



Centers for Disease Control and Prevention Agency-wide Climate and Health Task Force

FY 2022 Strategic Framework



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Background

ABOUT THE PUBLIC HEALTH IMPACT OF CLIMATE CHANGE

Climate change is one of the biggest public health threats of our time, and its impacts on human health and wellbeing are worsening. Climate change has exacerbated the public's risk of experiencing temperature extremes, natural disasters, exposure to climate-sensitive diseases, and the resulting impacts on public health. In 2016, the U.S. Global Change Research Program conducted a National Climate and Health Assessment identifying the key health impacts of climate change as extreme weather and temperature-related morbidity and mortality, vector borne and zoonotic diseases, waterborne diseases, foodborne diseases and nutrition, and mental health and stress-related disorders. Recognizing the broad scope of health impacts, it is critical to apply a multidisciplinary, integrated, and cross-sectoral approach in our society's response to climate change.

Those placed at a higher risk of exposure and those who have fewer resources to adapt to climate-related threats – children, older or socially-isolated adults, those working in adverse indoor and outdoor environments, people of some racial and ethnic groups, communities experiencing poverty, people with disabilities and underlying health conditions – are more likely to experience adverse health outcomes. Additionally, there are economic, social, and cultural factors that influence one's risk of climate-related health impacts. Housing deficiencies, air pollutants, and other environmental threats are unevenly distributed among communities, and are a leading cause of outcomes such as asthma, cancer, and chronic diseases. These health outcomes demonstrate the interplay between the social determinants of health (SDOH) that contribute to health inequities and environmental injustice. These inequities exacerbate climate-related health threats and leave individuals and communities without the resources necessary to prepare for, respond to, and adapt to climate change.

CDC'S ROLE IN CLIMATE CHANGE

The Centers for Disease Control and Prevention (CDC) is uniquely positioned to address the increasing health impacts associated with climate change. As the leading federal agency on disease prevention, CDC is applying cross-cutting research and science, and leveraging its interdisciplinary public health workforce to provide and establish national guidance to lessen the health impacts of climate change. Since 2009, CDC has had an established program dedicated to supporting communities as they prepare for the health threats of climate change. CDC, along with the National Institutes of Health (NIH) and the Environmental Protection Agency (EPA), formed the Interagency Working Group on Climate Change and Health, which created the first federal climate change and health research needs assessment, *A Human Health Perspective on Climate Change: A Report Outlining the Research Needs on the Human Health Effects of Climate Change (2010)*. The assessment addressed 11 critical health impacts of climate change and provided mitigation and adaptation strategies to address each health impact. Over a decade later, CDC continues to support communities to prepare for, respond to, and prevent the critical health impacts of climate change, at home and abroad.

With the understanding that the health impacts of climate change are far reaching and intersect with a diverse range of public health issues, the CDC is committed to integrating climate and health considerations into all its work. CDC is working to enhance preparedness and response capabilities for climate-related emergencies, improve CDC's surveillance of climate-sensitive diseases, expand the evidence base of climate research, disseminate key messages to protect the public from climate-sensitive diseases, and address inherent health equity and environmental justice issues.

Examples of Existing Climate and Health Activities at CDC

Centers, Institutes, and Offices (CIOs) across the CDC are leading interdisciplinary climate and health initiatives:

National Center for Environmental Health (NCEH)

NCEH developed the "Building Resilience Against Climate Effects" (BRACE) framework, which features a five-step process for health officials to develop strategies and programs to help communities prepare for the health effects of climate change.

National Center for Emerging and Zoonotic Infectious Diseases (NCEZID)

As global temperatures increase, NCEZID conducts broad surveillance to track foodborne, waterborne, vector-borne (e.g., via mosquitoes and ticks), and other climate-sensitive diseases, including those related to antimicrobial resistance, that threaten human health.

Center for Global Health (CGH)

CGH is conducting pilot studies in collaboration with the International Society of Hypertension to explore temporal associations between air pollution and elevated blood pressure to measure the direct role of air pollution as an environmental risk to cardiovascular health.

