



The Defense Health Agency

Reflections on Our First Year and Future



"Medically Ready Force . . . Ready Medical Force"

Message from the Defense Health Agency (DHA) Director

The establishment of the DHA on 1 October 2013 was both an important milestone and a simple promise.

It started with a clear direction from then Deputy Secretary of Defense Ashton Carter in March of 2013 as part of a sweeping change to how we lead the Military Health System (MHS). Deputy Secretary Carter wrote to the department that ***“we must operate the MHS in the same manner that medical support of operational forces has been so effectively provided in our recent conflicts: jointly. We must also be responsive to the fiscal challenges facing the nation...”***

We are now well on our way to achieving the vision that he outlined for the MHS.

While our milestone of 1 October was important, it was less significant than our promise – which was and is a shared commitment, mutual obligation, and enterprise accountability from everyone in the MHS to work together in pursuit of our common goals: ensuring the medical readiness of the total force and readiness of our medical force.

This first year has been a textbook example of what it means to work as a team. The DHA is now supporting the Services and Combatant Commands and providing value to the warfighter and to all of our beneficiaries around the world. The Agency has accelerated the implementation of a number of key initiatives to drive greater jointness and achieve cost savings earlier than expected.

Still, this has been only a first step. The DHA will continue to fulfill its promise that is prominent in every element of its outreach: “Medically Ready Force...Ready Medical Force.” We will continue to pursue excellence in all aspects of our operational responsibilities – battlefield medicine, access, patient safety, quality, medical research, education and training, public health, and personal wellness.

We’re in this together – let’s keep pressing forward.



Lt. Gen. Douglas Robb
DHA Director

Message from the DHA Senior Enlisted Advisor

The DHA is a testament to what can be accomplished through jointness. Our people – enlisted personnel, officers, and civilians – have come together from the Army, Navy, Air Force, and former TRICARE Management Activity to create an agency that builds on our collective experiences and provides optimal support to the Services.

The DHA is the key, essential enabler in helping to bring a common operating picture, common processes, and common solutions to the MHS. In just one year, we have already begun to see the results of the investments we’ve made together, including improved readiness, jointness, standardization, efficiency, innovation, and cost savings. Our work, however, is only beginning. As the challenges faced by our warfighters and medical personnel continue to evolve in the months and years ahead, so too will our agency. The people of the DHA stand ready.



Command Master Chief Terry Prince
DHA Senior Enlisted Advisor

What the DHA is Striving for...



