

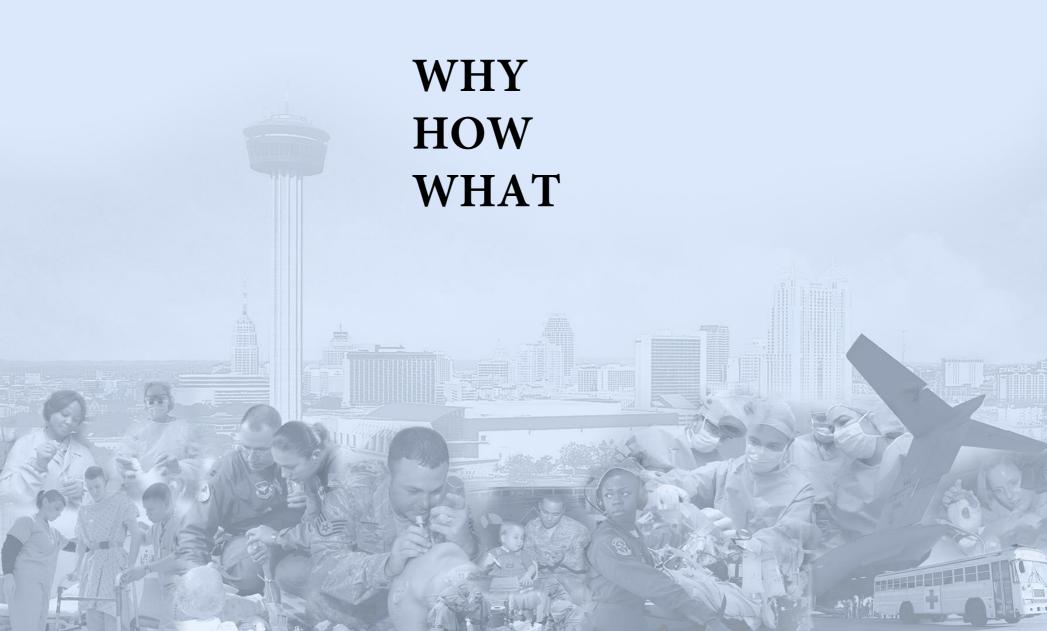
# 59th Medical Wing





Bart O. IDDINS
Maj Gen, USAF, MC, CFS
Commander, 59th Medical Wing

# Strategic Agenda









## Risks of Failure to Change



Warrior Medics - Mission Ready - Patient Focused

Headlines on Military Hospitals from New York Times, CBS, USA Today, and the Washingotn Post showed conditions that require improvements.



#### MHS Review



Warrior Medics - Mission Ready - Patient Focused

The report provided no eviden

of substantive deficiencies in the

safety, quality, and access to care

Peter Pronovost, M.D., Ph.D.,

Johns Hopkins Medicine Senior

Vice President for Patient Safety

for Patient Safety and Quality

Director of the Armstrong Institute

and urgent changes.

at MHS that would warrant broad

"Surgical morbidity was statistically higher than expected..."

Final Report to the Secretary of Defense Military Health System Review

"One important finding was the notable difference between data that reflect compliance with access standards and the reported satisfaction of patients with their ability to receive timely care..."

the MHS meets defined access standards: 2) thi ality of health care in the MHS meets or processes for ensuring safe and reliable care of beneficiaries. This is the first time the MHS ha taken an enterprise view of such scope in these areas

Based on information analyzed during the review the MHS provides good quality care that is safe and timely, and is comparable to that found in the civilian sector. However, the MHS demonstrates wide performance variability with some areas better than civilian counterparts and other areas below national benchmarks

Together, the review's results and the professional inputs from six external experts indicate clear opportunities to improve health care delivery. By implementing effective strategies used by other high-performing organizations, the MHS can create an optimal health care environment that focuses on continuous quality improvement where every patient receives safe, high-quality care at all times

The major recommendations in this report are directed at system enhancements to address areas of concern and to drive change that will foster creation of a high reliability health system. High reliability organizations, in general, are those where harm prevention and quality improvement are sound nature to all in the organization. Such organizations recognize the risk of over plification in complex systems: thus, implementation of the proposed recommendations hould not be expected to result in immediate change. MHS governance can support performance improvement with better analytics, greater clarity in policy, and aligned training and education programs. However, improving outcomes about decreasing performance variance at the individual facility level, which requires consistendleadership vigilance, with the goal of making the MHS a top-tier health care system.

