

## **Defense Health Board Meeting**

Topic: Market Establishment: Conditions-Based Approach May 18, 2020















## **Agenda**





## **Transition Delay Update**



Market Establishment Process



Conditions-Based Approach



## **Transition Delay Update**

## **Transition Delay**



## **DHA Top Three Priorities**



Due to COVID-19, protecting the Defense Department's people, maintaining military readiness, and supporting the whole-of-government interagency response are now the DoD's top three priorities. DHA fully supports these priorities and is re-aligning resources in order to meet them

## **Strategic Pause**



DHA has implemented a 90-day pause for transition initiatives, with follow-on decision points every 45 days to evaluate the duration of the pause and re-consider which initiatives to restart based on the Agency's available capacity. **May 19** is the estimated date for the reassessment of the Military Health System's capacity to resume transition-related activities.

## **Key Impacts**



90-day delay in Wave 1 market establishment and in the establishment timeline for the Small Market and Stand-Alone MTF Office (SSO). MILDEP CONUS Direct Support (DS) may continue beyond 30 SEP 2020, and standardization and centralization of enterprise-wide functional capabilities will be delayed



## Market Establishment Process

## What is Market Establishment?



Market establishment is the process of establishing integrated functions at the market-level to support your Market's MTFs and enable improved market performance

### **Establishment Objectives**

Markets will work to achieve three primary objectives during establishment:



Ensure fulfillment of Medically Ready Force and Ready Medical Force requirements



Maintain the highest standards of patient safety, quality of care, and access to care



Establish market management infrastructure (functions and processes) to support the future state

#### **Market Transition Tool**

The Transition PMO will provide the markets with the Market Transition Tools to project manage the establishment process and achieve the three primary objectives of establishment. The Market Transition Tools will be managed by the Market Transition Team and is broken out by the three main sections outlined below:



**Market Conditions** 



**Risk Registry** 



**Lessons Learned Tracker** 



The Market Transition Tools were developed from lessons learned from establishing the first four markets and in coordination with the DHA on expectations for the future state.

## Market Establishment Milestones

Market establishment occurs when a market can support and oversee its aligned MTFs and report directly to DHA HQ. A market will be operational upon completion of the market establishment process outlined below:



#### **Market Leaders Symposium**

Overview: DHA-hosted two-day event to inform and prepare market leadership about roles and responsibilities throughout the establishment process

**Stakeholders**: Market Director, Deputy

Director, and Transition PMO

#### **Market Establishment Actions**

Overview: Transition Officer works with market POCs and MEST to complete tasks and conditions utilizing the establishment tools

**Stakeholders:** Market office leadership, Transition Officers, market functional leads, MTF Transition

Officers, and MEST

#### Market Establishment NLT Date

Overview: Date in which the market must complete all establishment tasks

and conditions

Stakeholders: Market office leadership. Transition Officers, and Transition PMO













#### **Market Kickoff Onsite**

Overview: market hosted multi-day event with supporting MEST to review details to complete all establishment tasks

Stakeholders: Market office leadership, Transition Officers, market functional leads, MTF Transition Officers, and MEST

## **DHA Capability and Capacity Check**

Overview: DHA confirms headquarters has completed conditions necessary to support oncoming markets and MTFs

Stakeholders: DHA leadership and functional leads

## **Transition Officer Training**

**Overview:** DHA-hosted two-day event to train market Transition Officers on how to project manage the establishment process and utilize the tools

Stakeholders: Transition Officer and Transition PMO

#### **DHA MTF Transfer**

Overview: Process for transferring MTFs under the DHA and

newly established market begins

Stakeholders: DHA leadership and Services

## **Market Pre-Establishment Expectations**



Each market's Transition Officer will be expected to manage their own establishment process with guidance from the DHA's Transition PMO and direct support from the MEST



## **Assigned Market Establishment Owners**

Each market will have a Transition Officer (TO) that is ultimately responsible for coordinating with the DHA to ensure market office certification. A market's Transition Officer may appoint personnel to manage aspects of the certification such as use of the Market Transition Tools.



## **Centralized Market Reporting**

Reporting should be centralized at the market-level and coordinated with leadership. The Transition Officer and MEST will maintain the shared responsibility of collating functional inputs to the Market Conditions.



## **Market Collaboration**

Risks, issues, lessons learned, and other pertinent information should be shared amongst markets to foster a coordination of efforts and collective problem solving throughout the markets. The MEST will provide assistance through weekly communications and additional support throughout the establishment process.



## **Data Management and Portal Usage**

Each market will need to provide inputs to reports for leadership as well as required documentation for office certification. It is expected that the markets work with the MEST to manage their data and upload their respective documentation to SharePoint under MEST guidance.