Readiness



Jointness



Standardization



Efficiency



Innovation



Cost Savings

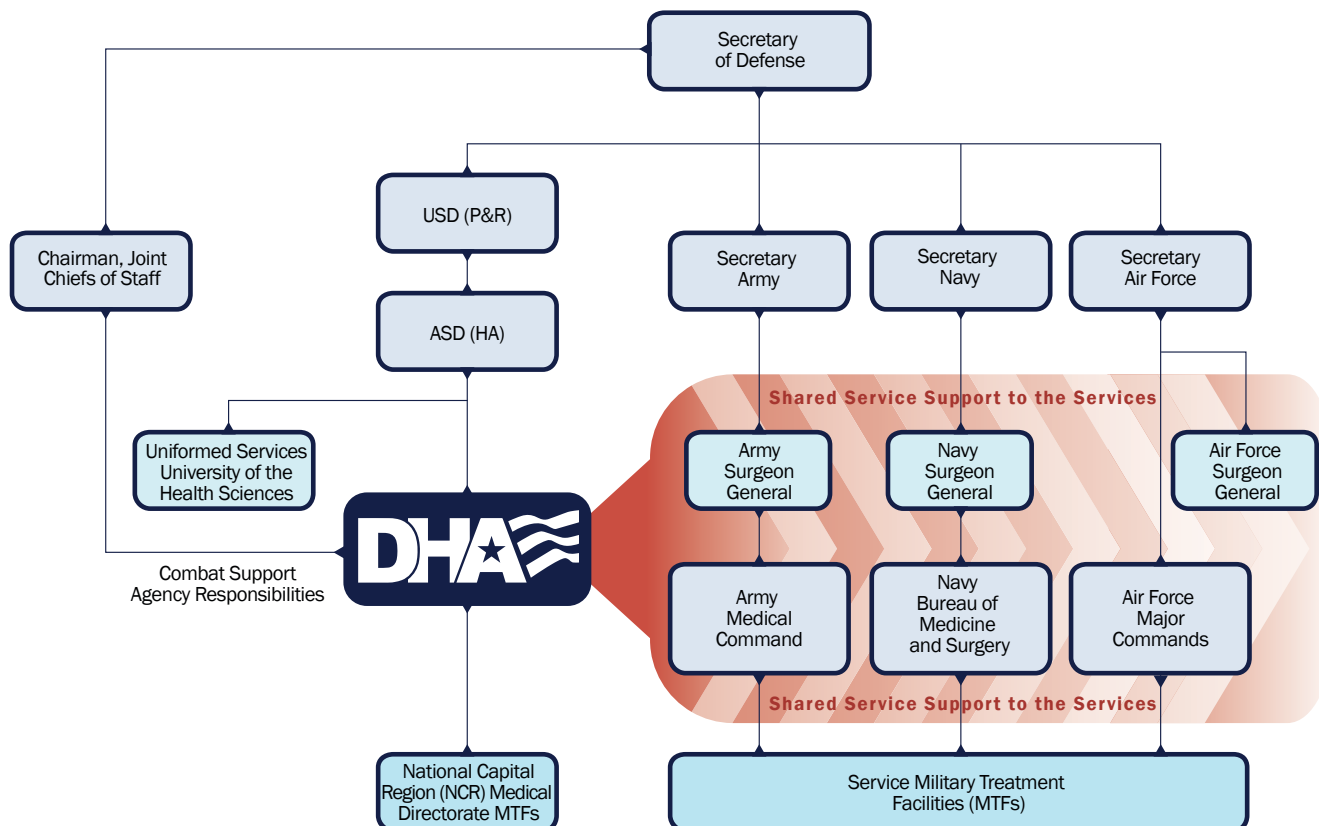
Overview of the System

The MHS is a global system delivering health services – anytime, anywhere – with medical readiness at the center of its mission. The MHS is led by the Office of the Assistant Secretary of Defense for Health Affairs (ASD(HA)) under the Office of the Undersecretary of Defense for Personnel and Readiness (USD(P&R)). It is an integral component of our U.S. military fighting force – ensuring a medically ready force and a ready medical force to respond to the full spectrum of military operations.

The integrated system includes:

- 9.5 million beneficiaries
- 699 military treatment facilities, including 54 hospitals, 363 medical clinics, and 282 dental clinics
- 380,000 participating TRICARE network providers
- An education and training system that includes an accredited medical school, graduate programs, and enlisted and officer training platforms
- Comprehensive, cutting-edge medical research and development programs

The DHA: Supporting the Military Services



DHA Overview

The DHA is a joint, integrated Combat Support Agency that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. The DHA supports the delivery of integrated, affordable, and high quality health services to beneficiaries of the MHS and is responsible for driving greater integration of clinical and business processes across the MHS, implementing shared services with common measurement of outcomes, enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues. The Agency exercises management responsibility for joint shared services and the TRICARE Health Plan and acts as the market manager for the National Capital Region (NCR) enhanced Multi-Service Market, which includes Walter Reed National Military Medical Center (WRNMMC) and Fort Belvoir Community Hospital (FBCH).

DHA Leadership

To accomplish its mission, the DHA is organized into six directorates led by flag /general officers or members of the Senior Executive Service and special staff offices.



DHA Director
Lt. Gen.
Douglas Robb



DHA Deputy Director
Mr. Allen
Middleton



Senior Enlisted Advisor
Command
Master Chief
Terry Prince



Healthcare Operations
Maj. Gen.
Richard Thomas
Director



Research, Development, & Acquisition
Rear Adm.
Bruce Doll
Director



NCR Medical Directorate
Rear Adm.
Raquel Bono
Director



Education & Training
Brig. Gen.
Robert Miller
Director



Health Information Technology
Mr. David
Bowen
Director



Business Support
Mr. Joseph
Marshall
Director

DHA Around the Globe



Accomplishment of the DHA mission is made possible by the hard work of DHA employees at more than 40 sites around the globe.



Established the DHA as a Combat Support Agency in support of medical readiness and appointed the first DHA Director

Stood up ten integrated shared services to improve MHS-wide standardization, efficiency, and jointness



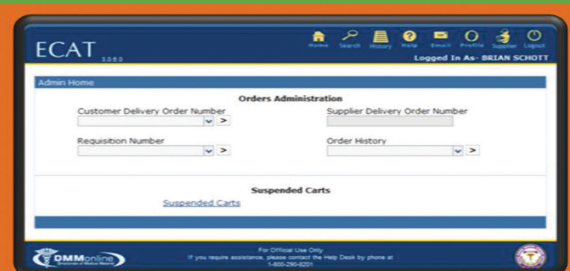
Integrated more than 1,700 employees from the Army, Navy, Air Force, and the former TRICARE Management Activity (TMA) into the Agency at more than 40 sites around the globe

Launched a robust analytics cell to provide dynamic decision support and standardized performance monitoring across the MHS



