

APPENDIX 7. ACRONYMS

Appendix 7.1
List of Acronyms

AAAHHC	Accreditation Association for Ambulatory Health Care
AAFP	American Academy of Family Physicians
AAR	After Action Report
ABO	ABO Blood Group System
ACE	Angiotensin-Converting Enzyme
ACOG	American Congress of Obstetricians and Gynecologists
ACP	Army Campaign Plan
ADE	Adverse Drug Event
ADFM	Active Duty Family Member
ADLS	Advanced Distributive Learning System
ADSM	Active Duty Service Member
AE	Adverse Event
AES	Aeromedical Evacuation
AETC	Air Education Training Command
AF	Air Force
AFI	Air Force Instruction
AFMOA	Air Force Medical Operations Agency
AFMOA/SGHQ	AFMOA Surgeon General Headquarters
AFMS	Air Force Medical Service
AF/SG	Air Force Surgeon General
AFSO21	Air Force Smart Operations for the 21 st Century
AHLTA	Armed Forces Health Longitudinal Technology Application
AHRQ	Agency for Healthcare Research and Quality
AIWG	Access Improvement Work Group
AM2020CP	Army Medicine 2020 Campaign Plan
AMDOC	Advanced Medical Department Officer Course
AMEDD	Army Medical Department
AMEDD CS	Army Medical Department Center and School
AMI	Acute Myocardial Infarction
AMI-8a	Primary Percutaneous Coronary Intervention
ANOVA	Analysis of Variance
APIC	Association for Professionals in Infection Control and Epidemiology
APLSS	Provider Level Satisfaction Survey
AQD	Additional Qualification Designator
AR	Army Regulation
ARC	Air Reserve Component
ASCQR	Ambulatory Surgical Center Quality Reporting

ASD(HA)	Assistant Secretary of Defense for Health Affairs or Assistant Secretary of Defense (Health Affairs)
ATC	Access to Care
AWHONN	Association of Women's Health, Obstetrics and Neonatal Nursing
BB	Black Belts
BCA	Business Case Analysis
BHOP	Behavioral Health Optimization Program
BP	Blood Pressure
BPR	Business Process Reengineering
BPSM	Basic Patient Safety Manager
BRAC	Base Closure and Realignment
BUMED	U.S. Navy Bureau of Medicine and Surgery
CA	California State Department of Managed Health Care
CAC	Children's Asthma Care
CAHPS	Consumer Assessment of Healthcare Providers and Systems
CAP (1)	College of American Pathologists
CAP (2)	Community-Acquired Pneumonia
CAPER	Comprehensive Ambulatory/Professional Encounter Record
CAUTI	Catheter-Associated Urinary Tract Infections
CBPCC	Community Based Primary Care Clinics
CBT	Computer-Based Training
CDC	Center for Disease Control and Prevention
CDRL	Contract Data Requirements List
CE	Continuing Education
CFR	Code of Federal Regulations
CHAMPUS	Civilian Health and Medical Program of the Uniformed Services
CHCS	Composite Health Care System
CHF	Congestive Heart Failure
CIN	Cervical Intraepithelial Neoplasia
CJCS	Chairman of the Joint Chiefs of Staff
CLABSI	Central Line-Associated Bloodstream Infection
CLIP	Clinical Laboratory Improvement Program
CM	Case Management
CMAC	CHAMPUS Maximum Allowable Charge
CMC	Commandant of the Marine Corps
CMS (1)	Centers for Medicare & Medicaid Services
CMS (2)	Command Management system
CNO	Chief of Naval Operations
CONUS	Contiguous United States
CoP	Community of Practice
CPAD	Clinical Performance Assurance Directorate
CPG	Clinical Practice Guidelines
CPI/LSS	Continuous Process Improvement/Lean Six Sigma

