To All My Colleagues in the Public Health Service:

On October 3 Secretary Gardner gave his formal approval to our proposal for reorganizing the Public Health Service and authorized us to proceed with the administrative changes necessary to carry out the plan. We expect to put the new organization of the Service into operation on or about January 1, 1967.

This is a time rich in promise for all of us. For 22 years the Service has been confined by law to a structure with three operating Bureaus. During those 22 years we have more than doubled in size and have been given a great number and variety of new responsibilities. Now for the first time we are able to re-align our forces to fulfill a changed Federal role in meeting the nation's changing health needs.

The attached chart outlines the new Bureau and Division structure of the Service. Each of the five new Bureaus has a clearly defined central mission, dealing with a major element of the national health need. The Divisions and programs grouped within each Bureau bring together the knowledge, skills and resources essential to the accomplishment of that mission.

This new organization does not alter the basic job to be done. All our functions continue; no responsibilities are being cast aside. We believe that the new alignment of forces will enable each of you to do his job better, in a setting that encourages productive cooperation among complementary skills. It will also help the Service to accept and fulfill new responsibilities as they are presented to us.

The weeks immediately ahead will inevitably produce inconveniences and difficulties for some of you. I know I can count on your help and your patience in this transition. I shall be meeting personally with as many of you as possible, to answer your questions and discuss with you the new Public Health Service now taking shape. Meanwhile we shall be moving full speed ahead toward putting it into operation.

The President, by submitting Reorganization Plan No. 3 of 1966, and the Congress by approving it have shown their keen interest in our work as the principal Federal health agency. Secretary Gardner, by approving our plans, has given us a strong vote of confidence. Now it is up to all of us to fulfill their expectations and the expectations of the American people.

[Signature]

Surgeon General