The Military Health System

The MHS is a global, comprehensive, integrated system that includes combat medical services, health readiness futures, a health care delivery system, public health activities, medical education and training, and medical research and development. The fundamental mission of the MHS, providing medical support to military operations, is different from that of any other health system in the United States. The operational aspects of the MHS are divided among the three

Fs "

"There is also no comprehensive plan to standardize requirements for monitoring devicerelated infections...'

"...the ability to analyze those data and use the results to guide decision making in quality and patient safety is nascent." was nt poor nce in

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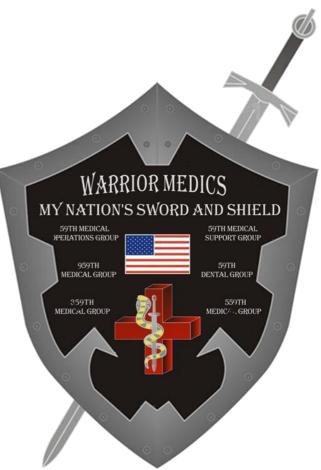
issues identilled were corrected."



#### "What"



- 1. Patient Safety
- 2. High Reliability Organization
- 3. Continuous Process Improvement
- 4. Quality Improvement
- 5. Patient-Centered Care
- 6. Access To Care
- 7. Education & Training
- 8. Combat Readiness
- 9. Innovation
- 10. Enhanced Effectiveness & Efficiency





## "What"



Warrior Medics - Mission Ready - Patient Focused

#### **Mission:**

**Developing Warrior Medics Through Patient-Centered Care** 

#### Vision:

**Exemplary Care, Global Response** 

#### "WARRIOR MEDICS - MISSION READY - PATIENT FOCUSED"

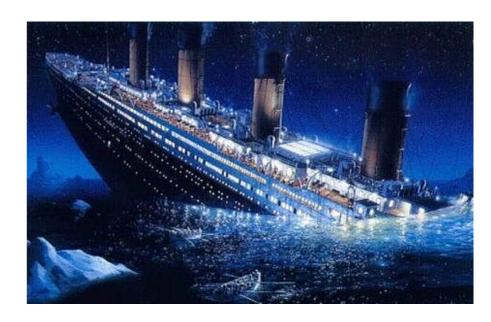




# High Reliability Organization







- 1. Preoccupation With Failure
- 2. Reluctance To Simplify Interpretations
- 3. Sensitivity To Operations
- 4. Commitment To Resilience
- 5. Deference To Expertise



