VISION: Unified and Ready…

MISSION: As a Combat Support Agency, the Defense Health Agency leads the MHS integration of readiness and health to deliver the Quadruple Aim: increased readiness, better health, better care, and lower cost.

DHA — Defense Health Agency

10/01/18

Better Health · Better Care · Improved Readiness · Lower Cost

Ready Medical Force — **INTEGRATED SYSTEM OF READINESS AND HEALTH** — *Medically Ready Force*

ENDS

WORKFORCE	MILITARY SERVICES	PATIENTS	COMBATANT COMMANDS
Goal 1: Empower and Care for Our People	**Goal 2: Optimize Operations Across the MHS**	**Goal 3: Co-Create Optimal Outcomes for Health, Well-Being & Readiness**	**Goal 4: Deliver Globally Integrated Health Solutions to Combat Forces**
"I feel valued for the work I do every day."	"DHA provides the best training platforms to enhance readiness."	"Health better than I've ever known; care better than I've ever seen."	"DHA provides health solutions essential to joint mission success."

WAYS

W1: Become a Learning Organization (Mr. Zottola)

W3: Improve Readiness, Health, and Experience (Dr. Cordts)

W2: Ensure That Everyone Feels Valued and Respected (Brig Gen Bannister)

W4: Manage and Administer MTFs (Dr. Butler)

W7: Deploy Solutions for 21st Century Battlespace (Maj Gen Payne)

W5: Modernize Private Sector Component of TRICARE Program in Support of Readiness and Health (Mr. Grady)

W6: Deliver and Sustain MHS GENESIS (Mr. Flanders)

MEANS

M1: Optimize Critical Internal Management Processes (Mr. Tenaglia)

M2: Enhance Value Through Strategic Partnerships (RDML Riggs)

M3: Gather, Develop, and Prioritize All Requirements (COL Meno)

DHA Strategy Map Definitions

ID	Goal	Customer Statement
ENDS		
G1	**Empower and Care for Our People**	"I feel valued for the work I do every day."
G2	**Optimize Operations Across the MHS**	"DHA provides the best training platforms to enhance readiness."
G3	**Co-Create Optimal Outcomes for Health, Well-Being & Readiness**	"Health better than I've ever known; care better than I've ever seen."
G4	**Deliver Globally Integrated Health Solutions to Combat Forces**	"DHA provides health solutions essential to joint mission success."

ID	Objective	Definition
WAYS		
W1	**Become a Learning Organization**	• Create and institutionalize a supportive learning environment • Create and codify learning processes and practices • Provide leadership behavior that clearly enforces a culture of learning
W2	**Ensure That Everyone Feels Valued and Respected**	• Define human capital requirements for DHA mission success and ensure job specific knowledge, skills, and abilities align with mission requirements • Attract, train, and retain a high-quality, diverse workforce with the required knowledge, skills, and attitudes • Support a robust recognition program to enhance human capital performance and career development • Optimize communication strategy to facilitate alignment of purpose to meet mission requirements
W3	**Improve Readiness, Health, and Experience**	• Measure outcomes that matter to patients • Create integrated markets that bring services to the patient, not vice versa, and deliver highly reliable quality health outcomes • Fully utilize capability and capacity in both primary and specialty care • Support currency of the total Medical Force • Create a culture of proactive prevention to engage patients anywhere, anytime, and reduce the need for healthcare • Continuously improve care processes to be responsive and respectful of our beneficiaries' needs and choices, and enhance patient experience • Implement incentives and reimbursement mechanisms that reward value creation
W4	**Manage and Administer MTFs**	• Help the Military Health System (MHS) enterprise deliver on commitments in business cases and Business Process Reengineering (BPR) Plans (5-year business plans) • Implement annual refresh cycle to update Enterprise Activity (EA) business plans based on customer requirements • Fully deliver on the potential of EAs by achieving greater integration and unity of effort • Develop and implement operating model for management of MTFs and markets that enhances system performance and creates a consistent patient experience • Establish organization and processes needed for effective MTF administration • Eliminate unnecessary redundancies in management structure • Achieve optimal balance between local autonomy and system standardization • Shift resources (e.g., money and people) to optimize system as a whole in support of readiness and health • Get the right people in the right positions
W5	**Modernize Private Sector Component of TRICARE Program in Support of Readiness and Health**	• Ensure easy access to value-driven, high-quality, high-value care • Support implementation of purchased care program that supports a truly integrated readiness and health system that links direct and purchased care, extends beyond the traditional boundaries of healthcare, and aligns incentives in support of readiness and health • Synchronize the efforts of the DHA to continually evolve the TRICARE Program to be responsive to rapid change in the national security and healthcare environments • Use purchased care to drive the right case mix to direct care facilities
W6	**Deliver and Sustain MHS GENESIS**	• Optimize infrastructure services across the MHS • Achieve a Full Deployment Decision and deploy MHS GENESIS • Support portfolio rationalization and effective and efficient data exchange development • Implement enterprise standards for EHR workflows, content, and system configuration • Maximize end-user adoption through effective change management and training • Institutionalize repeatable processes to support agile data driven decision-making • Optimize medical device/technology implementation in coordination with MHS GENESIS

W7	**Deploy Solutions for 21st Century Battlespace**	• Continuously refine our supporting to supported relationship with the Joint Staff (through the Joint Staff Surgeon) and CCMDs
		• Guided by the Joint Concept for Health Services, provide full spectrum support to include:
		   o Supporting MHS enterprise through standardization of information technology, medical materiel, infrastructure, clinical processes, patient management, and patient movement
		   o Joint Operational Medicine Information Systems (JOMIS) solutions for the full range of military operations (e.g., EHR, virtual health, etc.)
		   o Continuous and predictive surveillance of global health threats and performance improvement to optimize health outcomes
		• Use DRRS as a means to effectively measure readiness, track and trend effectiveness, and communicate our ability to support the CCMD requirements

ID	Objective	Definition
MEANS		

M1	**Optimize Critical Internal Management Processes**	• Enhance effectiveness and efficiency of internal operations and stakeholder engagement, reliability of reporting, and compliance with laws and regulations through:
		   o Ensuring easy access to accurate financial, resource and personnel information to support decision making and accountability
		   o Designing and then supporting the implementation of effective and efficient Human Resource and Personnel processes and practices
		   o Designing and then supporting the implementation of effective internal controls, decision making, and communications systems

M2	**Enhance Value Through Strategic Partnerships**	• Operationally define strategic partnerships/alliances within current and future contexts • Coordinate with the stakeholders to prioritize, update, and maintain portfolio of MHS' strategic partnerships required for mission effectiveness (e.g., academic affiliations, training augmentation for readiness, extramural research, best practice identification, etc.) • Use strategic partnerships to achieve value
M3	**Gather, Develop, and Prioritize All Requirements**	• Standardize and improve requirements processes • Develop, consolidate, and validate requirements in support of an integrated system of readiness and health • Utilize a value stream to ensure that requirements are prioritized and that every dollar is spent on improving the Value as an enterprise (Combat Support Agency)