CPIMS	Continuous Process Improvement Management System
CPI-MT	Continuous Process Improvement Management Tool
CQF	Clinical Quality Forum
CQM	Clinical Quality Management
CQMP	Clinical Quality Management Program
CSA (1)	Chief of Staff, Army
CSA (2)	Clinical Support Agreement
CSAF	Chief of Staff, Air Force
CTLDTS	Command Team Leader Development Training Session
CY	Calendar Year
DASD	Deputy Assistant Secretary of Defense
DA SG-ZB	Deputy Surgeon General/Deputy Commanding General (Operations)
DC	Direct Care
D/C	Discharge
DEERS	Defense Enrollment Eligibility Reporting System
DEXCOM	Deputy's Executive Committee
DHA	Defense Health Agency
DHHQ	Defense Health Headquarters
DIACAP	Department of Defense Information Assurance Certification and Accreditation Process
DMAG	Deputy's Management Action Group
DMIS	Defense Medical Information System
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DoDM	Department of Defense Manual
DON	Department of the Navy
DP	Designated Providers
DPPO	Designated Provider Program Office
DSI	Directorate of strategy and Innovation
DTMS	Digital Training Management system
DVT	Deep Vein Thrombosis
E	Enlisted
EAR	Enhanced Ambulatory Record
EBP	Evidence Based Practice
ECRI	Emergency Care Research Institute
ED	Emergency Department
EHR	Electronic Health Record
EMS	Emergency Medical System
eMSM	Enhanced Multi-service Markets
EOD	End-of-Day
ER	Emergency Room
ERSA	External Resource Sharing Agreements

EST	Established
EXSUM	Executive Summary
FARM	Fiscal Accountability and Recovery Mission
FBCH	Fort Belvoir Community Hospital
FFRDC	Federally Funded Research and Development Centers
FMEA	Failure Mode Effects Analysis
FY	Fiscal Year
GAO	Government Accountability Office
GB	Green Belts
GBS	Group B Streptococcal
GPM	Group Practice Manager
GS	General Schedule
GTT	Global Trigger Tool
HA	Health Affairs
HAC	Hospital Acquired Conditions
HAF/SG3	Headquarters Air Force Directorate of Healthcare Operations
HAI	Healthcare-associated Infections
HAIMS	Healthcare Artifact and Image Management Solution
HAS	Hospital Specialty Care and Ambulatory [Procedure]
HbA1c	Glycosylated Hemoglobin
HBIPS	Hospital Based Inpatient Psychiatric Services
HCAHPS	Hospital Consumer Assessment of Healthcare Providers and Systems
HCSDDB	Health Care Survey of DoD Beneficiaries
HCUP	Healthcare Cost Utilization Project
HEDIS [®]	Healthcare Effectiveness Data and Information Set
HF	Heart Failure
HFC	Heart Failure Clinical
HF1	Discharge Instructions
HMO	Health Maintenance Organization
HMPC	Home Management Plan of Care
HPV	Human Papilloma Virus
HQDA	Headquarters, Department of the Army
HR	House Report
HREC	Health Record
HRO	High Reliability Organization
HS	External Hospital System
HS1	Health System 1
HS2	Health System 2
HS3	Health System 3
HS-A	Health System A
HS-B	Health System B
HSOPS	Hospital Survey on Patient Safety Culture
IAW	In Accordance With

ICU	Intensive Care Unit
IDIQ	Indefinite Delivery, Indefinite Quantity
IE	Industrial Engineering
IG	Inspector General
IHI	Institute for Healthcare Improvement
IMIT	Information Management Information Technology
IMM	Immunization
IMM 1a	Pneumococcal Immunization
IMM 2	Influenza Immunization
IOM	Institute of Medicine
IQI	Inpatient Quality Indicator
IQR	interquartile range
IPCP	Infection Prevention and Control Panel
IRIS	Integrated Resource and Incentive System
IRMAC	Integrated Referral Management Appointing Center
ISMP	Institute for Safe Medication Practice
JCAHO	Joint Commission on Accreditation of Healthcare Organizations
JPC	Joint Pathology Center
JSS	Joint Staff Surgeon
JTF CAPMED	Joint Task Force for the National Capital Region Medical Directorate
JTF-CQM	Joint Task Force Clinical Quality Manual
KePRO	Keystone Peer Review Organization Inc.
LAN	Learning Action Network
LBP	Low Back Pain
LCL	Lower Control Limit
LDL	Low-Density Lipoprotein
LDL-C	Low-Density Lipoprotein Cholesterol
LIP	Licensed Independent Practitioners
LSS	Lean Six Sigma
LVS	Left Ventricular Systolic
M3	(BUMED) Clinical Operations
MAE	Market Analysis and Evaluation
MAJCOM	Major Command, Air Force
MBB	Master Black Belts
MBOG	Medical Business Operations Group
MCSC	Managed Care Support Contractors
MDG	Medical Group
MDAG	Medical Deputies Action Group
MDRO	Multidrug-Resistant Organism
MEC	Medical Executive Committee
MEDCEN	Medical Centers
MEDCOM	United States Army Medical Command
MERIT	Medical Enterprise Resource Information Tool

