INTRODUCTION

There has never been a more urgent need for a revolution in health communication. The United States today faces a serious public health crisis: life expectancy and other health measures are lagging relative to other nations; the rates of preventable illnesses and the costs of treating them are soaring; and we are living with increasing rates of obesity, heart disease, and diabetes. Compounding these issues, a serious deficit exists in the nation's health literacy, jeopardizing our population's ability to take care of themselves and their families. Five out of ten Americans struggle with using and understanding health information that is critical for managing their health. Until now, we have never campaigned to make health a core cultural value, and many Americans don't sufficiently prioritize good health or remain unable to achieve it despite their best efforts because of the environments and communities in which they live. But we are not helpless in the face of these threats. We now have media platforms and communication tools that can reach people in unprecedented ways, and we believe these tools should be harnessed for the public good.

In the service of that goal, The Public Good Projects, an independent non-profit media organization, and the Institute of Medicine (IOM), part of the National Academy of Sciences and the world's most respected independent voice on matters of health, have forged an ongoing working partnership to implement the country's largest health information and marketing campaign to date—*A Healthy America*.

The kinds of sweeping transformations we envision take decades, if not generations, to achieve, which is why a deep, longitudinal commitment is so fundamental to our enterprise. We must change our national understanding of what a long, healthy life can be; our collective beliefs about its attainability; and, eventually, our behaviors, our culture, our environment, and our institutions so we all can enjoy one. To accomplish these audacious goals, our nation's most trusted health organizations must harness the extensive power of the media to educate and motivate the population to tackle our critical health problems and shape generations of healthy children who grow up to be healthy adults.
Over the past 40 years, the Institute of Medicine has built a reputation as America’s foremost source of authoritative and unbiased health advice to decision makers and the public. Through its prolific reports on topics as diverse as obesity prevention, women’s health, and child development, it shapes the conversation among public health experts and medical practitioners about how to take better care of the nation. Now, with A Healthy America, the Institute of Medicine will work with The Public Good Projects to engage the public more directly and maximize the impact of this knowledge.

The Public Good Projects is uniquely positioned to produce work that consistently commands the public’s attention. Founder John Hoffman’s most recent efforts at HBO—Addiction, The Alzheimer’s Project, and The Weight of the Nation—utilized a novel approach to the creative process. This innovative evidence-based model marries the institutional knowledge of public health and scientific experts with compelling storytelling. In so doing, these projects have met the strict scientific standards of such organizations as the National Institutes of Health, Centers for Disease Control and Prevention, and Institute of Medicine for scientific accuracy, as well as our own standards for the creative, emotional, and inspirational qualities of our content. What’s more, we have been able to accomplish this while retaining the complete creative and editorial control that media platforms require. These projects have together resulted in more than a billion media impressions; garnered praise from critics, experts, advocates, and consumers; and received numerous awards: five Emmy nominations; three Emmy Awards, including the Television Academy’s highest recognition, The Governors Award; and honors from the Association for Health Care Journalists, Television Critics Association, International Documentary Association, and Entertainment Industries Council, among others.

We expect to establish collaborations with a range of organizations and agencies modeled in part on the successful collaboration with NIH and CDC in creating The Weight of the Nation, and we are also forging partnerships with the academic, government, corporate, philanthropic, and healthcare sectors along with the nation’s most powerful news, entertainment, and social networking companies to create a sustained campaign to promote the notion of that all Americans have a right to healthy choices. We will inspire and motivate people to live long, healthy
lives through carefully crafted, evidence-based storytelling, and catalyze change both on the policy level and in the lives of individuals. We will counter excessive and dangerous consumption of alcohol; use of tobacco; consumption of too much food high in calories, sugar, salt, and fat; and insufficient physical activity—behaviors that are directly associated with nine of the fifteen leading risk factors for death in the United States. We will also work to build awareness of the paradox that, in an increasingly connected world, many Americans lack the deep social connections necessary for good health. With the proper investment and the development of high-quality, pervasively marketed messages, *A Healthy America* will become a ubiquitous, trusted, and permanent thread in the fabric of American culture.