Realigned the NCR Medical Directorate, including Walter Reed National Military Medical Center and Fort Belvoir Community Hospital, to the DHA

Achieved net savings of approximately \$236 million



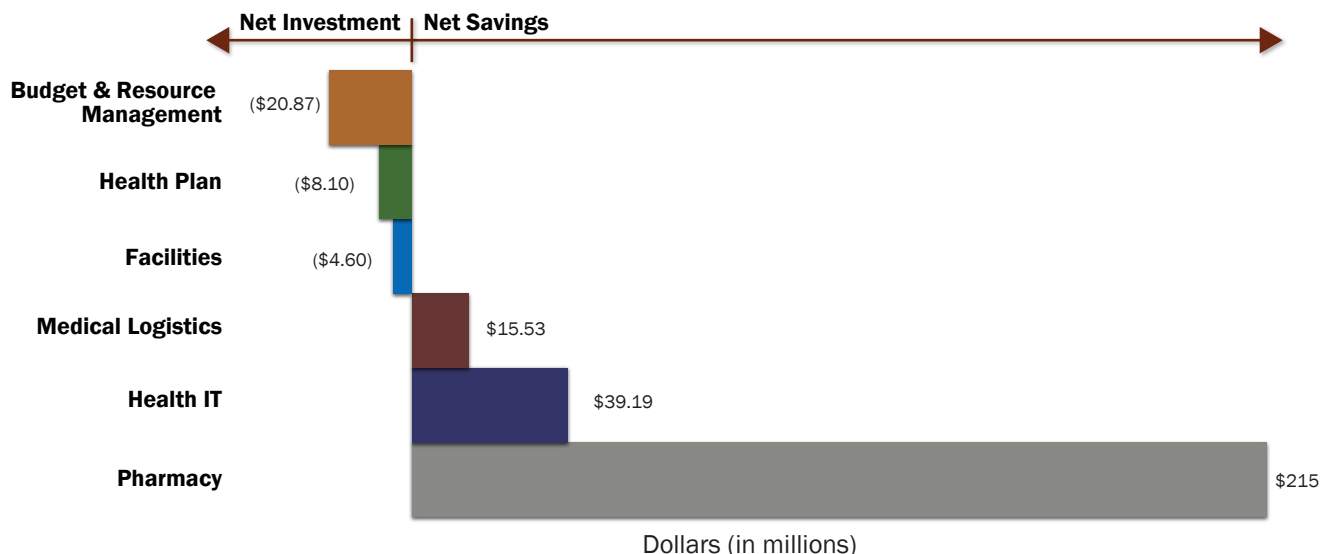
Shared Service Implementation Timeline

Within the first year of its operation, the DHA stood up ten shared services that brought together elements from the Army, Navy, Air Force, and the former TMA. Through collaboration and hard work, the shared services reached Initial Operating Capability (IOC) as depicted below.

2013	October	February	March	June	August	September	2014
	Facilities, Medical Logistics, Health IT, Pharmacy, and TRICARE Health Plan	Budget and Resource Management	Procurement	Research, Development, and Acquisition	Medical Education and Training	Public Health	

Fiscal Year (FY) 2014 Shared Service Cost Savings

The DHA has achieved cost savings and paid for initial investments in FY 2014, resulting in net savings of approximately \$236 million.



DHA Initiatives

In line with the overarching MHS strategy, we will optimize the DHA as a support organization by focusing on six key initiatives.

1

Mature Combat Support Agency Capabilities

The DHA will work to achieve full operating capability for the ten initial shared services by October 2015 and is prepared to expand its support to the Services by integrating additional functions that could benefit from increased jointness and standardization. Currently, a team comprised of representatives of the ASD(HA), the Services, and DHA is assessing additional candidates for realignment to the Agency.

2

Enable DoD's Electronic Health Record (EHR) Modernization

In coordination with the Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L)), the DHA will support the acquisition and implementation of the next generation EHR system for use in garrison and field hospitals around the globe. DHA Health Information Technology (HIT) will ensure the infrastructure is in place to facilitate a smooth roll-out throughout MHS hospitals and clinics.

3

Improve Access to Care, Quality of Care, and Patient Safety

In summer 2014, the MHS conducted a Secretary of Defense-directed comprehensive review of access to care, quality of care, and patient safety, which was targeted at helping the MHS become a preeminent healthcare system. In coordination with the Services, the DHA will play a critical role in the implementation of the resulting recommendations by establishing an MHS Performance Management System (PMS), developing a plan for a more comprehensive assessment of quality and safety within purchased care, and supporting increased data transparency.

