations with the State Women's Health Coordinators and the Minority Women's Health Panel of Experts.

3. Establish taskforces or working groups to collect, analyze and provide access to data and resources on women's and girls' health.

4. Use *Quick Health Data Online* and other data sources to identify problems at the national, state, regional and county levels.

Performance Measure

By January 2010, establish at least one taskforce or working group in each PHS region.

GOAL 2. DEVELOP, ADAPT, IMPLEMENT, EVALUATE AND REPLICATE MODEL PROGRAMS ON WOMEN'S AND GIRLS' HEALTH

OBJECTIVE: Develop, adapt, implement, evaluate and replicate model women's and girls' health programs on issues that are not being addressed at the national level by any other public or private entity.

STRATEGY A. Develop programs based on disparities in women's and girls' health for populations such as minority women and girls as well as women and girls with disabilities, for example. Programs can also focus on such health factors as age, geography, family history, low socio-economic status, risk factors, chronic conditions and infectious diseases.

Action Steps

1. Develop new programs based on documented disparities in women's and girls' health.

2. Use OWH resources such as *Quick Health Data Online* as the primary source for identifying health disparities.

3. Use the criteria outlined in the OWH strategic plan to guide the development of new programs.

4. Use the advice of the CCWH, FAC, regional workgroups and other working groups to identify unmet needs and model programs.

5. Develop an outreach and dissemination plan.

Efficiency Measure:

Focus 100% of new OWH model programs on documented health disparities and health care reform issues.

STRATEGY B. Require model programs to use evidence-based strategies or to adapt evidence-based strategies from another field or discipline.

Action Steps

1. Use resources such as the Agency for Healthcare Research and Quality's Evidence-Based Reports; Centers for Disease Control and Prevention's Compendium of HIV Prevention Interventions with Evidence of Effectiveness; Cancer Control Plan, Link, Act, Network with Evidence-based Tools (P.L.A.N.E.T.); and peer-reviewed journals to identify evidence-based strategies.

2. Submit new or successfully replicated evidence-based strategies to peer-reviewed journals, Cancer Control P.L.A.N.E.T., or other clearinghouses to promote best practices.

Efficiency Measure

Use, adapt or cite an evidence-based strategy(ies) as the underpinning of 100% of new OWH model programs.

STRATEGY C. Evaluate programs to determine their effectiveness and impact on women and men and girls and boys.

Action Steps

1. Include an evaluation plan and budget in all program requests for OWH funding.

2. Develop an OWH statement on program evaluation as a requirement and include it in all OWH contract solicitations and grant announcements.

3. Ensure that a local and national evaluation is conducted for all OWH-funded programs.

4. Present program evaluation results at conferences and meetings and publish these results.

5. Require all OWH contractors and grantees to enter data into the Performance Measurement System (PERMS).

Efficiency Measure
100% of new OWH model programs have an evaluation component.

GOAL 3. EDUCATE, INFLUENCE AND COLLABORATE WITH HEALTH AND HUMAN SERVICES ORGANIZATIONS, HEALTH CARE PROFESSIONALS AND THE PUBLIC

OBJECTIVE 1: Provide accurate, up-to-date, science-based and/or evidence-based information on the health disparities of women and girls in the prevention, symptoms, diagnosis and treatment of their health conditions.

STRATEGY A. Disseminate women's and girls' health information and the findings of OWH model programs.

Action Steps

1. Exhibit at health professional and consumer conferences on women's and girls' health.

2. Maintain, update, market and expand womenshealth.gov, girlshealth.gov, 1-800-994-9662, and TDD: 1-888-220-5446.

3. Publish the results of OWH programs in peer-reviewed journals.

4. Increase media outreach and campaigns (especially those of mutual interest with the First Lady's Office).

5. Increase the dissemination of publications such as white papers, policy papers and tool kits.

Performance Measure

Between 2008 and 2015, double the number of articles per year citing or evaluating OWH programs in peer-reviewed journals.

Long-term Outcome Measure (OMB PART)

Increase the percentage of women-specific *Healthy People 2010* objectives and sub-objectives that have met their target or are moving in the right direction.

Annual Output Measure (OMB PART)

Number of users of OWH communication resources (e.g., National Women's Health Information Center, womenshealth.gov website, and girlshealth.gov website).

STRATEGY B. Increase the number of presentations by OWH staff at conferences and meetings.

Action Steps

1. Develop a process for tracking OWH staff presentations and requests for presentations.

2. Submit abstracts for presentations.

Performance Measure

By 2015, double the number of presentations by OWH staff at conferences and meetings.

STRATEGY C. Generate key women's and girls' health messages to be incorporated into speeches by OWH staff and talking points for speeches by DHHS Senior Officials.

Action Steps

1. Develop a list of OWH priorities and programs.

2. Establish a process for collecting, updating and electronically storing quick facts and data (key points) for each priority area and program.

3. Establish a process for disseminating key points to OWH staff and DHHS Senior Officials.

4. Develop "issue prompts" on key women's and girl's health issues.

Performance Measure

Annually, develop at least five "issue prompts" on key women's and girl's health issues.

STRATEGY D. Collaborate with other Federal agencies, national organizations, academic institutions and professional associations to ensure women and girls receive appropriate care within the healthcare system.

Action Steps

1. Educate primary care providers about appropriate healthcare for women and girls as part of health care reform.

2. Educate the public about symptoms, diagnosis and treatment of the key health conditions of women and girls as part of health care reform.

Performance Measure

Increase the number of primary care providers who are educated about symptoms, diagnosis and treatment of key health conditions that impact women and girls.

Efficiency Measure (OMB PART)

Increase the number of girls ages 9–17 and women ages 18–85+ who participate in OWH-funded programs (e.g., information sessions, website user sessions and outreach) per million dollars.

OBJECTIVE 2: Develop collaborations and partnerships with individuals; public health, mental health, and social services professionals; and institutions in support of women's and girls' health.