Additionally, we recognize that preventable chronic diseases disproportionately affect some communities, and we endeavor to determine the best methods of reaching those communities, and to produce culture-specific content for them.

We are very proud of the support we have received so far. Two prominent foundations, The California Endowment and the George Family Foundation, have provided grants that signal their belief that *A Healthy America* will be a key player in their ongoing work to decrease the burden of chronic disease. In addition, HBO has signed on as the first major corporation to commit to *A Healthy America* as a funder. HBO believes that the goals and objectives of *A Healthy America* represent an important expansion of its previous efforts to improve the nation’s health.

The Public Good Projects’ board chair, Phil Marineau and vice-chair, Ruth Wooden, have each been responsible for some of the most enduring marketing campaigns in American history. As president and CEO of Levi Strauss & Co. and Pepsi-Cola North America, Marineau managed two of the world’s most iconic brands and now brings that marketing expertise to *A Healthy America*. As president of the Ad Council, Ruth Wooden championed that organization’s pioneering work on seat belts, tobacco use, drug addiction, and HIV prevention, which transformed how we confront these major contributors to death, disability, and stigma. Among those joining them on the board are David Britt, retired President-CEO of Sesame Workshop; Ellen Wartella, professor of communications at Northwestern University; and Andrea Taylor, director of community affairs
for North America at Microsoft. We will also continue to benefit from the guidance of some of the nation’s leading public health experts, including Dr. Tom Farley, New York City Health Commissioner, and Dr. Francis Collins, director of the National Institutes of Health.

*A Healthy America* represents a critical new commitment for the Institute of Medicine. Long viewed as the world’s most respected and independent voice on matters of health and medicine, the Institute, for most of its history, did not translate its reports and findings into consumer-oriented products or public health campaigns. Through its partnership with The Public Good Projects, the Institute of Medicine—under its president, Dr. Harvey Fineberg—is embarking on a strategic extension of its mission to improve health. Together, the Institute of Medicine and The Public Good Projects will provide a blueprint for adults and children alike, enabling them to live healthier lives and improving the well being of their communities.
MISSION AND VISION

The mission of A Healthy America is to create a continuous and enduring supply of innovative media that improves the health of Americans young and old by marketing health to the nation and its diverse communities.

Such a campaign is sorely needed because, despite all the public health successes we have achieved in the history of our nation—the overwhelming reduction in infectious disease mortality, the dramatic decrease in deaths from smoking, the ongoing battle against heart disease—we have not yet engaged in a concerted, deliberate effort to address our overall health. The consequence of this abrogation is affecting both our life expectancy and our quality of life.

A consensus has emerged in the field of public health that our schools, workplaces, and communities must all do a better job of making our environment one that promotes health. As a nation, we have not yet achieved a collective understanding of how we can best take care of ourselves, how to teach our children the knowledge and skills they need to grow up to be healthy adults, or how to shape our environments to be as healthy as possible. Until now, we have never campaigned to make health a core cultural value, and many Americans don’t sufficiently prioritize good health or remain unable to achieve it despite their best efforts because of the environments and communities they live in. In a healthy America a long, healthy life is an attainable goal for everyone.

Numerous reports from the Institute of Medicine, National Institutes of Health, Centers for Disease Control and Prevention, and other Department of Health and Human Services agencies have all raised the same call: we must create a large-scale, enduring media campaign to elevate our nation’s overall health, and we have never needed one more than we do today.

Under the banner of A Healthy America, we will harness the proven powers of contemporary media to make the nation’s most complex and pressing health problems easier to understand, inspiring the nation to improve the wellbeing of its communities, schools, and workplaces, while
motivating individuals to live a healthier life. We will tip the scale of marketing back towards health and away from unhealthy food, tobacco, alcohol, and sedentary behaviors. In so doing, *A Healthy America* will empower adults to take better care of themselves and their families, and give children the tools they need to take good care of their bodies and their brains. We will marshal the abundant knowledge and passion of the academic, government, corporate, philanthropic, and health care sectors to create an innovative and far-reaching public health campaign. To do this, we will speak to all Americans, but we will speak particularly to those living in the communities hardest hit by the chronic diseases plaguing our nation.