4

Institute the Next Generation TRICARE Health Plan

As the manager of the TRICARE Health Plan, the DHA will procure the next generation managed care support contracts. By utilizing a robust, competitive acquisition process, the DHA will identify appropriate commercial partners to facilitate the seamless integration of high quality purchased care for our beneficiaries.

5

Provide enhanced Multi-Service Markets (eMSMs) Critical Support

The DHA will continue to support the eMSMs in their delivery of effective and efficient world-class healthcare for beneficiaries. The DHA will facilitate business planning and performance management for the eMSMs around the country and will serve as the Market Manager for the NCR eMSM.

6

Realize Cost Savings and Improve Accountability

The DHA will help drive cost savings by continuing to increase standardization and encourage innovation. Further, through the implementation of improved financial management systems, the DHA will promote fiscal transparency and accountability.

To support the Services, we will...

Champion MHS collaboration, integration, and innovation across a broad portfolio of programs encompassing clinical care, TRICARE, Wounded Warrior care, pharmacy, public health, and readiness.

Accomplishments



Cost Savings



Efficiency

Improving Pharmacy Operations: Medication therapy is a critical tool in caring for our warfighters and their families. The DHA is working to make sure that we provide beneficiaries with convenient access to the medicine they need while effectively managing costs across the system. In the first year of the DHA, improved pharmacy operations have contributed to \$215 million in cost savings through initiatives such as the TRICARE For Life Pharmacy Pilot and “You Write It, You Fill It.”



Readiness



Innovation

Moving from Healthcare to Health: As the MHS moves from responding to healthcare events (e.g., injury and disease) to promoting improved overall health among beneficiaries, the MHS is fundamentally changing how primary care is organized and delivered throughout the system. The DHA supports the Services as they manage 428 Patient Centered Medical Homes (PCMHs), which focus on engaging patients in their healthcare and creating ongoing partnerships between patients and their doctor. More than 300 of these PCMHs have already achieved National Committee for Quality Assurance recognition. The DHA also led key health promotion initiatives within the DoD, including the Healthy Base Initiative and efforts to reduce tobacco usage.



Innovation

Driving Innovation in Technology and Treatments: The U.S. healthcare system is undergoing a period of tremendous evolution, with both providers and patients demanding access to the latest technologies and treatments. To ensure that the MHS remains at the cutting edge of care, the DHA created a process to identify, evaluate, and incorporate emerging technologies and treatments into the MHS. The new process provides the capability of rapidly moving from concept to execution and improving the standard of care. The DHA is using this process to conduct the Laboratory Developed Tests (LDTs) Demonstration Project, which allows TRICARE to review tests for conditions that have not yet been evaluated by the Food and Drug Administration (FDA) for safety and effectiveness.

Initiatives & Priorities Going Forward



Innovation

Innovate Healthcare Delivery: Leverage technology, targeted analytics, and industry best practices to provide an enterprise view of the MHS. Drive innovation in healthcare delivery in deployed, direct care, and purchased care settings.



Cost Savings

Drive Cost Savings through Shared Services: Save approximately \$2 billion in FY15-19 through TRICARE, Pharmacy, and Public Health Shared Service initiatives.



Efficiency

Align Structure to Strategy: Mature the organization and ensure an optimal Healthcare Operations structure through a focused manpower analysis to align personnel and resources against organizational and ASD(HA) priorities.



Readiness

Ensure a “Ready Medical Force” and a “Medically Ready Force”: Improve Combat Casualty Care, Wounded Warrior programs, pre-deployment medical training, and medical surveillance systems.

TRICARE Nurse Advice Line Gave Me Peace of Mind

“Within 10 minutes I was speaking directly with a registered nurse. She knew the symptoms I was explaining to her, and told me while it wasn’t an emergency, there were some things we could do to treat it immediately. I breathed a deep sigh of relief.”

- Senior Airman, U.S. Air Force

(<http://www.airforcemedicine.af.mil>)

To support the Services, we will...

Achieve breakthroughs in the biomedical sciences that advance force readiness and performance. Translate research discoveries into knowledge, products, and materiel that positively impact the readiness and resilience of our military community.

Accomplishments



Jointness



Standardization

Integrating Joint Program Committees for Oversight of a \$2.2 Billion Medical Research Enterprise:

The Joint Program Committees (JPCs) consist of medical and military technical experts. These experts have been integrated to more effectively work through coordinated efforts to translate guidance into research and development needs, and provide funding recommendations and program management support for RDA-funded research.



Innovation

Creating an Advanced Development Capability:

The execution of the Advanced Development Program will deliver over 20 new products / clinical practice guidelines in the next five years, which include devices to slow or stop non-compressible hemorrhage; eye-tracking systems that can measure cognitive issues related to traumatic brain injury (TBI); and changes to clinical practice across the continuum of care in the area of wound healing.