STRATEGY A. Forge partnerships to leverage resources and expand the number of advocates for women's and girls' health.

STRATEGY B. Collaborate with other Federal agencies, national organizations, academic institutions and professional associations to ensure women and girls receive appropriate care within the healthcare system.

Action Step

Identify, form and cultivate partnerships for OWH initiatives and programs.

Performance Measure

Ensure that all OWH programs and initiatives have a partnership plan.

GOAL 4. INCREASE OWH'S ORGANIZATIONAL EFFICIENCY AND PERFORMANCE

OBJECTIVE: Develop and implement OWH processes for efficient and effective programs.

STRATEGY A. Align OWH operations with the OWH Strategic Plan (i.e., budget, human capital resources).

Action Steps

1. Use the OWH Strategic Plan to develop new program ideas and initiatives.

2. Use the OWH Strategic Plan guidance to make funding decisions.

Performance Measures

1. By October 2008, the OWH Strategic Plan is finalized and distributed to all staff.

2, Effective October 2008, all new programs, activities, initiatives, etc., that are supported with OWH dollars must be linked to a goal, objective, and strategy identified in the OWH Strategic Plan.

STRATEGY B. Train, mentor, educate and empower OWH staff to be leaders in women's and girls' health.

Action Steps

1. Assess staff skills, capabilities and interests.

2. Support staff through mentoring and training to enhance their skills and develop their leadership potential.

3. Ensure opportunities for staff to learn new program areas.

4. Provide opportunities for staff to participate or give presentations at meetings and to write or co-author papers.

Performance Measures

1. By November 2008, develop a staff matrix that lists staff skills and current programs.

2. By 2010, ensure that all staff has completed training assignments in skills development.

STRATEGY C. Constitute teams, as needed, comprised of staff from across OWH to recommend improvements to OWH operations and procedures.

Action Steps

1. Perform annual progress reviews on the implementation of the OWH Strategic Plan.

2. Provide OWH staff with the most recent policies and procedures regarding training, travel, program funding requests, leave, etc.

Performance Measure

Convene an annual strategic planning meeting.

STRATEGY D. Track OWH programs and activities and their results.

Action Step

1. Develop and maintain a database to track OWH program accomplishments.
2. Document program accomplishments.

Performance Measures

1. Beginning in FY 2010, all program announcements and contract solicitations will include language about the data items needed to populate the Program Performance Measuring System (PERMS).

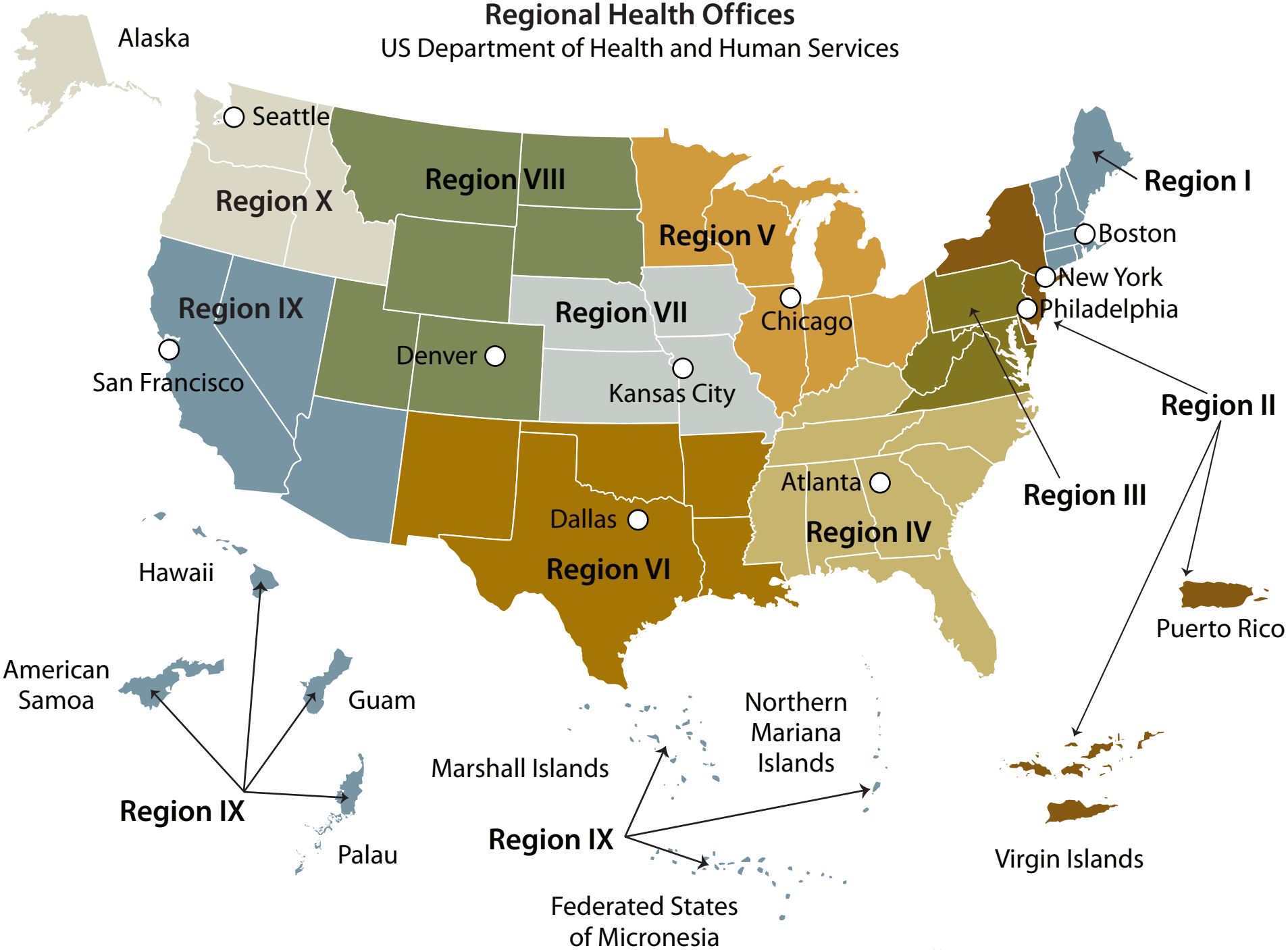
2. By June 2009, hire an evaluator whose primary responsibility is maintaining the PERMS database.

