

DEFENSE HEALTH AGENCY STRATEGY MAP 2.0

04 August 2016

The Defense Health Agency (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.



Operational Medicine
CONOPS

Joint Concept for Health Services

Health Benefit Delivery
CONOPS



READINESS

Ready Medical Force

Medically Ready Force

ENDS

Strengthen Our Role as a Combat Support Agency

“DHA supports Readiness solutions that meet joint mission needs.” (E1)

Fortify Our Relationship with the Services

“I trust the DHA to deliver the support I need for mission success.” (E2)

Optimize Defense Health Agency Operations

“DHA creates greater value through Operational Excellence.” (E3)

WAYS

Deploy Solutions for 21st Century Battlespace (W1)

Respond to Immediate Mission Needs (W2)

Support Service Needs for Data, Reporting, and Analytics (W7)

Modernize TRICARE (W11)

Optimize Portfolio of DHA Initiatives (W14)

Support Integrated Training Requirements (W3)

Deliver and Sustain Electronic Health Record (W8)

Optimize Existing ESAs (W12)

Improve Health Outcomes and Experience in the NCR-MD (W15)

Implement DHA Performance Management System (W16)

Design and Prototype Health Readiness Solutions (W4)

Improve System of DHA Accountability (W9)

Build Robust Improvement Capability (W13)

Maximize Value from Suppliers and Partners (W17)

Optimize Critical Internal Management Processes (W18)

Conduct Health-Related Research (W5)

Leverage Strategic Partnerships (W10)

Gather and Prioritize Requirements (W6)

MEANS

Strengthen Customer Focus (M1)

Shape Workforce for Success (M2)

Align Resources Against Strategic Priorities and Ensure Fiscal Accountability (M3)

Advance a Culture of Continuous Learning (M4)

DHA Strategy Map – Objective Definitions
Draft Version 1.0

ID	Objective	Definition
ENDS		
E1	Strengthen Our Role as Combat Support Agency	Strengthen focus on military readiness in the DHA and successfully accomplish agency mission essential tasks (AMETL). When successful, Combatant Commanders at all levels will say “DHA supports Readiness solutions that meet Joint mission needs.”
E2	Fortify Our Relationship with the Services	Deliver results that help Service Medical Departments achieve their performance goals. When successful, the Surgeons General and subordinate leaders at all levels will say “I trust the DHA to deliver the support I need for mission success.”
E3	Optimize Defense Health Agency Operations	Continuously improve operations across the DHA and demonstrate measureable improvement in effectiveness and efficiency so that all stakeholders will say “The DHA creates greater value through Operational Excellence.”
WAYS		
W1	Deploy Solutions for 21st Century Battlespace	<ul style="list-style-type: none"> • In response to Combatant Commander requirements, vetted through JCIDS, support deployment of interoperable, adaptive force packages in areas such as medical equipment, logistics, clinical processes, patient management, etc. • Support deployment of next-generation Joint Theater Medical Information Systems solutions for operational medicine (e.g., EHR, telehealth, etc.) • Conduct post-implementation review of performance, document lessons learned, and make adjustments
W2	Respond to Immediate Mission Needs	<ul style="list-style-type: none"> • Build infrastructure for and conduct continuous surveillance of global health threats • In coordination with the Joint Staff Surgeon, convene coordinating body with all appropriate stakeholders to provide timely response to health threats • Support all deployed forces with high-quality health services (e.g., purchased health services in host countries, patient transportation, etc.) • Ensure all members of the NCR health team and their families are ready for deployment, supported during deployment, and reintegrated upon return
W3	Support Integrated Training Requirements	<ul style="list-style-type: none"> • Create and maintain infrastructure to support agile and adaptive training (e.g., simulation, digital/online, and JKO) • For new joint capabilities, develop training content and curricula for use by Services • Coordinate successful execution of joint training requirements across multiple venues within the MHS (e.g., USUHS, METC, and DMRTI)

ID	Objective	Definition
W4	Design and Prototype Health Readiness Solutions	<ul style="list-style-type: none"> • Prioritize needs for prototyping using Combatant Command requirements • Develop a joint method for prototyping new solutions and technologies across the MHS • Employ the method, incorporating lessons learned from military operations, to improve health delivery and training • Support knowledge management of prototyping activities to identify winning solutions based on rigorous performance measurement
W5	Conduct Health-Related Research	<ul style="list-style-type: none"> • Coordinate environmental scanning and decision support across the DoD to align DHP Medical Research Investments to the highest priority needs for Combatant Commanders • Optimize research and development value stream to balance investments between: basic science, research that translates medical research to fielded products, advanced development, and post-deployment comparative effectiveness studies • Implement best practices for the management of research, development, and acquisition programs
W6	Gather and Prioritize Requirements	<ul style="list-style-type: none"> • Invest in relationship building and possible forward deployment of DHA staff to better understand Combatant Command requirements • Using JCIDS and emerging requirements from Joint Planning, prioritize health requirements • Improve efficiency and effectiveness of JCIDS processes within the DHA and link to PPBES • Continuously gather customer feedback on emerging requirements from CCMD and the Services • Continuously improve requirements generation process
W7	Support Service Needs for Data, Reporting and Analytics	<ul style="list-style-type: none"> • Develop and execute a coherent data strategy that specifically supports the Joint Concept for Health Services (and subordinate CONOPS) and Component (Service and DHA) priorities • Create and manage data repositories that are reliable, user-friendly, and readily available to users across the MHS • Build analytic capability within the DHA that can be leveraged by the Services to support optimal decisions • Provide a consistent and transparent view of performance to frontline, managers, governance, and external stakeholders • Complete deployment of analytic and performance management tools to support the needs of managers and leaders at all levels of the MHS • Support communities of interest (e.g., primary care, perinatal, surgical product line, EHR deployment, etc.) by delivering information that meets a specific need defined by end users
W8	Deliver and Sustain Electronic Health Record	<ul style="list-style-type: none"> • Optimize infrastructure to support MHS GENESIS • Support acquisition and installation of MHS GENESIS (PEO DHMS) • Support portfolio rationalization and effective and efficient interface development • Develop DHA sustainment structure for MHS GENESIS • 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 decision-making