In 1968, Joan Ganz Cooney founded the Children’s Television Workshop (CTW; now known as Sesame Workshop) on a simple, but sophisticated premise that they could put the genius of American television techniques to work on a regular basis to raise the baseline knowledge level of all American preschoolers by offering children and their families engaging, easy-to-understand, basic building blocks of literacy, numeracy, and personal development. CTW harnessed the power of commercial and public television to create Sesame Street: a popular phenomenon that, in its 40-plus years on the air, has reached generations of children with entertaining educational content and established itself as an integral part of American culture, increasing the literacy of the entire nation in the process.

The CTW paradigm, in which producers worked closely with researchers and educators to develop and produce programming that reflected educational goals and used a curriculum to shape its content, is a great source of inspiration to us. John Hoffman, The Public Good Projects’ founder, began his career there, and David Britt, the retired President-CEO of Sesame Workshop, is a key advisor to our team. Like Sesame Street, our programming will serve as a living laboratory for how best to translate and communicate complicated information to the public in a way that can change people’s lives. Another of CTW’s innovations—a commitment to studying the educational effects of its programming on its young viewers—stands as a model of evaluation that we would hope to emulate and update, allowing us to learn from our successes and our failures, and to determine which aspects of our programs are having the greatest impact on our nation’s health.
In the implementation of *A Healthy America*, the Institute of Medicine will bring the full power of its scientific expertise and independence, while The Public Good Projects will contribute the full force of journalistic intent and integrity in our reporting and storytelling. We will provide a larger context for individual scientific discoveries, approaching health communication based not on what is catchy but rather on what is significant for the wellbeing of the nation. Together, we will leverage established outlets and novel technologies alike to spread our message as widely and effectively as possible.
NEED AND BACKGROUND

The value of public health information campaigns to change behavior has been clear since the early 18th century, when Reverend Cotton Mather distributed pamphlets to convince the citizens of Boston to get vaccinated during a smallpox outbreak. While the public health landscape is far more complex today, we are also fortunate to exist at a moment in history when we know a remarkable amount about the causes of poor health, and why some communities are hit harder than others. We also have unprecedented means of reaching all levels of society to communicate that information, and the ability to draw on a half-century of marketing knowledge to do so in a persuasive, powerful, and effective way.

Right now the United States is at a critical inflection point: we are facing a tsunami of rising costs from preventable chronic diseases; we are unprepared for the slew of complex health problems that will accompany the baby boomers into old age; our rapidly evolving health care system is poorly understood by most Americans. We are plagued by childhood obesity, heart disease, diabetes, hypertension, anxiety, and depression. As a result, according to the 2013 Institute of Medicine report *Shorter Lives, Poorer Health*, despite unprecedented levels of spending on health care, our life expectancy lags far behind most other developed nations. These problems are accentuated by a continually growing gap between those with access to our nation’s best resources and those who lack basic necessities like primary health care, and a recent survey commissioned by the Robert Wood Johnson Foundation revealed that 85 percent of primary care physicians believe that unmet social needs like access to nutritious food and adequate housing are leading directly to health problems for many Americans.

But we are also a society that has successfully overcome massive health problems throughout our history. Our nation responded to the incontrovertible linkage of smoking and cancer with forceful counter-marketing campaigns, strategic taxation, and the regulation of advertising, greatly reducing the number of people who smoke. When we learned how many lives could be saved by seatbelts, we passed laws requiring passengers to use them and created educational campaigns and public
service announcements in their support, preventing thousands of traffic fatalities every year.

No nation in the world produces more medical, scientific, and public health knowledge and expertise than the United States. Our country is home to the greatest research institutions in the world, to an unrivaled culture of entrepreneurship, and to foundations that fund billions of dollars of interventions and work for social change. Our government and public health leaders have worked to get this vast body of knowledge to the American people through federal initiatives like Healthy People, an ongoing three-decade commitment to gathering and presenting pressing health data and information to the public. But we believe our nation’s top scientific and medical talent, corporate citizens, and public health institutions have more to offer the American public.