APPENDICES

Appendix A. Map of 10 OPHS Regions

Regional Health Offices

US Department of Health and Human Services

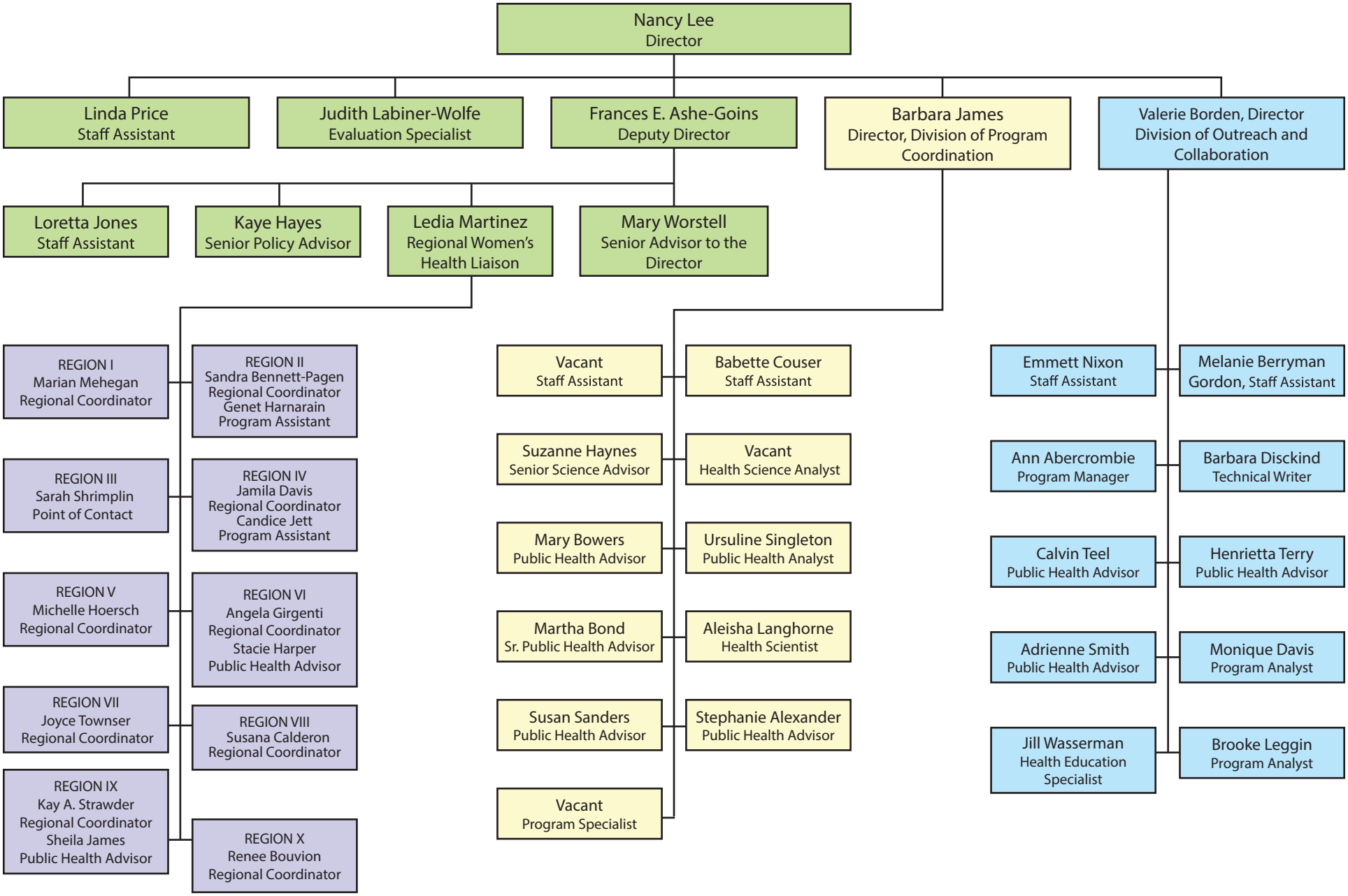


Regional Offices are located in the cities shown above.

Appendix B. Office on Women's Health Organizational Chart

Office on Women's Health

Functional Structure Chart



Content last updated January 4, 2012.

Appendix C. Programs and Activities Supportive of OWH Strategic Plan Goals and Objectives

Programs and Activities Supportive of OWH Strategic Plan Goals and Objectives

GOAL 1: Develop and Impact National Health Policy as It Relates to Women and Girls.	STRATEGY	OWH PROGRAM/ ACTIVITY	PROGRAM/ACTIVITY PURPOSE	END DATE
OBJECTIVE: Lead, Coordinate, or Strengthen Federal, State and Local Partnerships to Impact National Health Policy as It Relates to Women and Girls.	**A. Lead senior level taskforce(s) and working groups to prepare and provide feedback on written documents on high priority women's and girls' health issues.**	1. Female Genital Cutting/Mutilation	Address current community needs where HHS left off after 2000 with Substance Abuse and Mental Health Services Administration support.	Indefinite
		2. National Advisory Committee on Violence Against Women	Advise the Attorney General and the Secretary of Health and Human Services (DHHS) about implementation of the Violence Against Women (VAW) Act and raise public awareness regarding VAW. Facilitate cooperation among members of the criminal justice system and communities. OWH assists with naming members and provides staffing on behalf of DHHS.	2010
		3. Healthy Colorado Women: Steps to Success Policy Guidebook and the Healthy Colorado Women's Initiative White Paper	Convene and participate on regional senior level taskforces/working groups to address the health issues of women living in the State of Colorado.	Ongoing
		4. Health Resources and Services Administration Women's Health Coordinating Committee	Forge partnerships within DHHS and between DHHS and other related departments to share information and collaborate on initiatives and to add the regional, front-line perspective.	Ongoing
		5. Tobacco and Young, Low SES Women: Federal Collaboration to Make A Difference	Address health issues related to smoking among young, low SES women to develop targeted interventions to increase access to smoking prevention and cessation information and	2008