## **Staffing the Market Office**

The Market Office staffing process includes close coordination with DHA Manpower and Organization (M&O) to identify the Market Office's specific staffing requirements, simultaneous to the Market Office establishing functionality for office certification. The filling of identified requirements will occur post-certification.



# **Define Staffing Requirements**

# **Achieve Certification Functionality**

#### **DHA Draft Baseline Requirements**

 The DHA M&O will outline the draft baseline Joint Table of Distribution (JTD) for each specific Market Office

#### **Market Office Manpower Training**

 The Market Office will identify manpower POCs who will be trained in the Fourth Estate Manpower Tracking System (FMTS) to support the staffing process

### Market Office Coordinates Requirements

 The market manpower POCs will review the draft baseline JTD and continuously work with DHA M&O to further update requirements and develop a final baseline JTD for the Market Office

## **EXE**

Certification

#### **Market Office Fills Requirements**

- The Market Office can begin filling the requirements once the DHA coordination has completed
- The Market Office will fill requirements and work to align positions to the recommended Market Office Structure and functional breakdown
- The Markets should begin coordination with aligned MTFs and DHA M&O to determine the baseline MTF JTDs dependent upon Service manpower reductions

#### **Complete Market Office Certification Conditions**

The Market Office will be expected to achieve the required functionality outlined by the certification conditions by the NLT certification date. Staffing of future state positions is not required at this point, but the Market Office should begin to identify POCs and leads across the Market Office to perform the required pre-certification functions identified in the Market Office Transition Conditions (MOTC).



# Conditions-Based Approach

## **Conditions Based Approach**



DHA's market establishment process has shifted from a time-based process to a conditions-based establishment

Time-Based Approach	Conditions-Based Approach
Scheduled dates for market establishment	Market Offices are certified once they've met conditions laid out in the implementation tools
Linear approach with minimal flexibility	Enables DHA to focus on maturing the headquarters in support of the markets

# **Conditions-Based Market Office Certification**



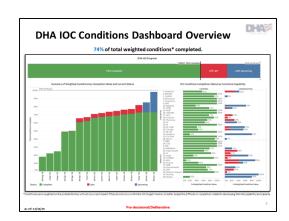
	DHA HQ Stand-up	Market Office Certification
Define conditions for stand-up & thresholds for each condition	DHA Functional Capability leads, with input from Service FC SMEs, publish conditions required at DHA HQ to develop the capability and capacity to support oncoming markets	DHA Transition PMO, with input from DHA FC leads and informed by tIMO lessons learned, finalizes Market Office Transition Conditions (MOTC)
Evaluate current state of each condition against threshold	DHA Transition Support Team (TST) enters conditions into Execution Dashboard tool and provides assessment of current state for each condition	Market Transition Team begins executing towards conditions required for Market establishment, with progress being tracked and supported by Transition PMO and DHA leadership
Identify gaps in capability and/or capacity  Implement solutions to address gaps  Verify solutions are sufficient to close gaps	<ul> <li>DHA FC leads update and execute plans to achieve condition thresholds as prescribed and approved by DHA Assistant Directors and Service SMEs</li> <li>DHA TST updates the status of each condition in the Execution Dashboard and presents progress weekly to DHA leadership</li> <li>DHA Deputy Director reports on progress toward meeting DHA HQ stand-up conditions during TLT meetings</li> </ul>	<ul> <li>Market Leadership uploads deliverables outlined in the MOTC to Transition PMO SharePoint site</li> <li>Market Leadership, with support from MTFs and DHA FC leads, complete MOTC</li> <li>Transition PMO updates the status of each Condition in the Market Executive-Level Dashboard and presents progress, risks, and issues weekly to DHA leadership</li> </ul>
No condition thresholds met?	<ul> <li>DHA Director conducts a capability and capacity check based on conditions that have been met for DHA HQ stand- up at STLT meetings</li> <li>STLT advises DHA and Services on any course corrections required to keep transition timeline on track</li> </ul>	DHA Director provides a report on conditions that have been met for Market Office Certification at STLT meetings
Complete stand-up of organization	DHA HQ with all Functional Capabilities has the capability and capacity to support incoming markets on D-Day	Incoming Market Offices are certified and continue to establishment, in which MTFs transfer to DHA on D-Day

## Reporting of DHA HQ and Market Conditions



- Both DHA HQ Conditions and Market Office Transition Conditions are tracked by DHA leadership weekly to ensure milestones are being met and risks are being mitigated before they become issues
- The reporting process ensures that key leaders are maturing the headquarters and providing the appropriate level of support to markets as they work toward completing conditions

DHA Execution
Dashboard





Market Executive-Level Dashboard