Jointness



Standardization

Establishing a Clinical Investigations Research Office:

The DHA is enabling the DoD clinical research enterprise to conduct world-class research, and supporting improved patient care and MHS health care delivery through standardization. It is holding clinical research to the standards of Graduate Health Services Education and centralizing

contracting mechanisms – which will improve outcomes and save researchers valuable time.

Initiatives & Priorities Going Forward



Standardization



Innovation

Standardize Institutional Review Board and Cooperative Research Agreement

Processes: Simplify and standardize the way DoD reaches agreements for collaborative research with the private sector, to help ease and increase the number and efficiency of research partnerships.



Innovation



Standardization

Integrate Research Project Databases with the Federal Reporter System:

Integrate databases to make all RDA-funded research available to the scientific community and public. Multiple agencies, led by the National Institutes of Health, will be joining us in this effort to connect the entire federal science community, increase our knowledge, and enhance our outcomes.



Jointness

Integrate Program Management with the Department of Veterans Affairs:

Expand collaborative research efforts between the DoD and Department of Veterans Affairs (VA), building on previous initiatives, including the VA/DoD Collaboration Guidebook for Healthcare.

Hemorrhage Control is Saving Lives in the Battlefield

RDA is developing cutting-edge clinical practices and technologies to control hemorrhages. Our goals are to develop prehospital technologies to control hemorrhage in all potentially survivable casualties, identify more effective ways to deliver blood products to battlefield (point of injury and beyond), deliver resuscitative technology to the prehospital setting, and establish evidenced-based clinical practice guidelines for optimal use of all technologies.

To support the Services, we will...

Leverage MHS expertise to consolidate and standardize business operations, streamline decision-making, and reduce administrative costs, resulting in a more effective, audit-ready enterprise.

Accomplishments



Creating an Accountable Organization: Achieving excellence in financial management is essential to create an organization that is accountable to the taxpayer and maximizes the value of every dollar for our warfighter. The DHA is creating a financial management program that provides accurate, reliable, and timely financial information. In its first year, the DHA earned an unqualified audit opinion for the \$22 billion purchased care program; started implementing the Armed Forces Billing and Collection Utilization Solution (ABACUS) to increase insurance billing and collections; and created a Common Cost Accounting Structure (CCAS) across the MHS.



Combating Healthcare Fraud: Healthcare fraud hurts everyone. According to the FBI, healthcare fraud costs the U.S. \$80 billion per year. The DHA is dedicated to protecting beneficiaries and their benefits and actively works to prevent fraud, which can increase healthcare costs and taxes. Over the last year, the DHA achieved savings of approximately \$37 million from legal settlements related to healthcare fraud, abuse, and ineligibility.



Unifying Medical Supply Logistics Operations: The DHA standardization efforts for the MHS are helping the Services find more opportunities to save by harnessing the collective military purchasing power in the marketplace. By leveraging eCommerce solutions, increasing the use of standardized products, and negotiating less costly purchase agreements, the DHA garnered significant price decreases for medical supplies, already resulting in net savings of more than \$15 million for the U.S. taxpayer.



Optimizing MHS Facilities: The DHA is taking steps to optimize the planning, building, and renovation of nearly 700 MHS MTFs. The DHA worked with the Services to standardize the decision-making process for selecting and prioritizing military construction projects. The DHA also provided project management for construction of the Rhine Ordnance Barracks, which will replace the aging Landstuhl Regional Medical Center and 86 Medical Group Clinic at Ramstein Air Base, Germany. Finally, the DHA implemented enterprise-wide coordination of initial outfitting and transition funding. This coordination reduced our FY14 spend on this program by \$311M; this funding was redirected to other MHS programs.

Initiatives & Priorities Going Forward



Transform Financial Management: Act as financial stewards for the warfighter and the U.S. taxpayers by strengthening audit readiness and financial management processes and completing the FY15 MHS audit examination.



Improve Medical Logistics Standardization: Expand the number of standardized medical products to include durable medical equipment and provider preference items.



Assess and Modernize MHS Facilities: Finalize condition-based assessment of all MHS buildings to guide future investment decisions. Expand standards and processes to improve construction requirement planning.

Protecting Our Troops from Chemical Threats

The DoD Shelf Life Extension Program, managed by DHA Medical Logistics, played a key role in mitigating shortages of Antidote Treatment Nerve Agent Auto-Injector, a critical chemical agent countermeasure. After an unplanned manufacturing delay, DHA Medical Logistics, working closely with DHA partners and the Food and Drug Administration, coordinated additional testing past standard protocol to allow over 130,000 units to remain serviceable for the protection of deployed personnel world-wide against chemical agent threats.