			resources. Identify organizations and efforts that have successfully implemented programs and interventions for this population.	
		6. Blueprint for Action on Breastfeeding	Work closely with the Surgeon General's Office and the Centers for Disease Control and Prevention to revise and update the Blueprint for Action on Breastfeeding, published in 2000 as a Surgeon General Action Plan, with new evidence-based research.	2010
		7. Federal Interagency Working Group on Women's Health and the Environment	Coordinate efforts of Federal agencies that address environmental threats to women's health, foster collaboration among these agencies, and plan and implement activities that address the identified needs.	Ongoing
		8. Lupus and the Environment Working Group	Convene expert committee to define diagnostic criteria for lupus for use by the Social Security Administration in disability review.	2009
		9. Region VI 5-State WH Networking Initiative	Coordinate regional efforts to strengthen state-wide WH networking groups in five states to advise state public health agencies and regional OWH on women's/girls' health issues/concerns.	Ongoing
		10. Region VI Federal and State Intra-agency (OWH/OMH/OFP +15 state liaisons) Health Equity Partnership Work Group	Coordinate regional efforts to strengthen intra-agency work group activities around health equity, including gender equity and health literacy issues.	Ongoing
		11. Region VI Federal intra-agency Senior Women/men's health promotion activities (OWH/OMH/AoA/CMS/OGC)	Share information about new health initiatives and provide unified message for senior health issues at community/regional exhibits.	Ongoing

	B. Create a Federal Advisory Committee (FAC) to advise OWH on women's and girls' health policies and programs.			
	C. Expand the DHHS Coordinating Committee on Women's Health to include other Federal departmental representatives to collaborate on women's and girls health policy.	Coordinating Committee on Women's Health and Veteran's Administration Joint Effort	Confer on a potential collaboration for a clinical update conference with Veteran's Administration State Coordinators.	Fall 2009
	D. Lead and coordinate regional task forces and working groups to build and expand partnerships that will solve problems at the regional level and influence priorities at the national level.	1. Beyond 2010 Women's Health Action Agenda	Partner with the Coordinating Committee on Women's Health and Concept Systems, Inc. to produce an action agenda for women's health beyond 2010.	August 2009
		2. Federal Interagency Workgroup on Healthy People 2020	Represent OWH in the formative stages of Healthy People 2020 to ensure that women's health is recognized and integrated within relevant sections and to contribute to discussions about the content and structure of objectives and focus areas.	Ongoing
		3. Diversity and Cultural Education Awareness	Enhance Office on Women's Health (OWH) efforts through service on advisory and planning committees and work groups.	Ongoing
		4. State Women's Health Conference Calls	Host bi-monthly calls, Regional Women Health Coordinator, to discuss and provide updates on women's health.	Ongoing
		5. Fabric of the Family: The Effects of Domestic Violence Conference	Coordinate and host this regional domestic violence conference.	September 25, 2008
		6. Region I Regional Women's Health Work Group and Region I Federal Women's Health	Coordinate efforts with state, local and Federal partners in Region I to launch national initiatives and identify regional priorities.	Ongoing

		Coordinating Group		
		7. Region V Regional Taskforce on Women and Girls	Lead and coordinate a regional federal taskforce to build and expand partnerships and address women and girls health issues in Region V.	2009
		8. [Region V] Midwest Network on Female Genital Cutting (MNFGC)	Address the impact of FGC in the Midwest to both prevent cutting from occurring and provide sensitive, culturally competent care for those who have been cut.	Ongoing
		9. Pathways Into Health (Region V)	Collaboration of individuals organizations, including Tribes and AI/AN organizations, tribal colleges, universities, IHS, and AI/AN communities dedicated to improving the health and health care of American Indians and Alaska Natives by creating and supporting health care education opportunities for the AI/AN population.	Ongoing
		10. Region V Women's Health Working Group	Lead and coordinate bi-monthly call of working group comprised of regional partners – former CoEs, ASIST2010 grantees, State Health Departments and CBOs to address women's health issues.	Ongoing
		11. Region VIII Interagency Women's Health Taskforce	Coordinate across offices/agencies and departments for national initiatives such as National Women's Health Week, the President's Challenge, Take Your Loved One to the Doctor Day, World AIDS Day, and others.	Ongoing
		12. Women's Economic Security Collaborative (Region V Advisory Council Member)	Collaborative formed by the Chicago Foundation focused on policy advocacy, public education, and media advocacy to raise awareness about women in poverty.	Ongoing

		13. Domestic Violence Research and Action Coalition and the Colorado Women and Tobacco Coalition	Build on and expand partnerships in the areas of significant disparities for women in Regional VIII to influence policy at the State level via technical and expert assistance, funding for workshops and conferences, and contract support.	Ongoing