MEPRS	Medical Expense and Performance Reporting System
MHP	Medical Home Ports
MHS	Military Health System
MHSER	Military Health System Executive Review
MHSPSP	Military Health System Patient Safety Program
MHSSI	Military Health System Support Initiatives
MOES	Mobile Obstetric Emergencies Simulator
MOG	Medical Operations Group
MPOG	Manpower and Personnel Operations
MQA	Medical Quality Assurance
MQIP	Medical Quality Improvement Program
MSC	Major Subordinate Commands
MTF (1)	Medical Treatment Facility
MTF (2)	Military Treatment Facility
NAL	Nurse Advice Line
NCQA	National Committee for Quality Assurance
NCR	National Capital Region
NCR MD	National Capital Region Medical Directorate
ND	No data
NEC	Navy Enlisted Classification
NME	Navy Medicine East
NHSN	National Healthcare Safety Network
NMW	Navy Medicine West
NPIC	National Perinatal Information Center
NPSF	National Patient Safety Foundation
NPSG	National Patient Safety Goals
NQF	National Quality Forum
NSQIP [®]	National Surgical Quality Improvement Center
O	Officer
OASD (HA)	Office of the Assistant Secretary of Defense for Health Affairs
OB	Obstetrics
OCONUS	Outside of the Contiguous United States
OHI	Other Health Insurance
OIP	Organizational Inspection Program
OLS	Ordinary Least Squares
OP	Hospital Outpatient
OR	Operating Room
ORYX [®]	No acronym - unofficially: Outcome Research Yields Excellence
OSD	Office of the Secretary of Defense
OTJ	On-the-job
OTAD	Other Than Active Duty
OTR	Outpatient Treatment Record
OTSG	Office of the Surgeon General

PA	Privacy Act
PAC	Policy Advisory Council
PAG	Perinatal Advisory Group
PAP	Papanicolaou Test
PAS	Patient Appointing System
PBAM	Performance Based Budget Model
PC (1)	Perinatal Care
PC (2)	Purchased Care
PC01	Elective Delivery
PC02	Cesarean Section
PCDB	Perinatal Center Data Base
PCM	Primary Care Manager
PCMH (1)	Patient Centered Medical Home
PCMH (2)	Primary Care Medical Home
PCS	Permanent Change of Station
PCS	Permanent Change of Station
PCTS	Patient CaringTouch System
PDASD	Principal Deputy Assistant Secretary of Defense
PDCA	Plan-Do-Check-Act
PDSA	Plan-Do-Study-Act
PE	Pulmonary Embolism
PfP	Partnership for Patients
PI	Performance Improvement
PII	Personally Identifiable Information
PMR	Performance Management Review
PMRM	Practice Management Revenue Model
PN	Pneumonia
PN3b	Blood Cultures Performed in the ED Prior to Initial Antibiotic in Hospital
POA	Present on Admission
POD 1	Postoperative Day 1
POD 2	Postoperative Day 2
PPD	Postpartum Depression
PPH	Postpartum Hemorrhage
PPO	Preferred Provider Organization
PPV23	Pneumococcal Immunization
PQI	Prevention Quality Indicators
PRO	Peer Review Organization
PS	PowerSteering
PSA	Prime Service Area
PSAC	Patient Safety Analysis Center
PSI	Patient Safety Indicator
PSI #90	Patient Safety for Selected Procedures Composite
PSIC	Patient Safety Improvement Collaborative