ID	Objective	Definition
W9	Improve System of DHA Accountability	<ul style="list-style-type: none"> • Provide transparency and accountability into performance for Services and CCMD • Conduct regular performance reviews with customers using standard measures (e.g., AMETL, DRSS, CSART, P4I, etc.) • Align incentives/rewards/recognitions with fulfillment of customer requirements
W10	Leverage Strategic Partnerships	<ul style="list-style-type: none"> • 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.)
W11	Modernize TRICARE	<ul style="list-style-type: none"> • Design and then support implementation of a truly integrated learning health system that spans direct and purchased care, extends beyond the traditional boundaries of healthcare and aligns incentives in support of readiness and health • Ensure easy access for all to high-quality, high-value care • Organize the DHA to continually evolve the TRICARE benefit and delivery system to be responsive to rapid change in the national security and healthcare environments
W12	Optimize Existing ESAs	<ul style="list-style-type: none"> • Help the MHS enterprise deliver on commitments in business cases and BPR plans (5-year business plans) • Implement annual refresh cycle to update ESA business plans based on customer feedback and identification of new opportunities to eliminate waste and improve performance • Implement customer relationship management processes with the Services (e.g., SLAs, MOAs, etc.)
W13	Build Robust Improvement Capability	<ul style="list-style-type: none"> • Enhance agile problem solving capacity for all members of the DHA • Make coaching and teaching of process improvement standard work for all leaders within the organization • Implement common language, tools, and training for robust process improvement
W14	Optimize Portfolio of DHA Initiatives	<ul style="list-style-type: none"> • Identify and optimize a manageable set of DHA strategic initiatives and projects • Create feedback loop with customers to ensure portfolio is aligned with their priorities • Align resourcing of initiatives and projects with strategic priorities
W15	Improve Health Outcomes and Experience in the NCR-MD	<ul style="list-style-type: none"> • Create an integrated learning health system across the market that brings services to the patient, not vice versa, and delivers highly reliable quality health outcomes • Fully utilize capability and capacity in both primary and specialty care within the market • Sustain and improve currency of the total Medical Force (including Uniformed Military, Civilians, and Contractors) • 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
W16	Implement DHA Performance Management System	<ul style="list-style-type: none"> • Implement all components of the DHA Organizational Management System – Strategic Plan, Strategy Map, Balanced Scorecard, Strategy Reviews, and Initiative Management • Explicitly link resourcing (PPBES) decisions to strategic priorities • Link individual performance plans to strategic priorities

ID	Objective	Definition
W17	Maximize Value from Suppliers and Partners	<ul style="list-style-type: none"> • Work with suppliers (e.g., Managed Care Support Contractors, Task specific contractors, etc.) and partners (e.g., DLA, DISA, Service Medical Departments, etc.) to optimize processes and improve quality and reduce cost of services • Focus efforts within DHA on core processes and rely on out-sourcing options to improve quality and reduce cost of services where appropriate
W18	Optimize Critical Internal Management Processes	<ul style="list-style-type: none"> • Enhance effectiveness and efficiency of operations, reliability of reporting, and compliance with laws and regulations by improving: <ul style="list-style-type: none"> ○ Human resources management; ○ Financial planning, programming, budgeting, and execution; ○ Procurement; ○ Manpower; and ○ Infrastructure Support
MEANS		
M1	Strengthen Customer Focus	<ul style="list-style-type: none"> • Ensure all members of the DHA team understand strategic direction and how they specifically create value for their customers • Make it everyone’s job, every day, to understand and solve their customer’s problems • Establish customer-first culture through measurement and rewards that align personal performance plans with customer outcomes
M2	Shape Workforce for Success	<ul style="list-style-type: none"> • Define human capital requirements for DHA mission success and ensure job specific knowledge and skills align with mission requirements • Attract and retain a high-quality diverse workforce with the required knowledge, skills and attitudes • Prioritize resourcing of the workforce to most effectively accomplish strategic goals • Improve succession planning to address strategic as well as tactical challenges • Optimize use of the full Office of Personnel Management toolbox to enhance the effectiveness of human capital management
M3	Align Resources Against Strategic Priorities and Ensure Fiscal Accountability	<ul style="list-style-type: none"> • Use the DHA strategic plan to prioritize investments in the Planning, Programming, Budgeting and Execution System (PPBES) process and employ enterprise-wide reviews to ensure that execution integrity • Support audit readiness and promote financial transparency through each business unit
M4	Advance a Culture of Continuous Learning	<ul style="list-style-type: none"> • Instill a culture of learning and prioritize training and education of the workforce to build strategic capabilities • Promote mapping, managing, and continuously improving complex care operations through ongoing team training and skill building, system analysis and information development • Create feedback loops for continuous learning and system improvement that support the effective transfer of knowledge for best practice dissemination

ID	Objective	Definition
		<ul style="list-style-type: none">• Develop leaders with insatiable curiosity and a commitment to learning who can succeed in a system that is constantly transforming to meet rapidly evolving health care and national security requirements