# **HRO Domains of Change**



Warrior Medics - Mission Ready - Patient Focused

# SGN

**Patient** Centeredness

Leadership **Engagement** 

SCI

# SCI

Culture of Safety

Continuous **Process Improvement** 



# Readiness







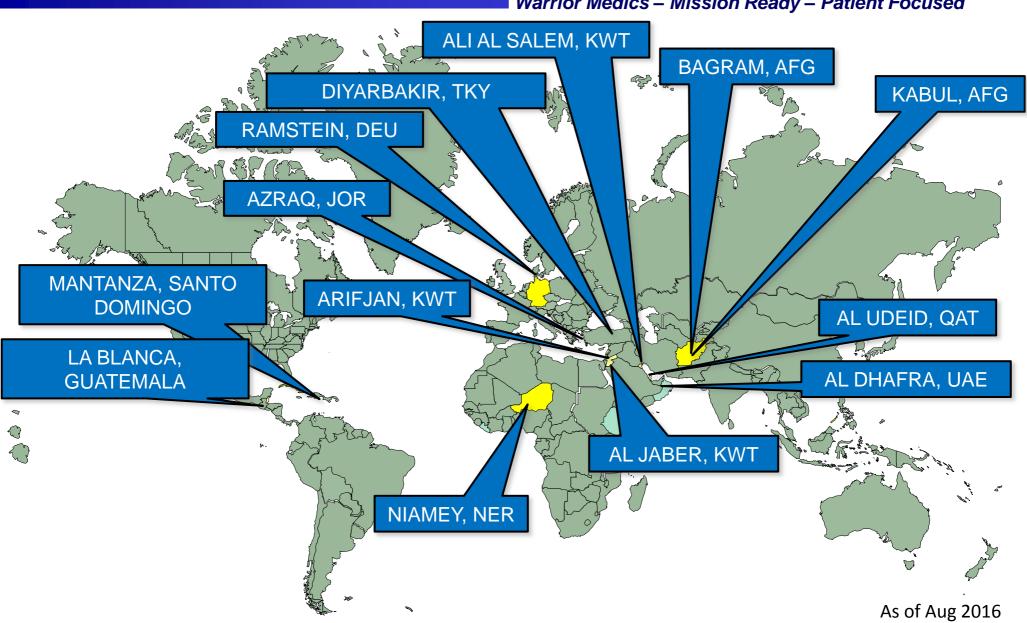




# 59 MDW Contingency Ops 💓



Warrior Medics - Mission Ready - Patient Focused



Largest Medical Mobility Commitment in the USAF!



# Primary Deployment Location







# Other Taskings



- Multiple Worldwide Locations
- Medical Readiness Training Exercises
  - Honduras Aug 16
  - Panama Sep 16
  - Dominican Republic Apr Jun 17
- DSCA/Hurricane Response Preparedness
- Defense CBRNE Response Force
  - 113 Medics, EMEDS 25+







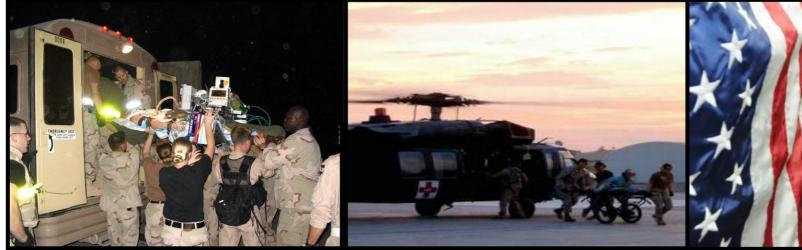




# **Critical Care Transport**



- Global En Route Critical Care Transport
- 59 MDW: 14 CCATTs; 4 On Call 24/7
- Pilot Unit for USAF CCATTs (120 Teams)
   & TCCETs (16 Teams)
- Evolving Mission Requirements:
   Acute Lung Rescue Team, Patient Isolation
   Units & Transportation Isolation Systems