GOAL 2: Develop, Adapt, Implement, Evaluate and/or Replicate Model Programs on Women's and Girls Health.	**STRATEGY**	**OWH PROGRAM/ ACTIVITY**	**PROGRAM/ACTIVITY PURPOSE**	**END DATE**
OBJECTIVE: Develop, adapt, implement, evaluate and replicate model women's and girls' health programs on issues that are not being addressed at the national level by any other public or private entity.	**A. Develop programs based on disparities in women's and girl's health for populations such as minority women and girls as well as women and girls with disabilities, for example.**	1. Minority Women's Health Small Contract Project	Support community- and faith-based organizations in their grassroots efforts to empower women of color/minority women and immigrant women through health education, promotion, and literacy in culturally-, linguistically-, regionally-, and ethnically-sensitive approached.	Ongoing
		2. Quick Health Data Online	Convene monthly conference call to discuss updates and issues related to this comprehensive database of women's health indicators at the State and county level with easy access to maps and tables that provide a wealth of information.	Ongoing
		3. HIV/AIDS Prevention Programs (Rural South, Incarcerated/Newly Released, Minority Institutions, US Virgin Islands, Puerto Rice, In Community Spirit/Native Women)	Provide funding for gender-specific HIV/AIDS prevention for women and girls to address this leading cause of death for 24-34 year old African American women.	Ongoing
		4. Improving Women's Health Throughout the Life Span: General Support to the DHHS Regional Offices on Women's Health	Provide general support to the 10 Regional Offices on Women's Health to enable the award of small contracts that will result in an increase in new regional partnerships and collaborations.	September 30, 2010

		5. Region I Healthy, Wealthy and Wise Partnership with USDOL Women's Bureau and EBSA	Host Healthy, Wealthy and Wise Conference in August, ME collaborating with state health, labor and state DHHS contacts to address policy issues around women's health, workplace rights and financial literacy/retirement.	2009
		6. CO/Region VI/Region IX Border Women's Health Promotora Institute	Provide technical support to Mariposa Community Health Center, Nogales, AZ, to train experienced promatoras in WH leadership skills in border health communities.	Ongoing
		7. WOMAN Challenge	Women and Girls Out Moving Across the Nation, an 8-week, online, interactive, physical activity challenge for women and girls that encourages setting achievable personal physical activity goals, appropriate for their lifestyles.	Ongoing
		8. Immigrant and Refugee Initiative (Region V)	Support and catalyze activities addressing the unique needs of immigrant and refugee women and girls.	Ongoing
	B. Require model programs to use evidence-based strategies or to adapt evidence-based strategies from another field or discipline.	1. Advancing System Improvements to Support Targets for Healthy People 2010 (ASIST2010)	Use an evidence-based strategy and public health systems approach to improve performance on two or more Healthy People 2010 objectives that target women in the following Focus Areas: 1) cancer, 2) diabetes, 3) heart disease and stroke, 4) access to quality health services, 5) educational community-based program, 6) nutrition and overweight, and 7) physical activity and fitness.	August 31, 2010
		2. Women's Health Assessment Tool (WHAT)	Require contractors to use WHAT to provide evidence for the strategies they use in their work.	2009
		3. HIV/AIDS Prevention Education for Female Youth at Greater Risk for Juvenile	Provide funding for gender-specific HIV/AIDS prevention for female youth aged 9-17 who are at greater risk for juvenile delinquency to addresses	2012

		Delinquency	the intersection between violent and sexually risky behavior which contribute to 1 in 4 girls aged 14-19 being infected with a sexually transmitted disease.	
		4. AIDS-Related Services for the Survivors of Domestic Violence	Provide funding for gender-specific HIV/AIDS prevention education targeting female survivors of domestic violence. Focus is on the intersection of intimate partner violence and HIV to provide training for domestic violence service providers and HIV/AIDS prevention educators.	2012
		5. End Violence Against Women on Campus Program	Provide funding for the development and implementation of education and awareness programs focused on violence against women to promote safety and nonviolence on school campuses and to improve injury prevention which is the second leading cause of death among young women.	2012
	C. Evaluate programs to determine their effectiveness and impact on women and men and girls and boys.	1. Evaluation of the Advancing System Improvements to Support Targets for Healthy People 2010 (ASIST2010) Program	Determine if a public health system/collaborative partnership and a gender-focused approach can have a positive impact on Healthy People 2010 targets.	November 30, 2010
		2. Defining Sustainability of Federal Programs based on the Experiences of the OWH's Multidisciplinary Health Care Models for Women	Examine the sustainability of the OWH multidisciplinary models for women's health program to: 1) conceptualize and define Federal program sustainability; 2) identify the characteristics of programs that have sustained themselves after Federal funding has expired; 3) generate examples of acceptably sustained Federal programs; and 4) develop guidelines for sustaining a Federal program that could be included in future Federal grant/contract announcements and	September 30, 2010

			solicitations.	
		3. Caregiver Literature Review	Determine what programs/supports exist for single parent caregivers and document it in a report suitable for posting to the OWH website. Information gleaned from the review will assist OWH to identify gaps in programs' supportive services, as well as inform the development of a future demonstration program targeting single parent caregivers.	March 2009
		4. Evaluation of Minority Institutions Program	Assess the effectiveness of gender-specific prevention education for young women attending minority institutions.	2010
		5. Evaluation of the National Breastfeeding Awareness Campaign	Revise draft manuscript into two papers and submit to journals.	2009
		6. Centers for Medicare/Medicaid Services—Heart Truth in 12 States (Intra-agency Agreement)	Evaluate a program that sent reminders to 12 Medicare areas about new preventions screening and exams related to heart disease risk factors.	2009

Goal 3: Educate, Influence and Collaborate with Health and Human Services Organizations, Health Care Professionals, and the Public.	STRATEGY	OWH PROGRAM/ACTIVITY	PROGRAM/ACTIVITY PURPOSE	END DATE
OBJECTIVE 1: Provide accurate, up-to-date, science-based and/or evidence-based information on the health disparities of women and girls in the prevention, symptoms, diagnosis and treatment of their health conditions.	**A. Disseminate women's and girls' health information and the findings of OWH model programs.**	1. Healthy Women, Healthy Choices	Increase the health status of medically underserved, mid-life women by providing comprehensive health education and promoting the adoption of healthier behaviors through community workshops and provider trainings.	Ongoing
		2. Media and Communications Support Contract	Provide an overall communications plan for the Office on Women's Health and provide strategic media and communication plans for National Women's Health Week, National Women and Girls' HIV/AIDS Awareness Day, Quick Health Data Online, the Mental Health Action Plan, consumer books, and BodyWorks.	Ongoing
		3. Womenshealth.gov and girlshealth.gov	Provide free, reliable health information to health consumers across the nation and increase awareness of OWH programs via these websites.	August 2011
		4. 1-800 Call Center	Provide reliable health information to consumers through the call center.	August 2011
		5. Action Steps for Improving Women's Mental Health and Women's Mental Health: What It Means to You	Provide gender-specific approaches to information on treatment, prevention, symptoms, diagnosis, and understanding women's mental health concerns.	January 2, 2009
		6. Double Dutch Jump Rope	Provide funds for this event which addresses childhood obesity in Region VII.	Ongoing
		7. Reviving Double Dutch in	Increase school-based and free time physical	2009