National Institute for Occupational Safety and Health (NIOSH)

NIOSH developed the "OSHA-NIOSH Heat Safety Tool," which features real-time location-specific heat index and hourly forecasts, as well as occupational safety and health recommendations from the Occupational Safety and Health Administration and NIOSH.

The Agency Climate and Health Task Force

ABOUT THE TASK FORCE

In 2021, the CDC stood up the Agency-wide Climate and Health Task Force in response to the Administration's priorities and *Tackling the Climate Crisis at Home and Abroad*, Exec. Order 14008, 86 Fed. Reg. 7619 (2021). The Task Force's objective is to reduce the health impacts of climate change by developing a comprehensive approach to integrate climate and health activities across CDC programs, coordinate with external partners, and increase capacity to prepare for and respond to the health impacts of climate change.

How the Task Force was Formed

Convening of the Task Force

In April 2021, experts from across the Agency convened to kick-off the Agency-wide Climate and Health Task Force. With over 157 representatives from 24 CIOs, the Task Force is comprised of experts in health communication, epidemiology, surveillance, data analytics, research, evaluation, implementation science, health equity, environmental justice, policy, and emergency preparedness and response. Task Force members serve as a liaison between the Task Force and their specific area of public health expertise within the Agency.

Task Force Organization

The Agency-wide Climate and Health Task Force is a cross-cutting, collaborative organization dedicated to developing a whole-Agency approach to address the public health impacts of climate change.

Steering Committee

Provides oversight and guidance to the entire Task Force efforts, monitors progress and reporting towards the strategic framework, and serves as liaison with internal and external partners. Additionally, the Steering Committee triages and/or responds to time-sensitive requests from internal and external bodies (e.g., CDC, HHS, White House, Non-Governmental Organizations (NGOs), international public health agencies).

Logistics and Planning Committee

Leads the project management of the Task Force, coordinates Task Force meetings, and manages technology. Additionally, the Logistics and Planning Committee supports progress monitoring toward strategic framework goals, and coordinates status updates via sub-committee liaisons.

Sub-Committees

Leads development of strategic framework goals, priority outcomes, and implementation actions. Additionally, the sub-committees provide regular status updates to Steering Committee leadership for awareness and coordination with broader efforts to address the health impacts of climate change.

Task Force Members at Large

Serves as liaisons between the Task Force and CIOs. Each CIO representative provides ad-hoc support (e.g., responding to executive orders, etc.) and supports identification of subject matter experts within their CIO to support specific activities. CIO representatives also provide input for key decisions.



The Strategic Framework

ABOUT THE FRAMEWORK

The strategic framework was developed by the Task Force to guide the future of climate and health activities across CDC, and in coordination with partners, to increase the capacity to prevent, prepare for, and respond to the ongoing and emerging health impacts of climate change. The framework outlines over 50 actions the agency aspires to take within the next 3-5 years. These actions aim to address environmental justice and health equity, leverage CDC's interdisciplinary partnerships, utilize innovative data practices and research to inform policy and decision-making, and build a climate-ready workforce. Through these actions, the agency commits to embracing cross-cutting solutions, technological advances, and new partnerships to address the health impacts of climate change at home and abroad.

Strategic Framework Development Process

Development of the Strategic Framework

To address the health impacts of climate change, the Task Force created mission and vision statements that center the need to address climate-related health inequities at home and abroad. From there, the Task Force identified five key focus areas (KFAs) for the climate and health Strategic Framework. They include 1) Health Equity and Environmental Justice 2) Surveillance, Analytics, Modeling, and Forecasting 3) Research, Implementation Science, and Evaluation 4) Preparedness, Response, Prevention, and Adaptation and 5) Education and Dissemination. A subcommittee was created for each of the five focus areas to develop overarching goals, priority outcomes, and implementation actions for each focus area. Together, the sub-committees also identified guiding principles and cross-cutting implementation strategies to support a cohesive, "One-CDC" approach to addressing the health impacts of climate change.