This objective presents no small challenge. A troubling gap exists between the health-related knowledge our nation produces and the public’s ability to access it, understand it, and apply it to their own lives. Approximately 5 out of 10 Americans struggle with using and understanding health information that is critical for managing their health—including newspaper articles, informational charts, and drug labels—and a report from the Institute of Medicine cites more than 300 studies showing that most health-related materials are written at a level far above the comprehension of most Americans.

As a result, despite the overwhelming amount of health information produced today, many Americans lack the ability to act in their own best interest and move toward a healthier life for themselves and their families. They enter the hospital when they are sicker than those with a high level of health literacy and often forego important tests and treatments. A study in the Journal of the American Medical Association, for example, showed that people with type 2 diabetes who have low health literacy are less likely to keep their blood sugars under control and more likely to have complications like retinopathy. This lack of health literacy also costs our nation dearly. Researchers estimate we spend about $200 billion a year simply because Americans are not health literate—an amount sufficient to insure every American who currently lacks health coverage.
A Healthy America aims to close this troubling gap in health literacy from both sides: by improving the baseline level of health knowledge in all levels of the population and, even more important, by making essential information easier to understand. The most powerful tool at our disposal for achieving these critical changes is the creative, persistent use of contemporary media.

A Healthy America brings together the intellectual horsepower of the nation’s pre-eminent health adviser, the Institute of Medicine—informed by state-of-the-science information and best practices—with the proven ability of The Public Good Projects team to inspire and educate the public by translating complex information into clear advice and moving stories that resonate with viewers across demographics and transform the culture.
LONG-TERM GOALS & STRATEGY

The United States today faces high rates of chronic disease, out-of-control health care spending, poorer health outcomes than other developed nations, and the looming specter that this generation of children may live shorter lives than their parents. At the same time, Americans are swamped by messages in the media promoting unhealthy behaviors, struggle to navigate a complex and rapidly changing health care system, and inhabit an environment that has made it increasingly difficult to live a long, healthy life.

A recent IOM report, “The Future of the Public’s Health in the 21st Century,” represents a call to arms for how best to employ the reach of modern media in the service of the nation’s wellbeing:

/Public health officials and local and national entertainment media [should] work together to facilitate the communication of accurate information about disease and about medical and health issues in the entertainment media.... It is time that media outlets acknowledge their role in the public health system, the strength of their influence, and their potential for assuring the public’s health."

With A Healthy America, we will take on that charge, elevating health in the national consciousness and instilling in the nation the notion of a long, healthy life as a core cultural value.

To that end, we will use all the tools of marketing to accomplish an ambitious mission: to create a culture of health, using the myriad proven techniques that now exist—and pioneering new ones—to reach and engage with people where they are. We will initiate a nationwide discussion about the role of health in society—one that goes beyond the role of health care—while impressing upon the public the unsustainable economic cost and personal toll of allowing the status quo to continue. We will enlist all Americans to help in the creation of a healthier tomorrow for themselves, their families, their communities, and the nation as a whole, while helping them to understand the forces that are working against their best intentions.
While we face an array of public health challenges today, our most pressing areas of need are clear. The vast majority of chronic disease in this country is caused by only five risk factors—eating foods high in sugar, salt, or fat; excessive alcohol consumption; and physical inactivity. Because it is clear that these factors represent the largest barriers to a long, healthy life for our nation, *A Healthy America*’s earliest work must focus on them.

We will accomplish this by employing the unrivaled power of the media to educate through entertainment, recognizing that *A Healthy America* is being born amidst a communications revolution. This revolution provides us an unprecedented array of techniques to communicate to and with the public about their health: provocative and ubiquitous marketing and, when necessary, countermarketing campaigns; profound and inspirational short and feature-length documentary films; idea placement in television shows, movies, and video games; instructive books and newspaper columns; and children’s programming that does for health what Sesame Street did for school readiness. Further, *A Healthy America* will be a 21st-century campaign, using all the opportunities afforded by digital, social, and mobile media to engage the American public where they live.

The strategic partnership between PGP and IOM is being undertaken in a spirit of **deep and direct collaboration**, acknowledging our common goal of creating a sea change in how the public receives information about their health and our unique skills and assets that will allow us to achieve that change together. As with *The Weight of the Nation*, PGP will produce its creative materials with the direct input of the IOM and its leadership and with a defined process to allow for feedback.