		Communities Project 8. Region I Asthma Regional Council	activity among youth. Address the high burden of asthma in Massachusetts, with a particular emphasis on the issues that affect women and low income populations.	Ongoing
		9. Gender Toolkit	Capacity building/training for community-based organizations in partnership with the Centers for Disease Control and Prevention in support of HIV/AIDS prevention programs.	2010
		10. US Conference on AIDS	Sponsor annual Institute on HID/AIDS and Women in conjunction with this conference to examine and explore gender-focused issues, responses, strategies, policies relevant to women/girls and HIV/AIDS. Inform women, providers and the public of trends, changing dynamics and the impact of HIV/AIDS on the community.	Ongoing
		11. Exhibits	Provide appropriate, relevant, and evidence-based information to conference, health fair, and meeting attendees to increase awareness of the Office on Women's Health and Federal resources on women's health and direct them to the National Women's Health Information Center for more information.	Ongoing
		12. OWH Lupus Education and Awareness Programs	Determine program direction after the National Lupus Awareness Campaign ends. Identify Federal and non-Federal partners to assist in the design and implementation of the Lupus Next Steps project.	Ongoing
		13. Regional Heart Truth Activities	Fund 10 proposals for Heart Truth Activities in each Regional Women's Health Office.	Ongoing

		14. Heart Truth Campaign and Heart Health/Cardiovascular Disease Prevention	Introduce the Heart Truth campaign to promote awareness of the unique manifestations of heart disease in women and promote heart health/cardiovascular disease prevention in Region VIII. Provide funding for Heart Truth activities for health professionals in AL and SC and for lay individuals in GA (Region IV).	Ongoing
		15. Region I partnership with the Maine Women's Health Campaign	To support The Heart Truth Professional Education Campaign for rural providers in Maine.	2009
		16. Intergenerational Approach to HIV/AIDS Prevention with Women Across the Lifespan Pilot Program	Teach cross-generations of women and other female members of the family age 12 and older how to develop healthy communication patterns built on caring, trust, and familial relationships. Equip women to share accurate information about their sexual health issues with other females in the family by incorporating gender-focused, age appropriate, culturally competent, and linguistically appropriate HIV/AIDS prevention facts.	August 30, 2009
		17. Minority AIDS Initiative Steering Committee	Inform Federal partners and others of OWH's HIV/AIDS experience with women-focused prevention services.	Ongoing
		18. Women's Health Day Books	Produce annually a Women's Health calendar with prevention messages for wide dissemination.	Ongoing
		19. Comprehensive Women's Heart Care Centers	Analysis and editing of pre-post data for two manuscripts on risk factors for heart disease.	2008
		20. Heart Healthy Women	Advise, review, and approve 300 pages of new	

		Website	content for website—this year was Stroke, next year will focus on Congestive Heart Failure.	Ongoing
		21. For Your Heart Website	Update website with new content.	
		22. Cosmetics and Environmental Toxins Working Group	Design fact sheet for National Women's Health Information Center.	Ongoing
		23. Chronic Fatigue Syndrome Federal Advisory Committee	Provide advice and recommendations to the Secretary of HHS on issues related to Chronic Fatigue Syndrome.	2009
	B. Increase the number of presentations by OWH staff at conferences and meetings.	1. National Community Centers of Excellence in Women's Health: Improving access to services for multicultural populations through integrated models of care at the community level	Presentation at the October 2008 meeting of the American Public Health Association, San Diego, CA, to share strategies for increasing access to and integration of women's healthcare services for diverse and underserved populations; for evaluating comprehensive, integrated models of care using multiple sources; and improving and maintaining community-based models of care in women's health.	October 28, 2008
		2. BodyWorks: Implementing a Train-the-trainer Model: The national evaluation of the Body Works multi-session parent-focused adolescent obesity prevention program	Presentation at the October 2008 meeting of the American Public Health Association, San Diego, CA.	October 2008
		3. Recruiting and Retaining Parents for BodyWorks: The national evaluation of a multi-session parent-focused adolescent obesity program	Presentation at the October 2008 meeting of the American Public Health Association, San Diego, CA.	October 2008

		4. BodyWorks Program	Presentation at the June meeting of the US Public Health Service Commissioned Officers Foundation Conference in Tucson, AZ.	June 2008
		5. BodyWorks Train-the-Trainer Course	Presentation at the May 2008 meeting of the South Carolina Public Health Association meeting in Myrtle Beach, SC, to 24 health educators and providers and to the Nutrition Special Interests Workgroup.	May 2008
		6. Anticipatory Guidance	Presentation at the October 2008 meeting of the American Public Health Association, San Diego, CA.	October 2008
		7. Florida Governor's Conference	Presentation on Region IV Women's Health goals and activities for women across the lifespan to approximately 200 attendees at the Florida Governor's Women's Health Conference.	May 27, 2008
	C. Generate key women's and girls' health messages to be incorporated into speeches by OWH staff and talking points for speeches by DHHS Senior Officials.	1. Trafficking	Support the Assistant Secretary for Program Evaluation symposium by providing suggestions for Dr. Garcia's remarks to the attendees.	September 2008
		2. Teen Dating Violence	Provide speech package for the Assistant Secretary of Health that includes talking points, exhibitors list, biographies of speakers, and background information.	October 2008
		3. DHHS-wide Violence Against Women Awareness Month	Provide talking points for the Assistant Secretary for Health Speech.	October 6, 2008
Objective 2: Develop collaborations and partnerships with individuals; public health, mental health, and social services	**A. Forge partnerships to leverage resources and expand the number of advocates for women's and girls' health.**	1. Brandeis C-change Project	Clarify and address the lack of women and underrepresented minority faculty in senior and leadership positions in academic medicine.	February 2009
		2. Department of Defense	Assist Department of Defense with policy,	Indefinite