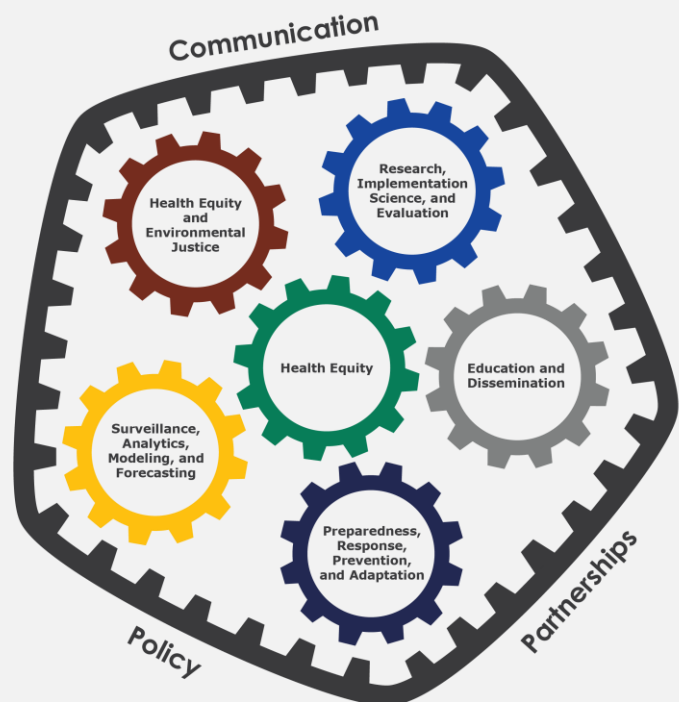
Led by two Co-Chairs, each sub-committee met regularly to refine goal statements and priority outcomes, and brainstorm associated implementation actions. Throughout the strategic planning process, content of the strategic framework was reviewed holistically by the entire Task Force.

Interconnectedness of Climate and Health Focus Areas

There are inherent interconnections between the five focus areas outlined in the strategic framework. Each focus area outlined in Figure 1 represents a core component of the Agency's approach to addressing the health impacts of climate change. As an Agency, CDC is committed to integrating health equity into all levels of practice. This strategic framework centers health equity and integrates the principles of health equity into all other focus areas. This is evident in Figure 1, with Health Equity and Environmental Justice represented as both its own focus area, and a central component that interplays with all other focus areas.

Communication, policy, and partnerships represent three key mechanisms that fuel progress towards health equity and equip communities with resources to better adapt to the health impacts of climate change. Utilizing a robust network of partners (e.g., federal, public, private, healthcare, global), CDC will tailor messaging to increase reach to key audiences. These mechanisms are leveraged across focus areas to employ a coordinated, "One-CDC" approach to climate change and its impacts on health.

Figure 1. The focus areas, represented below by gears, operate together to achieve the Task Force's vision. Communication, policy, and partnerships operate as belts around these gears, as these strategies accelerate the Task Force's work and keep the gears moving in coordination with one another. Together, these mechanisms move the agency forward to better detect, investigate, forecast, track, prevent, and respond to the public health threats of climate change, address health inequities, and strengthen community resilience.





OUR MISSION

To detect, investigate, forecast, track, prevent, and respond to the public health threats of climate change, addressing health inequities and strengthening community resilience.



OUR VISION

A nation prepared to respond to the public health threats of climate change, at home and abroad.

Guiding principles are core values that emerged from the strategic planning process that inform the work of the Task Force. These principles are embedded throughout the strategic framework and are foundational to the Task Force's work. Together they include Health Equity, Collaboration, Accountability, and Sustainability.

Implementation strategies are interdisciplinary, cross-cutting methods identified by the Task Force to achieve the priority outcomes in the strategic framework and maximize the impact of the Agency's work. Together they include Data, Science, Action, Partnerships, Policy, and Communication.

OUR GUIDING PRINCIPLES

Health Equity

Disproportionately affected communities are prioritized in a comprehensive climate and health strategy.

Collaboration

Outcomes, strategies, and actions are co-developed across CIOs and with external partners to facilitate open communication, support local empowerment and decision-making.

Accountability

Actions outlined in the strategic framework are implemented, measured, and reported.

Sustainability

The health effects of climate change are prioritized in the face of shifting public health threats, resources, and other societal factors.

OUR IMPLEMENTATION STRATEGIES

Data

Utilize robust data systems to quickly and effectively detect, monitor, and forecast the health effects of climate change and assess the impact of interventions.