Our strategy has five main components that will make *A Healthy America* an integral, independent source of **persuasive and evidence-based messaging** about our health—a trusted institution that is refining the nation’s view of what health is, transforming it into an undisputed value, showing all Americans how to go about achieving it, and revealing the obstacles that often stand in their way.

We will **establish a trusted brand identity** as a ubiquitous, multiplatform source of inspiring, unbiased content that Americans of all cultures and ages look to for information and inspiration on how to live healthier lives, raise healthier families, and create healthier communities.
We will **start a national dialogue**, executing a multi-faceted launch across several platforms that will get people talking and thinking about health in a new way.

We will **continuously engage with the public**, using all the tools in the social media and grassroots-organizing toolboxes to reach children, teenagers, and adults where they are, lead them to more of our content and related resources, and keep them engaged over time.

We will **create and foster a sustained movement**, ensuring a continuous stream of traditional and new media content that will inspire children, adults, and entire communities to make better decisions and to take action in order to bring us closer to a healthy America.

Lastly, we will **evaluate and adapt**, developing novel evaluation tools and partnering with academic institutions like the University of Southern California’s Norman Lear Center and non-profit organizations who are looking specifically at the impact that campaigns have on the culture to ensure that we are always moving productively toward our goal of changing the public’s attitudes, beliefs, and behaviors by focusing on what works and reshaping or eliminating what doesn’t.

The implementation of this ambitious strategy begins with a **two-year research and development phase**, described in detail below, that lays the groundwork for the branding; public-private partnerships; public engagement; compelling, evidence-based content; and rigorous evaluation that will define *A Healthy America*. In addition, we will use this phase to grow our organizational capacity, and we will leverage the years of business leadership and fundraising experience of our board to develop a sound and long-term funding strategy and sustainable business model. By the end of this two-year period, *A Healthy America* will be ideally positioned to revolutionize the way our nation conceives of what a long, healthy life can be, and how we can get there. In parallel with and building on this research and development work, we will be preparing for the **launch of our initial campaign**, premiering in January 2015 (see Launch Plan for *A Healthy America*, below).
The PGP-IOM partnership brings together two very different organizations with a common goal. As a result, a detailed and comprehensive memorandum of understanding between PGP and IOM is currently under development that will describe the programmatic roles, administrative and fiscal oversight functions, staffing, and governance and decision-making roles that each organization will contribute to A Healthy America. We expect that this partnership will uphold the truest meaning of that word, and that the production of A Healthy America content will strictly adhere to a consensus model of decision-making. We recognize our unique skills and assets—the creative energy and experience of PGP and the unimpeachable public health knowledge of the IOM.
The Importance of Evaluation

The ultimate goal of *A Healthy America* is to have a profound impact on the people that we reach with our content. As such, we will build a broad coalition of thought leaders and top practitioners in the field of media campaign impact evaluation that will develop and deploy a range of metrics that we can use to evaluate the impact of our brand and our content.

We recognize the inherent difficulties in measuring the impact of a single variable like a media campaign on health behaviors. However, there is a growing community of scholars and investigators whose specific aim is to measure the impact of pro-social media on society, and in particular on the attitudes and values of a community who receives media messaging—a critical precursor to behavior change.

To take advantage of this, we will work with the best minds in the fields of opinion polling, focus group analysis, ethnography, media impact analysis, and other related fields and bring them into the process. We will work with this group of experts to build and deploy a comprehensive evaluation plan for *A Healthy America* that measures our campaign’s impact on the near, mid, and long-term timeframes.

In short, we will build an evaluation brain trust and a campaign impact pipeline that will allow us to measure the effectiveness of our messaging on the local, regional, and national levels.

Put simply, evaluation is integral to the ethos of both IOM and PGP. This is not only because both entities recognize that it is essential to determine whether any particular piece of content is effective, but also because this effort is intended to be nimble and responsive, able to redirect its messaging to best suit the audience and the moment. Such flexibility is meaningless without continuous and effective evaluation of impact. It is well known that the media has an outsized effect on what Americans think and believe. However, relatively few examples of how to evaluate such media content exist, even as the tools for conducting such evaluation are multiplying; it will be our task to seek out those experts who have identified
best practices in this area. To that end, we will work with academic centers like the University of Southern California’s Norman Lear Center and non-profit organizations like Harmony Institute who are looking specifically at the impact that media campaigns have on the culture to develop and apply metrics for the long-term evaluation and subsequent refinement of our content.