To support the Services, we will...

Implement, manage, and sustain an integrated and protected medical information enterprise in order to ensure the *right information* is accessible to the *right customers* at the *right time* and in the *right way*.

Accomplishments



Consolidating HIT Infrastructure and Management: As one of the first and largest shared services integrated into the DHA, HIT was fundamental in driving Agency momentum during the first phase of the transition and yielded more than \$39 million in cost reductions. Establishing and investing in HIT as a shared service enabled the DHA to consolidate and standardize HIT infrastructure and management; simplify information sharing through common enterprise-wide services; and increase effectiveness and efficiency of health operations.



Increasing Transparency of HIT Spending: DHA HIT acts as the oversight authority for HIT-related expenditures, promoting accountability within the DHA. Over the last year, DHA has increased visibility into HIT financial execution by requiring submission of standardized spend plans through a robust governance process. Going forward, performance measures will be used to monitor funding execution rates against spend plan targets.



Providing Infrastructure to Support the DoD EHR Modernization: DHA HIT took significant steps to ensure the successful implementation of a new EHR system at MHS facilities. HIT established a plan to develop and implement a standard infrastructure to support the EHR deployment sites, including seamless integrated Wide, Local, and Wireless Networks; a secure access and authentication capability; a desktop design standardization service; a centrally managed and integrated computing infrastructure; and a consolidated MHS enterprise IT service desk. DHA HIT is engaged in collaborative pre-planning to fulfill implementation, training, and sustainment needs once an EHR solution has been acquired.

Initiatives & Priorities Going Forward



Optimize Infrastructure and Establish Sustainment Services to Support the DoD EHR: Fully execute the plan to develop and implement a standard infrastructure to support EHR deployment sites and establish an EHR sustainment organization within the DHA. Establish standardized approaches to the integration of clinical tools into patient care settings and workflows.



Continue Consolidation Efforts: Identify duplicative systems and applications in the combined MHS and Service portfolios under DHA with the goal of consolidating requirements, adopting a common solution, and decommissioning unneeded systems to reduce sustainment costs. Perform a similar review of service contracts initiated by the MHS and the Services to identify opportunities for consolidation and cost savings.



Reengineer HIT Research and Innovation Activities: Work with the DHA Research, Development, and Acquisition Directorate and MHS Innovation teams to streamline medical HIT research efforts and look to foster a culture that embraces innovative approaches to protect, support, and advance the health and welfare of military personnel by accelerating medical technologies and new standards that can be applied in theater or in the clinical facilities to support the MHS' mission.

Reducing Costs, Simplifying Collaboration Across the DHA

DHA HIT is leading the Agency's transition to DoD Enterprise Email (DEE). DEE, managed by the Defense Information Systems Agency (DISA), provides secure cloud-based email to the DoD enterprise designed to increase operational efficiency and facilitate collaboration. DEE reduces the cost of operations and maintenance by consolidating hardware into DISA's secure, global Defense Enterprise Computing Centers. We have migrated over 18,000 users to DEE and will complete the migration of Defense Health Headquarters mailboxes in the second quarter of FY 15.

To support the Services, we will...

Coordinate and facilitate a standardized shared service for education and training in the areas of clinical, operational, and leadership development within the MHS enterprise.

Accomplishments



Jointness

Developing a Coordinated Best-In-Class Medical Education and Training Organization: The DHA successfully completed the alignment of three unique Tri-Service centers of learning – the Medical Education and Training Campus (METC), Joint Medical Executive Skills Institute (JMESI), and Defense Medical Readiness Training Institute (DMRTI) – as well as their personnel, resources, and functions under one organization. This new alignment required the coordination of the Services and a careful assessment of trainings unique to each Service. It will create a standardized learning function that will become the blueprint for high value education and training across the MHS.



Jointness



Efficiency

Developing a Single Learning Management System (LMS): After thorough research and investigation, DHA E&T developed and recommended a way forward for an integrated LMS that will utilize a unique combination of platforms to create a robust enterprise LMS with single sign-on capability. This system will provide easier access to courses and a comprehensive training record, as well as the improved ability to monitor individual learning and training requirements that are both universal and Service-specific.



Standardization



Efficiency

Creating a Global Course Listing: The DHA E&T Directorate has made great strides toward a comprehensive catalog listing every medical course across the Services. The catalog will be used as a baseline for the consolidation of courses in order to streamline curriculums and education resources. This effort will decrease duplication across the MHS E&T portfolio and allow users to find courses more easily.

Initiatives & Priorities Going Forward



Efficiency

Integrate Modeling and Simulation into E&T: Consolidate Modeling and Simulation functions from across

the MHS into the DHA E&T portfolio in order to standardize training and institutionalize simulation skill sets for the enterprise.



