**VISION:** Unified and Ready...

**INTEGRATED SYSTEM OF READINESS AND HEALTH**

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<th>WORKFORCE</th>
<th>MILITARY SERVICES</th>
<th>PATIENTS</th>
<th>COMBATANT COMMANDS</th>
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<td>&quot;I feel valued for the work I do every day.&quot;</td>
<td>&quot;DHA provides the best training platforms to enhance readiness.&quot;</td>
<td>&quot;Health better than I’ve ever known; care better than I’ve ever seen.&quot;</td>
<td>&quot;DHA provides health solutions essential to joint mission success.&quot;</td>
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**MILITARY SERVICES**

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<td>W3: Improve Readiness, Health, and Experience</td>
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<td>W6: Deliver and Sustain MHS GENESIS</td>
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<td>W7: Deploy Solutions for 21st Century Battlespace</td>
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**MEANS**

| M1: Optimize Critical Internal Management Processes |
| M2: Enhance Value Through Strategic Partnerships |
| M3: Gather, Develop, and Prioritize All Requirements |

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

**Foundational Documents:**

- Joint Concept for Health Services
- Operational Medicine CONOPS
- Health Service Delivery CONOPS
## DHA Strategy Map Definitions

### ENDS

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<th>Goal</th>
<th>Customer Statement</th>
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<tr>
<td>G1</td>
<td>Empower and Care for Our People</td>
<td>“I feel valued for the work I do every day.”</td>
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<tr>
<td>G2</td>
<td>Optimize Operations Across the MHS</td>
<td>“DHA provides the best training platforms to enhance readiness.”</td>
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<td>G3</td>
<td>Co-Create Optimal Outcomes for Health, Well-Being &amp; Readiness</td>
<td>“Health better than I’ve ever known; care better than I’ve ever seen.”</td>
</tr>
<tr>
<td>G4</td>
<td>Deliver Globally Integrated Health Solutions to Combat Forces</td>
<td>“DHA provides health solutions essential to joint mission success.”</td>
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### WAYS

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<tr>
<th>ID</th>
<th>Objective</th>
<th>Definition</th>
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| 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 | • 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 |
| W3 | Improve Readiness, Health, and Experience | • 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 |
| W4 | Manage and Administer MTFs | • 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 |
| W5 | Modernize Private Sector Component of TRICARE Program in Support of Readiness and Health | • 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  
• 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, communications systems, 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 |
| W6 | Deliver and Sustain MHS GENESIS | • 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 |
| W7 | Deploy Solutions for 21st Century Battlespace | • 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  
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### MEANS

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| 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) |

## Additional Notes
- **Value as an enterprise (Combat Support Agency)**
- **Personnel processes and practices**
- **Ensuring easy access to accurate financial, resource and personnel information to support decision making and accountability**
- **Designing and then supporting the implementation of effective and efficient Human Resource and Personnel processes and practices**
- **Designing and then supporting the implementation of effective internal controls, decision making, and communications systems**
- **Optimizing communications, decision making, and accountability**
- **Support MHS enterprise through standardization of information technology, medical materiel, communications systems, clinical processes, patient management, and patient movement**
- **Joint Operational Medicine Information Systems (JOMIS)**
- **Optimizing medical device/technology implementation in coordination with MHS GENESIS**
- **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**
- **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**
  - Supporting MHS enterprise through standardization of information technology, medical materiel, communications systems, clinical processes, patient management, and patient movement
  - Joint Operational Medicine Information Systems (JOMIS) solutions for the full range of military operations (e.g., EHR, virtual health, etc.)
  - 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