PSM	Patient Safety Manager
PSP	Patient Safety Program
PSS	Patient Satisfaction Survey
PPSPCC	Patient Safety Planning and Coordinating Committee
PSQAC	Patient Safety and Quality Academic Collaborative
PSR	Patient Safety Reporting
PT	Physical Therapy
Q	Quartile
QA	Quality Assurance
QAS	Quality Analytic Services
QC	Quality Committee
QI	Quality Issues
QPSEA	Quality and Patient Safety Educators Academy
QPSRMFTF	Quality Patient Safety Risk Management Task Force
QSPAR	Quality Systems Program Assessment Review
R&A	Review and Analysis
RCA	Root Cause Analysis
Rh	Rhesus Blood Group System
RMC (1)	Referral Management Center
RMC (2)	Regional Medical Command
RMO	Referral Management Operations
RN	Registered Nurse
ROFR	Right of First Refusal
ROI	Return on Investment
ROUT	Routine
ROR	Return to Operating Room
RVU	Relative Value Unit
R _x	Prescription
SAC	Senior Action Council
SAP	Scientific Advisory Panel
SBAR	Situation, Background, Assessment, and Recommendation
SCIP	Surgical Care Improvement Project
SCIP2a	Prophylactic Antibiotic Selection for Surgical Patients
SCIP Card-2	Surgery Patients on Beta-Blocker Therapy Prior to Arrival Who Received A Beta-Blocker During the Perioperative Period
SCIP VTE-2	Surgery Patients Who Received Appropriate Venous Thromboembolism Prophylaxis within 24 Hours Prior to Surgery to 24 Hours after Surgery
SCMH	Soldier-Centered Medical Home
SDA	Service Delivery Assessment
SE	Sentinel Event
SEIPS	Systems Engineering Initiative for Patient Safety
SERC	Senior Executive Review Committee
SF	Standard Form

SG	Surgeon General
SHIP	Strategic Health Incentivization Program
SIC	Super Integration Council
SID	State Inpatient Database
SIDR	Standard Inpatient Data Record
SM	Secure Messaging
SME	Subject Matter Expert
SMMAC	Senior Military Medical Action Council
SMR	Standardized Mortality Ratio
SMS	Strategic Management System
SRE	Serious Reportable Events
SSI	Surgical Site Infection
SSP	Support Staff Protocol
STK	Stroke
SUB	Substance Use
T-3	TRICARE Third Generation of Contracts
TAO	TRICARE Area Office
TCQF	TRICARE Clinical Quality Forum
TJC	The Joint Commission
T-Nex	Tricare Next Generation of Contracts
TMA	TRICARE Management Authority
TOB	Tobacco Treatment
TOC	TRICARE Operations Center
TOL	TRICARE Online
TOM	TRICARE Operations Manual
TOP	TRICARE Overseas Program
TRISS	TRICARE Inpatient Satisfaction Survey
TRO	TRICARE Regional Office
TROSS	TRICARE Outpatient Satisfaction Surveys
TSG	The Surgeon General
TUC	Tobacco Use Cessation
UC	Urgent Care
UCC	Urgent Care Clinic
UCL	Upper Control Limit
UEI	Unit Effectiveness Inspection
UP	Universal Protocol
USAF	United States Air Force
USAFSAM	USAF School of Aerospace Medicine
USC	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USPSTF	U.S. Preventive Services Task Force
USU	Uniformed Services University
USUHS	Uniformed Services University of the Health Sciences

UT	University of Tennessee
UTI	Urinary Tract Infection
VA	Department of Veterans Affairs
VAE	Ventilator Associated Events
VAP	Ventilator Associated Pneumonia
VHA	Veterans Health Administration
VTC	Video Teleconference
VTE	Venous Thromboembolism
WEA	Web-enabled Appointments
WG	Work Group
WRNMMC	Walter Reed National Military Medical Center
WSS	Wrong Site Surgeries

APPENDIX 8. ACKNOWLEDGEMENTS

Appendix 8.1

MHS Review Senior Oversight and Working Group Members

Senior Oversight

Michael Malanoski, Chair

Access Working Group Members

RDML Kenneth Iverson, USN, Action
Group Member
CDR Debra Manning, USN
Ludlow Ball, USA
LT Jeremy Biehn, USN
LCDR Tim Coker, USN
Cindy DiLorenzo, DHA
LTC William Echols, USA
Lt Col Alfred Flowers, USAF
Mike Griffin, USA
Col Francis Holland, USAF
Regina Julian, DHA
Brian Kennedy, DHA

James King, DHA
Joe Kozakiewicz, USA
Kenneth Laube, USN
Maj Donald Lofton, USAF
Doug McBroom, DHA
Dave Mullarkey, DHA
Col Paul Plocek, USAF
Jose Robledo, USN
Patricia Rodriguez, DHA
Mike Talisnik, DHA
Mark Toth, USA
Julius Voelkner, USA
Renita Washburn, USN
Paul Wuerdeman, DHA