Science

Operationalize an Agency-wide climate and health research agenda, utilize evidence-based guidance to inform decision-making, and evaluate climate-related health interventions.

Action

Accelerate data and science into action and disseminate tailored public health interventions through community engagement activities.

Partnerships

Leverage strategic partnerships to co-develop best practices, amplify key messages, and implement effective interventions.

Policy

Utilize evidence-based guidance to inform policy decisions and improve public health.

Communication

Translate scientific research to develop actionable guidance and accessible communication materials to inform public health decision making for all audiences.

Overarching Goal

Health inequities and environmental injustices are systematically addressed in effort to prevent and reduce the health impacts of climate change through a multi-level, multi-sectoral approach.

Health equity and environmental justice are at the core of CDC's work as a public health agency. The agency aims to reduce climate-related health disparities by convening partners, enhancing understanding of social and structural inequities related to climate change, developing robust health equity and environmental justice metrics, and translating data into action. The agency will engage with disproportionately affected communities to better prepare for and respond to the health threats of climate change.

Outcome 1: CDC collaborates with multi-sector, multi-level partners to develop health equity and environmental justice metrics, identify and address related data gaps, and disseminate timely and granular data across CDC and partner data systems to inform action on climate and health.

Action 1.1: Identify new and existing data partners and establish partnership objectives

Action 1.2: Develop, define, and disseminate a prioritized list of health equity (HE) and environmental justice (EJ) metrics

Action 1.3: Identify and prioritize data gaps in the list of HE & EJ metrics; develop and implement a plan to address the gaps

Action 1.4: Inventory existing dissemination channels for HE & EJ data and metrics; develop and implement a plan to enhance dissemination by leveraging available system and program resources

Outcome 2: CDC supports and collaborates with public health practitioners and key partners to enhance understanding that structural and social factors underlie disparate health risks and outcomes related to climate change.

Action 2.1: Identify and summarize the structural and social factors that relate to health impacts of climate change

Action 2.2: Collaborate with partners to develop and disseminate key messages and resources about structural and social factors that relate to health impacts of climate change

Action 2.3: Collaborate with federal health equity-related efforts (e.g., HHS Long-term Recovery and Resilience Interagency Workgroup, CDC's CORE and SDOH Task Force) to identify and amplify awareness of and opportunities for related research, translation, and program implementation

Outcome 3: CDC convenes multi-sector partners and diverse community members and organizations to identify and implement a robust set of promising practices to promote health equity and environmental justice to achieve maximum collective impact.

Action 3.1: Identify community-based partners and collaboratively establish objectives and communication channels for each partnership

Action 3.2: Collaborate with community-based partners to identify existing best practices and co-develop summaries to promote best practices and community informed decision making

Action 3.3: Summarize, and disseminate community-informed priority gaps in the current evidence base; leverage these findings to inform climate and health research and surveillance efforts

Action 3.4: Promote meaningful community engagement by public health and environmental agencies, and convene partners to support connections across international, federal, state, tribal, local, and territorial programs

Overarching Goal

Data are available via a modernized public health data and IT infrastructure to identify, track, prevent, and respond to the public health threats of climate change.

Surveillance is at the core of public health science and action. Strong data, IT, and laboratory infrastructures are critical components of CDC's efforts to address the health impacts of climate change. By integrating climate change priorities with the current modernization of public health surveillance in the United States, the agency will enable real-time decision making and support climate preparedness, response, and adaptation efforts at home and abroad. This will be achieved with partners such as international, federal, state, local, tribal, and territorial agencies, and other cross-sector public and private partners.

Outcome 1: CDC and partners have a robust public health surveillance system with necessary health, health equity, environmental, and climate data, and critical climate-related data gaps are addressed through scalable solutions that integrate climate and health data using traditional and novel data sources, analyses, and modeling approaches.

