

including personnel operations and the allocation of personnel resources; (2) provides organizational and management analysis, develops policies and procedures, and implements Agency management policies; (3) coordinates the Agency Federal Managers' Financial Integrity Act and Privacy Act activities; (4) plans and directs financial management activities including budget formulation, presentation, and execution functions and supports the linking of the budget and planning process; (5) conducts all business management aspects of the review, negotiation, award and administration of Agency grants and contracts; (6) manages the analysis, selection, and implementation of the information resource management and telecommunication systems; (7) provides Agency support services including the acquisition, management, and maintenance of supplies, equipment, and space.

*Office of Planning and Evaluation (HPA7).* Directs and coordinates the strategic planning, program evaluation, and legislative activities of the Agency. Specifically: (1) Directs and coordinates program planning activities of the Agency and prepares the strategic plan; (2) plans and manages the program evaluation activities of the Agency including evaluations of dissemination, training, and research programs; (3) plans and coordinates Agency research activities that focus on special populations and initiatives; (4) coordinates the legislative activities of the Agency including the development of legislative proposals and analysis of Federal health legislative initiatives; (5) manages and coordinates development and clearance of proposed regulations, reports, and program announcements; (6) represents the Agency in meetings with other Public Health Service and Department planning, evaluation, and legislative offices.

*Office of Policy Analysis (HPA8).* Provides support to the Administrator and technical assistance to the Public Health Service and other Department components in the formulation and analysis of national health care policy. Specifically: (1) Reviews Agency research plans and programs to determine their relevance to national policy issues; (2) analyzes health policy issues of national and regional significance using data and research produced by the Agency; (3) synthesizes research findings on policy and program issues of concern to the Administrator; (4) conducts and supports special projects or studies to inform health policy; (5) develops and manages an extramural centers program designed to

provide timely studies of immediate health policy issues; (6) represents the Agency in meetings with components of the Public Health Service, the Department, and other government agencies and with private organizations on health policy issues.

*Office of Scientific Affairs (HPA9).* Directs the scientific review process for grants and contracts, the assignment of projects to Agency Centers, manages Agency research training programs, and evaluates the medical and scientific contribution of proposed and on-going research, demonstrations, and evaluations. Specifically: (1) Directs the process for selecting, reviewing, and funding grants and reviewing contracts for scientific merit and program relevance; (2) assigns grant proposals to Centers for administrative action; (3) manages the process for making funding decisions for grants; (4) directs Agency research training programs and implementation of the National Research Service Award authority; (5) manages the scientific integrity processes for the intramural and extramural programs of the Agency; (6) represents the Agency in meetings with experts and organizations on issues related to the administration of the scientific program.

*Center for Information Technology (HPH).* Conducts and supports studies of health information systems, computerized patient record systems, and medical decision analysis. Specifically: (1) Manages and conducts research, demonstrations, and evaluations of computerized health care information systems; (2) directs studies of data standards, security, efficiency, and linkages; (3) directs studies of medical decision making and decision support systems; (4) directs studies of provider adoption and implementation of automated medical records, information, and decision systems; (5) represents the Agency in meetings with international and domestic experts and organizations concerned with developing and using medical information systems.

*Office of the Forum for Quality and Effectiveness in Health Care (HPJ).* Arranges for the development and evaluation of clinical practice guidelines. Specifically: (1) Supports the development and evaluation of clinical practice guidelines dealing with the prevention, diagnosis, and treatment of illness; (2) provides national leadership on guideline development and assessment of methodologies; (3) supports development of medical review criteria, performance measures, and standards of quality; (4) conducts and supports studies of the economic

impact of Agency guidelines; (5) represents the Agency in meetings with experts and organizations involved in producing, implementing, and evaluating clinical practice guidelines.

*Center for Health Care Technology (HPK).* Conducts and supports a comprehensive program of health care technology assessment. Specifically: (1) Manages and conducts studies of the safety, efficacy, effectiveness, and cost-effectiveness of health technologies; (2) prepares recommendation on whether specific technologies should be paid for by Federal programs that provide or reimburse for health services including recommendations that such payment be subject to specific conditions, requirements, or limitation; (3) maintains liaison with other public and private organizations and entities with regard to assessment strategies, priorities, and methodologies; (4) represents the Agency in meetings with international and domestic experts and organizations concerned with health technology assessment.

*Center for Outcomes and Effectiveness Research (HPB).* Conducts and supports studies of the outcomes and effectiveness of diagnostic, therapeutic, and preventive health care services and procedures. Specifically: (1) Manages and conducts research, evaluations, and demonstrations of the effectiveness of clinical interventions in terms of patient outcomes; (2) directs an extramural research centers program on medical effectiveness and patient outcomes; (3) directs and supports a program of clinical research on the effectiveness of diagnostic and therapeutic approaches to illness; (4) manages and conducts research and related activities to improve methods and measures for effectiveness research; (5) represents the Agency in meetings with domestic and international experts and organizations concerned with medical effectiveness and outcomes research.

*Center for Delivery Systems Research (HPL).* Conducts and supports studies of the structure, behavior, and performance of acute and long term health care systems. Specifically: (1) Manages and conducts studies of trends in the use and cost of care provided by public and private health care systems; (2) directs epidemiological studies of patterns of care and changes in the treatment of illness; (3) designs and manages large administrative data sets produced by states or claims processors for intramural and extramural research including policy and methodological studies; (4) conducts and supports research, demonstrations, and evaluations of institutional and