professionals; and institutions in support of women's and girls' health.		Sexual Assault Advisory Committee	research, and program content related to prevention and adjudication of sexual assault and related offenses. The Deputy Assistant Secretary for Health-Women's Health is the Department's representative on this Committee.	
		3. Minority Women's Health Panel of Experts	Ensure that the Office on Women's Health (OWH) understands issues related to minority and immigrant women and the lack of appropriate care within the health care system for these women, assist OWH in empowering women of color to better their health status, act as a resource to OWH to reach the community, and meet annually to discuss ways OWH can provide accurate, up-do-date information to women.	Ongoing
		4. Bone Health Campaign Collaborative Partnership	Assist OWH with the promotion of the Bone Health Campaign, review materials to ensure that they are appropriate for the target audience, serve as advisor for the pilot program, collaborate on the production of new materials and messages, and provide links to girlshealth.gov/parents/bones from their websites.	Indefinite
		5. Region IV and VI Joint Meetings	Held joint meeting in Little Rock, AK, with the Region IV and VI State Health Officers to discuss public health systems research, childhood obesity, emergency preparedness, and legal issues surrounding immigration.	October 24-25, 2008
		6. Region IV and VI Joint Women's Health Conference	Collaborate with Heart Truth Champions program, Womenheart, and Sister-to-Sister. Work with the National Heart, Lung, and Blood Institute and Ogilvy, for the Champions program, on site selection, statistics, regional co-sponsors, and materials for the five selected cities.	Annually

		7. Region V Initiative to Address the Impact of Trauma on Women and Girls	1) Provide professional education opportunities on trauma-informed care for those working with populations of women and girls that have been impacted by trauma; and 2) Collaborate with and provide guidance to 4 University of Illinois at Chicago Masters of Public Administration students on a Trauma Report that will consist of a literature review, cost benefit analysis of trauma and implications of not treating trauma, a comparison/contrast of the types of trauma, and examination of local resources for treating trauma survivors.	Ongoing
		8. Business Case for Breast Feeding	Monitor trainings and progress on breastfeeding through an Intra-agency Agreement with the Health Resources and Services Administration.	2010
	B. Collaborate with other Federal agencies, national organizations, academic institutions and professional associations to ensure women receive appropriate care within the health care system.	1. Prince George County Media Campaign for Pregnant Women	Educate pregnant women about health insurance/services for prenatal care.	August 31, 2010
		2. Institute of Medicine review of Progress in Women's Health	Mandate by Congress (FY 2008) to review progress made and gaps in women's health.	September 30, 2010
		3. BodyWorks	Partner with organizations to promote the program, run a program in their community, and help spread the word about obesity prevention. Provide talking points to the Surgeon General's office and the Assistant Secretary for Health (ASH) on this program.	August 2011
		4. National Women's Health Week	Spread the word to women and girls about the importance of disease prevention and health promotion by offering events and materials. Educate women about steps they can take to improve their physical and mental health and to prevent disease. Provide talking points to the	Annually

			Surgeon General's office and the Assistant Secretary for Health (ASH) on this program.	
		5. National Women and Girls' HIV/AIDS Awareness Day	Help spread the word about HIV/AIDS prevention and the importance of testing by offering events and information. Provide talking points to the Surgeon General's office and the Assistant Secretary for Health (ASH) on this program.	Annually
		6. Bone Health Campaign	Promote optimal bone health in girls 9-14 years old to reduce their risk of osteoporosis later in life. Educate and encourage girls to establish lifelong healthy habits, especially increased calcium consumption and weight-bearing physical activity to build and maintain strong bones. Provide talking points to the Surgeon General's office and the Assistant Secretary for Health (ASH) on this program.	August 2011
		7. Centers for Disease Prevention and Control Infertility Prevention Initiative	Expand partnerships and efforts to address preventable causes of infertility.	Indefinite
		8. Women's Mental Health Initiative	Produce two documents to address prevention, symptoms, diagnosis, and treatment of mental illness for the purpose of improving women's mental health.	Ongoing
		9. National Lupus Awareness Campaign	Provide a nationwide forum for discussion and action to increase awareness of lupus symptoms and its health effects, provide information to individuals who may be at risk for lupus and help them to seek a medical evaluation, generate public attention to lupus, and raise recognition of the	2010

			disease as a significant national public health problem that disproportionately affects young women of color.	
		10. Region I and Lupus Foundation of New England Partnership	Convene a community lupus education/awareness event in Boston, MA	May 10-16, 2009
		11. Atlanta Regional Training Forum	Collaborate with the Centers for Disease Control and Prevention, the Georgia Department of Health, and others to host a conference on Black infant mortality rates in Georgia.	2009
		12. Holistic Health and Fitness Fair	Host this Region IV activity in Atlanta, GA, in support of National Women's Health Week.	May 2008
		13. Preconception Health and Infant Mortality: An Integrated Approach	Advance shared approaches from all Region IV State Offices of Minority Health, Family Planning, and Women's Health that more effectively and efficiently respond to women's preconception health as it impacts health disparities and infant mortality in African Americans, Hispanics, Native Americans, Alaska Natives, Asian Americans, Native Hawaiians and other Pacific Islanders within the US territory.	July 18, 2008
		14. Primary Care Partnerships for Women and Heart Disease	Improve the care of women in the high risk states of New York, Delaware, and Ohio to prevent heart disease.	2011
		15. Clinical Care of Women with HIV/AIDS, Colorado Women's Health Action Coalition	Give voice to the concerns of women at meetings and on committees to ensure that the women in Region VIII receive appropriate care within the health care system and that the current disparities in women's health in the region are acknowledged and addressed.	Ongoing