Action 1.1: Prioritize data needs and evaluate data sources for climate-related health impacts and diseases with the Climate and Health Task Force and partners

Action 1.2: Establish data sharing partnerships and technical capabilities for seamless multidisciplinary data access

Action 1.3: Address data gaps and improve data to describe communities and populations at risk for climate-related health impacts using innovative, scalable solutions

Action 1.4: Catalog and integrate datasets in CDC's cloud to maximize internal access and external access

Outcome 2: CDC and partners have a strong workforce with the climate and health resources and expertise needed to advance our ability to monitor, model, and forecast climate-related drivers, changes in disease burden, and health impacts to inform public health decision-making.

Action 2.1: Define core competencies for a strong climate-related workforce

Action 2.2: Develop training for internal and external public health partners

Action 2.3: Strengthen hiring, recruitment, and retention processes

Action 2.4: Leverage external partnerships to identify and address workforce gaps that impact surveillance, modeling, and forecasting of climate related diseases



Outcome 3: CDC and partners have data, indicators, models, and forecasts that are accessible, understandable, and applied in decision-making to inform preparedness, response, and adaptation activities and mitigate the health impacts of climate change and related inequities.

Action 3.1: Leverage external partnerships to understand the climate-related information needs of end users to inform and promote local action

Action 3.2: Collaborate with partners to adopt or develop indicators, models, and forecasts that meet the needs of end users (Action 3.1)

Action 3.3: Pilot and implement cloud-based solutions for timely, reproducible analytics and sharing of indicators, models, and forecasts

Action 3.4: Empower end users to easily find and use relevant data products for their decision-making needs



Overarching Goal

Scientific evidence and evidence-based guidance are available for action to minimize the health impacts of climate change.

Despite the growing body of evidence of the health impacts of climate change, critical gaps remain in our understanding. This is especially true for identifying effective, evidence-based interventions that minimize the health and health equity impacts of climate change. Strengthening the scientific evidence-base through cross-sectoral, interdisciplinary, intramural, and extramural research will allow CDC to inform climate-related policies, investments, and interventions and develop actionable guidance to partners and the public.

Outcome 1: CDC improves understanding of the effects of climate change on climate-sensitive health outcomes using a systems-thinking approach to original research, synthesis, and tracking.

Action 1.1: Conduct research on climate-sensitive health outcomes and synthesize findings

Action 1.2: Develop and leverage existing monitoring and tracking systems, grounded in One Health approach when applicable, to gather and synthesize evidence

Action 1.3: Develop predictive models and forecasts to understand short- and long-term impacts and inform solutions

Action 1.4: Embed climate and health research across multiple disciplines to leverage expertise from across the Agency and establish mechanisms to foster collaboration

Action 1.5: Collaborate with academic centers and research institutes to develop a science agenda and conduct research

Outcome 2: CDC enhances evidence reflecting the disproportionate health impacts of climate change among communities with increased risk of exposure, higher sensitivity, and lower adaptive capacity.

Action 2.1: Conduct research to characterize disproportionate health impacts associated with climate change

Action 2.2: Conduct research to identify fundamental, structural, and social drivers of climate and health inequity, which can include establishing key health equity metrics

Action 2.3: Develop and disseminate tools for practitioners at the federal level and in local communities to conduct vulnerability assessments to identify communities that are disproportionately vulnerable to climate change, guide interventions, and allocate resources

Outcome 3: CDC identifies effective interventions responsive to communities' short- and long-term needs and expands evidence about the health benefits of climate adaptation and mitigation.

Action 3.1: Support, implement, and evaluate climate adaptation and mitigation interventions likely to promote health and prevent negative climate-related health outcomes

Action 3.2: Conduct systematic, interdisciplinary reviews to identify effective interventions, best practices, and policies to inform the Agency's climate and health strategy

Action 3.3: Conduct research and develop methods and tools to quantify the health and health equity benefits and cost savings associated with climate adaptation and mitigation strategies

Action 3.4: Ensure efforts to identify effective, evidence-based interventions align with partners at all levels, from communities to federal agencies

Overarching Goal

Communities, especially those that are disproportionately affected, are prepared to respond, and have the capacity to prevent and adapt to the health impacts of climate change.