We understand that the process of changing people’s health knowledge, attitudes, and behaviors will take a long time, on the order of decades or even generations. Because what we plan to do has never been done before, achieving our goals will also require a great deal of experimentation, both with our methods and our choice of media. We are committed to being in it for the long haul, and we recognize that our success will be partly dependent on our ability to learn from each and every project we produce, much as CTW was able to hone its programming’s educational impact over time through careful evaluation.
ABOUT THE PUBLIC GOOD PROJECTS

Strategic Imperatives

• We will select topics to cover based not on what is trendy but on what is most pressing.

• We will produce high-quality, innovative content widely distributed across multiple platforms and targeting numerous and diverse demographics.

• We will market our products aggressively, ensuring that a wide swath of Americans become familiar with the brand of *A Healthy America* and the content that sets us apart.

• We will utilize the power of the marketplace to identify opportunities for making our organization sustainable by generating revenue from our content.

Organizational Capabilities

As a non-profit media company, The Public Good Projects (PGP) is guided by a diverse board of directors under the shared leadership of Phil Marineau—former president and CEO of Pepsi-Cola North America and Levi Strauss & Co., as well as a current member of the board of Kaiser Foundation Hospitals and Health Plan—and Ruth Wooden, former president of the Ad Council and Public Agenda.

PGP’s founder John Hoffman’s commitment to the public good dates back to 1985, when he created the first nationally broadcast HIV prevention program—*AIDS: Changing the Rules*—supported by the Ford Foundation, hosted by Ronald Reagan, Jr., and shown on public television. In the last 10 years, Hoffman and his team at HBO have produced a celebrated body of work on issues ranging from cancer and Alzheimer’s disease to addiction and obesity. These Emmy Award-winning campaigns have been
conducted in collaboration with leading federal agencies like the National Institutes of Health and Centers for Disease Control and Prevention, with the expertise of independent authorities convened by the Institute of Medicine, and supported by such esteemed partners as the Robert Wood Johnson Foundation, Fidelity Charitable Gift Fund, Michael & Susan Dell Foundation, and Kaiser Permanente. Hoffman’s career also demonstrates a strong commitment to developing programming for children that combines education with entertainment. He was the co-creator of Nickelodeon’s acclaimed Allegra’s Window, and for HBO he produced both the award-winning children’s series A Little Curious and youth anti-tobacco campaign, Smoke Alarm: The Unfiltered Truth About Cigarettes.

PGP believes a systematic approach is essential to understanding the serious problems that face the health of the nation. Our team has experience working successfully with experts and organizations to map out not just problems but entire systems—biological, sociological, and political—that have a direct impact on the lives of Americans. We view this process as crucial to our mission to communicate effectively to Americans about the problems our society faces—and the impacts of potential solutions—in a way that will inspire people to act.

Our projects command the public’s attention, inspire and motivate people through carefully crafted storytelling, and effectuate change both on the policy level and in the lives of individuals. Together, the Emmy Award-winning Addiction and The Alzheimer’s Project garnered well over one billion media impressions, and in the first month following its May 2012 premiere on HBO, The Weight of the Nation was viewed more than six million times and received more than 500 million impressions. Over the course of producing these and other previous efforts, we have arrived at a set of principles for successful public information campaigns that can be applied to any of the complicated issues facing the American people:

• Don’t start what you can’t finish. When taking on chronic problems, which are in many cases getting worse, a long-term strategy is required, starting with influencing awareness, attitudes, values, and belief, shifting the culture, environment, and policy landscape, enlisting the support of industry and government, and only then changing behavior.
• Partner with leading experts in the field, both government agencies and nonprofit organizations, to determine on which topics to focus and to vet content.
• Devote sufficient time to understanding the problem and surveying the landscape of potential subjects and stories for films and other media products.
• Harness the power of television, one of our most emotional mediums, for vivid storytelling and modeling behavior change, while taking advantage of the opportunities for outreach and connection afforded by the myriad new platforms of the digital age and supporting these products with a pervasive marketing campaign.
• Cast a wide net for content, producing a well-stocked archive of powerful material for use across the spectrum of platforms now available.
• Produce content that takes the diversity of the nation into account and gives priority to those communities hit hardest by health disparities.
• Develop educational materials and toolkits and distribute them to community organizations to activate the grassroots and gain traction on the local level.
• Engage individuals directly by creating powerful online and mobile apps and executing a well conceived and deliberate social media strategy.
• Whenever possible, ensure that the projects continue to evolve over time, creating resources that will engage audiences for years if not generations.

Values

Storytelling  Creativity  Honesty  Integrity  Foresight  Expertise  Partnership  Independence  Diversity  Sustainability

• We believe that transformation occurs at the intersection of vivid storytelling and compelling, reliable, truthful information.
• We know there is a way to tell every important story, and we don’t give up until we find it.
• We aim to understand and explain complex problems and ideas, not just to simplify them.

• We strive to build a dynamic and diverse idea-driven workplace where team members feel comfortable expressing divergent views.

• We seek to balance the short-term needs of a growing organization with the fiscal responsibility of a permanent and sustainable one.

• We prize creativity, not conformity.

• We understand that it is far easier to influence a child than to change an adult, and we work to appropriately include children and young adults as target audiences of every campaign.

• We recognize the utility of expertise in our process and will build partnerships with our most respected brain trusts, relying on them to advise us.

• We appreciate the importance of retaining a voice independent of outside influences.

• We work to narrow the gaps that burden some Americans with a less certain and secure future than others.

• We commit to building a diverse board of directors, management, and creative team in order to best inform our richly pluralistic society.

• We endeavor to keep the public good foremost in our minds, working for the benefit not just of individuals but of the nation.
ABOUT THE INSTITUTE OF MEDICINE

The Institute of Medicine (IOM) is an independent, nonprofit organization that works outside of government to provide unbiased and authoritative advice to decision makers and the public. Established in 1970, the IOM is the health arm of the National Academy of Sciences, which was chartered under President Abraham Lincoln in 1863. Nearly 150 years later, the National Academy of Sciences has expanded into what is collectively known as the National Academies, which comprises the National Academy of Sciences, the National Academy of Engineering, the National Research Council, and the IOM.

The IOM’s participation in *A Healthy America* is guided by President Harvey Fineberg, MD, MPP, PhD, the former dean of the Harvard School of Public Health and provost of Harvard University, and by Leonard D. Schaeffer Executive Officer, Judith Salerno, MD, MS, previously the deputy director of the National Institute on Aging of the National Institutes of Health.

**Enhanced Public Impact as an IOM Strategic Objective**

The Institute of Medicine has long provided policy makers and the public with nonpartisan, unbiased, evidence-based guidance on health policy. The Institute’s twofold aim is to serve as the nation’s health advisor, and to improve the nation’s health. Again and again, the Institute has provided transformative counsel on urgent and difficult health issues. But the mainstream American health care system—and Americans’ health—are in disrepair: Two-thirds of American adults are obese or overweight, as are one-third of children; infant mortality is nearly 50% higher than in the EU; and the US system delivers worse health outcomes than many other systems, at much higher costs.

The bottom line? Advice and recommendations aren’t enough. The IOM knows it must become a catalyst for action and an agent for positive change. The IOM must extend the reach of the nation’s preeminent “think tank” for medicine into a “do tank” for health. *A Healthy America* is
fundamental to these goals.

Today’s communications media—television, radio, advertising, Facebook, YouTube—can reach people by the millions, even billions, with astonishing swiftness. Partnering with those media to deliver the Institute’s messages in creative new ways can greatly multiply the impact of the IOM’s work.

The IOM has a strong tradition of bringing together scientists, health-care professionals, and other experts. Now, the Institute looks to broaden those connections in powerful new ways. With A Healthy America, the IOM will link those health experts with the media, extending its reach well beyond policymakers and experts and boosting its impact dramatically.