Efficiency

Continue LMS Consolidation: Continue the electronic learning transformation by incorporating nine additional systems into a consolidated LMS.



Readiness

Create a Combat Casualty Care Study Plan: Develop/complete a study plan to assess critical skills training for medical care from Point of Injury until Role II.



Readiness



Jointness

Establish a Military Medical Education Consortium: Create a university model to develop critical partnerships with civilian and military medical education institutions in support of the E&T Directorate.

Accelerating Career Growth Through Medical Credentialing

Shane Gabriel, a trained combat medic and Sgt. 1st Class in the Army National Guard, enrolled in a new METC curriculum-based, degree-completion bridge program and became a registered nurse in only 13 months. Leveraging the online and accelerated format, Gabriel achieved this while his wife attended nursing school and he stayed home to care for his newborn. Gabriel is now using his education benefit to complete a Bachelor of Science in Nursing program. As Gabriel says, “The program was a Godsend. I wouldn’t have gone back to school without it.”

(<http://www.samhouston.army.mil>; Cmdr. Mitch Seal)

To support the Services, we will...

Deliver high quality healthcare in the NCR Enhanced Multi-Service Market. Ensure the effective and efficient delivery of integrated care through implementation of standards for clinical, operational, and resource processes and procedures.

Accomplishments



Achieving Excellence in Trauma Care: Walter Reed National Military Medical Center (WRNMMC) joined an elite group of hospitals verified by the American College of Surgeons (ACS) as a Level II Trauma Center. The ACS Committee on Trauma conducted an intensive site visit and review, rigorously evaluating all phases and areas of trauma care to include the medical center's emergency department, blood bank, intensive care unit, operating rooms, and rehabilitation facilities. Only 155 U.S. medical centers across the nation have met the criteria required to achieve this designation of excellence. This verification as a Level II Trauma Center is yet another testimony to the superb care WRNMMC provides to Service Members and their families.



Increasing Accountability through Streamlined Financial Systems: For the first time, WRNMMC and Fort Belvoir Community Hospital (FBCH) fully integrated into the General Fund Enterprise Business System (GFEBS) – a single source system for financial, real property, cost management, and performance data, as well as a core system of record. Streamlined business processes make it easier for leaders and staff to access and analyze over \$1.14 billion in financial data in real time, giving DHA and NCR Medical Directorate leadership more reliable and readily accessible information for improved decision making and financial auditability.



Capturing Savings through Optimization of MTF Staffing: Great healthcare requires hospitals to be staffed with the right people at the right time. To this end, the NCR Medical Directorate employed a coherent framework of human capital policies, programs, and practices to achieve a shared vision of civilian personnel staffing practices for WRNMMC and FBCH. By employing disciplined position validation and management through the Regional Position Management Board, the Directorate was able to reduce staffing by 761 in FY12-14.



Providing Integrated Market Management: The NCR integrated Service and DHA Medical Facilities by leveraging a fully participative and actionable regional business plan to optimize resources and care delivery capabilities.



Establishing a Centralized Appointing Call Center: Patient-centered service is the driving principle behind the NCR's centralized appointing and referral management call center, which provides improved care access to over 3,300 patients per weekday. This year, through proactive booking, the call center raised specialty care appointment utilization rates from 62% to 92%.

Initiatives & Priorities Going Forward



Instill a Culture of Quality and Patient Safety: Achieve and sustain nationally recognized patient safety and quality measures. We will accomplish this by implementing initiatives such as Patient-Centered Caring Communication Training and TeamSTEPPS, an evidence-based teamwork system to improve communication and teamwork skills among healthcare professionals across the market.



Drive Cost Savings: Reduce annual private sector care costs by \$138 million by FY19 through increasing patient enrollment and specialty care provider productivity.

What People Say about the NCR Medical Directorate...

"A place where miracles are made, impossible acts made real, and dreams made reality. A place where all members work to better patients' wellness no matter their position."

"My husband and I drive over two hours to receive medical care here because it is the absolute best."

"I'm 81 and doing great due to Army/Navy doctors and staff."

To support the Services, we will...

Ensure that the right talent, processes, infrastructure, and technology are in place to effectively support execution of the DHA's mission.

Accomplishments



Transitioning and Equipping Our Workforce: The DHA's Administration and Management Directorate (A&MD) successfully transitioned more than 1,700 military and civilian personnel to the DHA from Army, Navy, and Air Force with minimal disruption to employee pay or personnel administration.