The increased health threats posed by climate change require a coordinated public health effort to prepare communities to respond, adapt, and prevent morbidity and mortality. CDC will work collaboratively with partners at all levels to respond to the health impacts of climate change by expanding cross-sector partnerships and enhancing coordination with international, state, tribal, local, and territorial partners. CDC aims to build local capacity to respond to the health threats posed by climate change. Additionally, CDC strives to provide public health professionals, partners, and the public with tailored resources and tools to proactively prepare for and respond to climate-related health threats and implement prevention and adaptation measures that most effectively protect public health.

Outcome 1: CDC establishes an agency-wide proactive approach focused on prevention, preparedness, and response to identify, minimize, and adapt to public health threats caused by climate change.

Action 1.1: Create internal tools and resources that define how climate change is integrated across CDC programs and how it interacts with prevention, preparedness, and response activities

Action 1.2: Incorporate climate metrics into CDC programs and Notice of Funding Opportunities (NOFOs) (where applicable) to measure preparedness and response capability, adaptation, and prevention

Action 1.3: Embed climate planning frameworks (e.g., Building Resilience Against Climate Effects) and best practices into CDC activities (where applicable)



Outcome 2: CDC leads federal public health preparedness planning and response through its work building strong evidence, best practices, and proven strategies around climate and health and environmental justice.

Action 2.1: Lead interagency climate and health efforts and provide subject matter expertise to foster collaboration with federal partners to implement public health prevention, preparedness, and response actions

Action 2.2: Build and expand partnerships with non-federal organizations (e.g., NGOs, State, Tribal, Local, or Territorial (STLT) health departments, academic institutions) to coordinate and strengthen public health prevention, preparedness, and response

Action 2.3: Build a strong evidence base for investing in public health strategies that minimize the health impacts of climate change and strengthen climate resiliency, advance health and racial equity, and promote environmental justice

Action 2.4: Build climate-related preparedness, response, and recovery strategies into cross-sector external partnership activities (where applicable)



Outcome 3: CDC increases prevention and preparedness capacity among international, STLT, and other partners to better engage and equip communities with tools and resources to deal with the effects of climate change.

Action 3.1: Strengthen public health workforce capacity to prepare for and respond to the health impacts of climate change through activities such as trainings, mentorship programs, and communities of practice

Action 3.2: Develop tools and resources that focus on climate adaptation, evaluation, and risk management to enhance and support decision making and implementation capabilities of partners

Action 3.3: Expand capacity for community members to adapt to the health impacts of climate change through resources, training, and technical assistance

Outcome 4: CDC identifies and prioritizes disproportionately affected communities for preparedness and response assistance and tracks the effectiveness of support to those communities.

Action 4.1: Establish metrics to identify disproportionately affected communities, assess their climate readiness, and evaluate their ability to prepare, respond, prevent, and adapt

Action 4.2: Engage disproportionately affected communities in efforts such as community assessments to identify needs and concerns

Action 4.3: Ensure disproportionately affected communities are engaged in the resource planning and decision-making process related to preparedness, response, prevention, and adaptation needs

Action 4.4: Build sustainable capacity to prepare, respond, prevent, and adapt to climate and health within disproportionately affected communities



Overarching Goal

Key audiences are educated and equipped to minimize and adapt to the health impacts of climate change in their communities.

As climate-related public health threats increase, it is vital that the public, national and international partners, and other key audiences receive timely, actionable information and guidance on how to prepare and protect their health. By developing clear, accessible, and evidence-based communication materials, and establishing systems for rapid information dissemination, CDC will expand global capacity to prepare for climate-related public health threats and educate communities to respond and adapt.

Outcome 1: CDC identifies and collaborates with key internal and external partners to ensure the health impacts of climate change and related inequities are well-documented, recognized, and communicated by federal agencies and across all federal climate efforts.

Action 1.1: Establish a CDC agency-wide climate and health group for coordination of communication activities

Action 1.2: Identify communication partners and decision-makers to enhance collaboration and expand reach to key audiences

Action 1.3: Conduct needs assessment with partners to inform development of communication plans, products, and tools



Outcome 2: CDC uses consumer behavior, community priorities, and formative research to tailor future climate and health materials for key audiences (e.g., the public, policymakers, educators, building designers and operators, employers, healthcare workers, and public health professionals).