Quality Working Group Members

Brig Gen (s) Lee Payne, USAF, Action
Group Member
Maj Phillip Pope, USAF
Lt Col Elise Ahlswede, USAF
Lashaina Bradish, DHA
Lt Col Elise Ahlswede, USAF
Lt Col David Carnahan, USAF
LTC Jorge Carrillo, USA
Margaret Class, DHA
Barry Cohen, DHA
COL Steven Eikenberg, USA
Tara Fowler, DHA

COL Karen Grace, USA
Martha Jacques, DHA
CAPT Denise Johnson, USN
COL Kimberly Kesling, USA
Karla Loper, DHA
CDR Rebecca Malara, USN
CDR Fredora McRae, USN
Miguel Montalvo, DHA
CAPT Mary Rettino, PHS
Heather Taylor, DHA
Col David Williams, USAF
Lt Col Catherine Witkop, USAF

Safety Working Group Members

BG Barbara Holcomb, USA, Action Group Member
LTC Jeffrey Allarding, USA
LCDR Keary Ashmore, USN
Amy Barnard, USN
Carmen Birk, USN
LaShaina Bradish, DHA
Susan Brockman, USAF
COL Ross Colt, USA
Michael Datena, DHA
Thomas Fitzpatrick, USA
Stazy Godlewski, USN
COL Karen Grace, USA
Catherine Hall, USA
Martha Jacques, DHA

COL Kimberly Kesling, USA
Heidi King, DHA
Kevin Lett, USN
Karla Loper, DHA
David McCarthy, USN
Miguel Montalvo, DHA
Liz Neal
SGM Michel Pigford, USA
CDR Andrew Plummer, PHS
Ginger Schwenkler, DHA
Meghan Snide, USAF
Lt Col Theodore Walker, USAF
MAJ Laura Wang, USA
Nancy Wertz, DHA

Analytics Support Working Group Members

CAPT Paul Rockswold, USN
Denise Comfort, USAF
Mike Dinneen, DHA
Paula Evans, DHA

Melissa Gliner, USA
MAJ Brett Ketchum, USA
John Kugler, DHA
MAJ Megan Moakler, USA

MHS Review Central Coordination and Coordination Support Members

Central Coordination

Col John Savage, USAF
 CAPT William Carter, USN
 CAPT Dan Hebert, USN
 LTC Julie Freeman, USA

Additional Coordination and Site Visit Support

Maj Robert Allen, USAF	COL Jenifer Meno, USA
LCDR Keary Ashmore, USN	CDR Chad Mitchell, USN
Larine Barr, USAF	BG Sean Murphy, USAF
Richard Breen, DHA	CDR Christine Palarca, USN
COL Jerome Buller, USA	LT Ben Parks, USN
Paul Cordts, DHA	BG Charles Potter, USAF
RDML Forrest Faison, USN	Ilka Regino, USN
CAPT Denise Johnson, USN	BG Patrick Sargent, USA
LCDR Byron Jordan, USN	Lt Col Virgil Scott, USAF
LTC Robert Kneeland, USA	Jonathan Stock, USAF
CAPT Robert Lipsitz, USN	

Senior Enlisted Service Representatives

CMSgt Adam Marks, USAF
 SGM Michel Pigford, USA
 CMDCM Terry Prince, USN
 HMCM Patrick West, USN

MHS Review Contractor Support

Yll Agimi	Michelle Helaire	Elizabeth Oswald
Chris Argyros	S. Lee Hurt	Criss Park
Thomas Bickett	Nina Kern	Ronald Peoples
Emily Chesbro	Marissa Koch	Amy Roach
Victoria Cody	Mark Kogan	Michael Ryan
David Corey	Mariam Kwamin	Alyson Searles
Dana Crudo	Iva Li	Mike Tate
John Fallon	Cynthia Lightner	Chi Chi Udoye
Saniah Fatemi	Virna Mananzan	Joseph Vick
Alicia Guerrero	Kanya Manoj	Laurie Wesely
Maggie Hale	Mike Martin	Ernest Williams, IV
Kathi Hanna	Hemu Nair	Yilin Zhang
Julie Hart	Frank O'Donnell	Travis Zorrilla