GOAL 4: Increase OWH's Organizational Efficiency and Performance	STRATEGY	OWH PROGRAM/ACTIVITY	PROGRAM/ACTIVITY PURPOSE	END DATE
OBJECTIVE: Develop and implement OWH processes for efficient and effective programs.	**A. Align OWH operations with the OWH Strategic Plan.**	OWH Strategic Planning	Improve the health and well-being of women and girls through efforts to eliminate disparities in the areas of health care prevention, service delivery, public and health care professional education, and career advancement for women in the health professions and in scientific careers by implementing programs supportive of the Office on Women's Health (OWH) Strategic Plan goals and objectives.	Annually
	B. Train, mentor, educate and empower OWH staff to be leaders in women's and girls' health.	1. OWH Internship Program 2. OWH Training Support	Introduce women's health to the next generation of college and university public health students. Provide at least $1,500 per year to each staff member in support of their professional development.	Ongoing Ongoing
	C. Constitute, as needed, teams comprised of staff from across OWH to recommend improvements to operations and procedures.	1. OWH Logistical Support Contract 2. Human Capital Survey Workgroups	Provide logistical, technical, administrative and travel support to OWH for meetings, conferences, and conference calls. Address concerns raised by the Department of Health and Human Services Human Capital Survey.	August 2011 Ongoing
	D. Track OWH programs and activities and their results.	1. Regions' Contact Database 2. Program Performance Measuring System 3. Mega Contract	Maintain a database to inform potential and/or actual regional partners about funding opportunities and OWH women's health initiatives and programs. Capture data on OWH programs that support the Government Performance Rating Assessment. Reduce the administrative workload of the OWH Regional Women's Health Coordinators and their staff associated with the review and award of grants and contracts.	Ongoing Ongoing 2009

Endnotes

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[i] **Health Equity.** "Health equity is a desirable goal and standard that entails special efforts to improve the health of those who have experienced social or economic disadvantage. It is a desirable goal that requires (1) a continuous effort focused on elimination of health disparities, including disparities in health care and in the living and working conditions that influence health, and (2) a continuous effort to maintain a desired state of equity after particular health disparities are eliminated." (Source: Secretary's Advisory Committee on National Health Promotion and Disease Prevention Objectives for 2020. Internal e-mail, 10/17/08)

[ii] **Gender-specific.** "Of, for, or associated with persons of one gender to the exclusion of the other: gender-specific health care; gender-specific behavior." (Source: *The American Heritage® Dictionary of the English Language,* Fourth Edition copyright ©2000 by Houghton Mifflin Company. Updated in 2003. Published by Houghton Mifflin Company.) "Gender-specific medicine is the science of how normal human biology differs between men and women and how the manifestations, mechanisms and treatment of disease vary as a function of gender." (Source: Marianne J. Legato, MD, FACP, Founder and Director, Partnership for Gender-Specific Medicine at Columbia University, http://partnership.hs.columbia.edu/)

[iii] **Health Disparity.** "A health disparity is a particular type of health difference that is closely linked with a social or economic disadvantage. Health disparities adversely affect groups of people who have experienced greater social or economic obstacles to health based on their racial or ethnic group, religion, socioeconomic status, gender, mental health, cognitive, sensory, or physical disability, sexual orientation, geography, or other characteristics historically linked to discrimination or exclusion." (Source: Secretary's Advisory Committee on National Health Promotion and Disease Prevention Objectives for 2020. Internal e-mail, 10/17/08)

[iv] **Unmet Need.** "Humans need a number of essentials to survive…These essentials go beyond just food, water, and shelter. They include both physical and non-physical elements needed for human growth and development, as well as all those things humans are innately driven to attain." One list posited as human essentials follows: "safety/security, belongingness/love, self-esteem, personal fulfillment, identity, cultural security, freedom, distributive justice, and participation." (Source: Sandra Marker, *Unmet Human Needs,* August 2003, on the Beyond Intractability website, http://www.beyondintractability.org/essay/human_needs/) In terms of health care, individuals report "unmet need" when, for example, they want to visit a doctor but are unable to do so. "…Individuals who reported unmet need for doctor care in 1999 were significantly less likely to have outpatient care and significantly more likely to have a hospital stay (overall and for ambulatory care sensitive (ACS) conditions) in 2000, all else equal." (Source: Long S, King J, Coughlin TA, The Implications of Unmet Need for Future Health Care Use, *Abstr AcademyHealth Meet. 2005;* 22: abstract no. 3024. http://gateway.nlm.nih.gov/MeetingAbstracts/ma?f=103622487.html) Unmet needs can be a result of several factors: low socioeconomic status; lack of access to services, transportation, child care; inability to take time off from work; significant geographic distances to healthcare providers; no health insurance or being underinsured; cultural distrust of the medical system; among others.

[v] **Evidence-based practices** usually refer to programs or practices that are proven to be successful through research methodology and have produced consistently positive patterns of results. Evidence-based practices or model programs that have shown the greatest levels of effectiveness are those that have established generalizability (replicated in different settings and with different populations over time) through research studies. http://www.scattc.org/pdf_upload/Beacon001.pdf

[vi] **Partnership/Outreach Plan.** "Partnership means a formal [or informal] agreement between two or more parties that have agreed to work together in the pursuit of common goals." Successful partnerships "create a bond of trust and demonstrate openness; work as a team, for consensus and consultation; respect the organizational mission of each partner; respect the expectations and limits of each partner; share power, risks and responsibilities; …and encourage commitment and permanency from the stakeholders." (Source: Service de police de la Ville de Montréal. Definition of partnership ©2004-2008, All rights reserved. http://www.spvm.qc.ca/EN/service/1_5_3_1_definition-partenariat.asp)