Facilitating Mission Success through the Law: The Office of General Counsel (OGC) supported new TRICARE initiatives, including the Autism Care and Laboratory Developed Test Demonstration Projects, and coverage for qualifying compound pharmaceuticals. OGC's Claims and Collections Division recovered over \$3.2 billion in pharmacy rebates from manufacturers and other collections in FY14, an increase of over \$2.5 million over FY13. This included over \$45 million through two new collection programs that OGC implemented in FY14.



Focusing on Innovative Procurement Solutions: The DHA is strengthening its relationships with business and industry to create valuable procurement solutions. In its first year, the DHA advocated for the use of small businesses in DHA contracts, which resulted in the Agency exceeding FY14 targets for several small business socio-economic categories. In addition, the Procurement Directorate hosted a series of industry days to openly communicate DHA contracting needs and requirements with industry stakeholders to encourage collaboration and drive innovation.



Building Strategic Communications: The strategic communications team is equipped to develop and deliver messages to the full range of MHS stakeholders. The integrated team has developed communication capabilities across the MHS and managed communications around a variety of key MHS issues and campaigns. The team also led an effort to consolidate over 60 websites into *health.mil* to create a single portal of enterprise references and information. The redesign effort that led to the new *health.mil* also resulted in the creation of a much-needed internal portal - *Inside the MHS*.



Supporting MHS Innovation, Best Practice Development, and Collaboration: Over the previous year, the Defense Health Board and the DHA's Offices of MHS Innovation, Strategy Management, and DoD-Veterans Affairs Program Coordination took critical steps to advance the MHS' goal of optimizing the health and well-being of service members through innovation, research, and collaboration with the VA and other federal partners.

Initiatives & Priorities Going Forward



Create a Talent Pool for the Future:

Conduct a manpower assessment to better position the DHA as an agile organization and align requirements, resources, and people with the mission.



Create Meaningful Analytics:

Provide dynamic decision support to the DHA and MHS in broad functional areas, to include program evaluation, data and analysis, long-term studies, and contract support.



Support the Operations of an Expanding DHA:

Implement effective Human Resources, Learning and Development, Mission Assurance, and Infrastructure Support policies and procedures to support a large-scale, geographically and functionally diverse DHA.



Foster a Culture of Innovation:

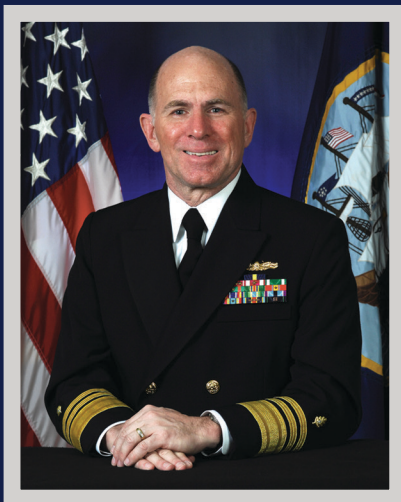
Continue to strive toward building opportunities for innovators across the MHS by overseeing key innovation initiatives, identifying funding sources, altering existing policies that inhibit innovation, and decreasing the time it takes to diffuse great ideas from the local level across the larger enterprise.

What the Services are Saying...



"The establishment of the DHA complements Army Medicine's efforts to enhance the Health Readiness of the Force and the overall health of our beneficiaries. Consistent with the operating company model, the DHA shared services are already gaining efficiencies across the MHS."

- Lt. Gen. Patricia Horoho
Surgeon General, U.S. Army



"The establishment of the DHA created an opportunity for the Services to become a more integrated component across the MHS. It has created efficiencies within our clinical and business practices in garrison. In addition, as we continue our efforts to establish common standards and reduce variation in our system, we set the path to become a high reliability organization."

- Vice Adm. Matthew Nathan
Surgeon General, U.S. Navy



"The establishment of the DHA and the MHS governance system is providing the right framework for more collaborative work among the medical components. We are already seeing the results of those efficiencies, as well as cost savings, across our force health protection programs."

- Lt. Gen. Thomas Travis
Surgeon General, U.S. Air Force



The Defense Health Agency Crest

The light blue is traditionally associated with the Department of Defense and the globe represents the service provided for military service men and women and their families both in the Continental United States and overseas. The gold rope is a symbol of honor, the honor to serve. The shield displays our nation's colors of red, white, and blue. The seven stars on the shield represent the seven entities served by the DHA: Army, Navy, Air Force, Marines, Coast Guard, Public Health Service, and National Oceanic Atmospheric Administration. The staff (in gold) of Aesculapius is a symbol traditionally associated with military medical units. The global aspect of the DHA is denoted by the gold gridlines on top of the light blue disc. Finally, the shape of the shield represents the military, and below the shield is a white scroll inscribed "PRO CURA MILITIS" in red letters, which translates to "The care of the warrior."

www.health.mil