Action 2.1: Use needs assessment to prioritize research needs, in collaboration with partners

Action 2.2: Conduct climate and health communication research to identify effective communication strategies

Action 2.3: Share research findings with internal and external partners to inform communication product development

Action 2.4: Create and prioritize program-specific communication plans



Outcome 3: CDC develops and disseminates clear and inclusive communication products and tools to the public and policymakers that are accessible to all audiences and empower communities to prevent, adapt to, and build resilience against the health impacts of climate change and related inequities.

Action 3.1: Create and update communication products that are inclusive and consistent with communication plans

Action 3.2: Collaborate with partners to disseminate communication products and increase public awareness of climate and health issues

Action 3.3: Evaluate communication materials and dissemination methods to improve and inform future climate and health communication activities

Looking Ahead


This strategic framework will require the support and engagement of everyone across the Agency to implement priority activities and ensure progress. Through a commitment to collaboration and coordination, the Agency will maximize its impact and capacity to detect, investigate, forecast, track, prevent, and respond to the public health threats of climate change. There has never been a more critical time to center public health in our response to climate change and climate-related health inequities. With a “One-CDC” approach that recognizes how climate change impacts all our work as public health professionals, our nation will be prepared to respond to the public health threats of climate change at home and abroad.



Appendix



Acknowledgements

A photograph of two young girls playing on a wooden playground structure. One girl is sitting on a swing, and the other is standing next to her, touching the wooden frame. The background is a lush green park with trees and grass.

We would like to acknowledge the many individuals who contributed to the development of the Centers for Disease Control and Prevention Agency-wide Climate and Health Strategic Framework. We give special thanks to the Task Force Steering Committee and to the 150+ Task Force and Sub-Committee members who provided their knowledge and expertise in generating ideas, reviewing drafts, and providing feedback.

Task Force Steering Committee

Chairs and Vice Chairs: Charles (Ben) Beard, Patrick Breyse, Joan Brunkard, Rima Khabbaz, Pamela Protzel Berman, Shubhayu Saha, and Paul Schramm

Sub-Committee Co-Chairs: Michael Beach, Renee Calanan, Yulia Carroll, Elizabeth Greene, NaTasha Hollis, Heather Joseph, Eric Lahr, Virginia Roberts, Amy Schnall, Heather Strosnider, and Jonathan Yoder

Glossary

Climate Adaptation: Taking action to prepare for and adjust to both the current and projected impacts of climate change.

Climate Mitigation: Actions limiting the magnitude and rate of future climate change by reducing greenhouse gas emissions.

Climate Resilience: The capacity of a system to maintain function in the face of stresses imposed by climate change and to adapt the system to be better prepared for future climate impacts.

Environmental Justice: All people—regardless of race, color, national origin, or income—are entitled to equal protection from environmental and health hazards and equal access to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Goal Statement: A statement that sets the appropriate priorities with defined outcomes for an organization to advance towards its mission.

Guiding Principles: Guiding principles refer to the values and behaviors that embody how an organization and its people are expected to operate. Guiding principles reflect and reinforce the desired culture of an organization. Guiding principles support and inform the decision making of every workforce member, helping the organization accomplish its Mission and attain its Vision in an appropriate manner.

Health Equity: When every person has the opportunity to “attain his or her full health potential” and no one is “disadvantaged from achieving this potential because of social position or other socially determined circumstances.”

Implementation Strategies: A set of interdisciplinary cross-cutting methods taken to enhance adoption and implementation of an organization’s strategic framework.

Key Focus Areas (KFAs): High-level thematic areas of interest that enable the Task Force to develop and organize key goals, priorities, and actions.

Mission: An organization’s overall function. The Mission answers the question “what is your organization attempting to accomplish?” The Mission might define customers or markets served, distinctive or core competencies, or technologies used.

Non-Governmental Organization (NGO): An organization that is formed independent from government.

Notice of Funding Opportunity (NOFO): An awarding office’s formally issued announcement of the availability of Federal funding through one of its financial assistance programs.

Social Determinants of Health (SDOH): Conditions in the places where people live, learn, work, and play that affect a wide range of health and quality-of-life risks and outcomes.

Vision: An organization’s desired future state. The Vision describes where an organization is headed, what it intends to be, or how it wishes to be perceived in the future.