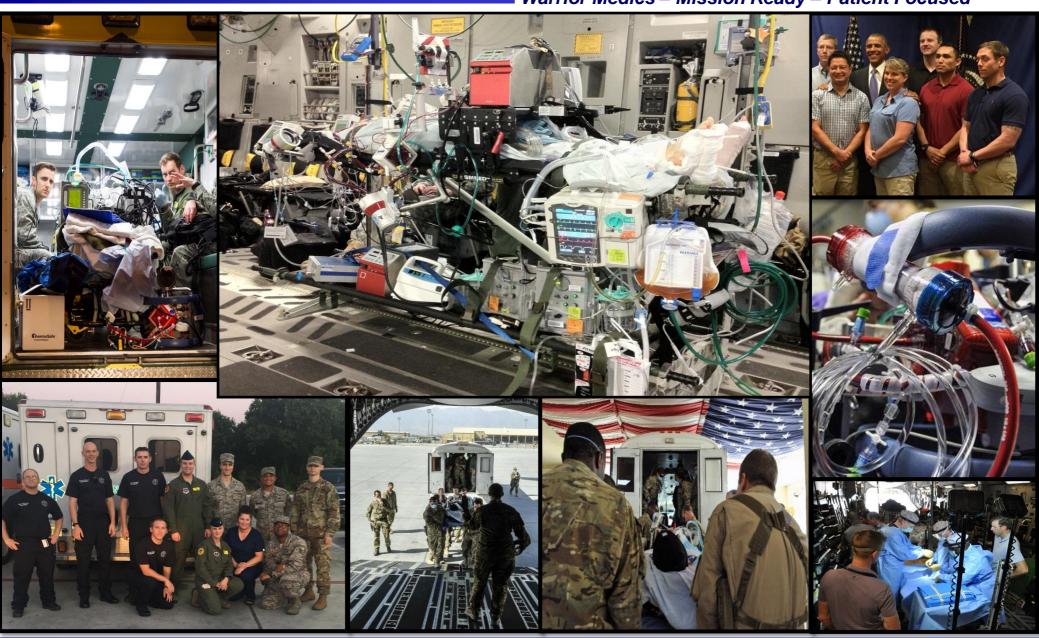






# Special Mission Capabilities







## **En Route Patient Staging**



- 7th Floor Wilford Hall
- Interface Between MTF & En Route Care System
- 50 Patient Beds
- 7,000+ Casualties/Patients To Date



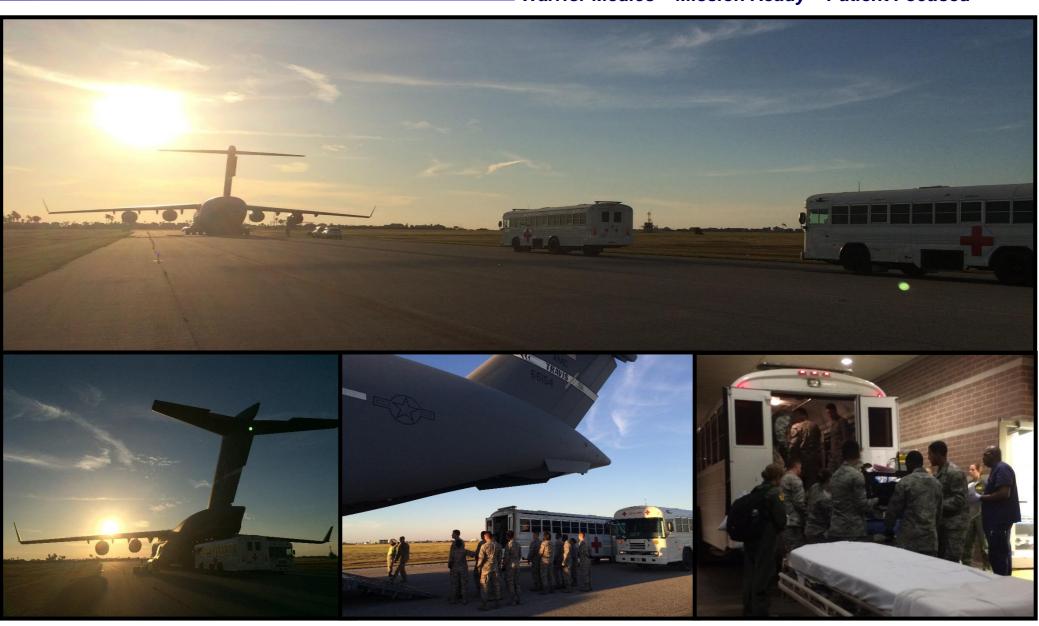






# **Brussels Family Support**







# **Airman Medical Transition Unit**



- 5th Floor Wilford Hall
- USAF AD/ARC Members in Treatment & Recovering From Injury/Illness
- Largest Patient Squadron in USAF
  - 42-70 Patients
- Adaptive Sports Events
  - Annual Wounded Warrior Games

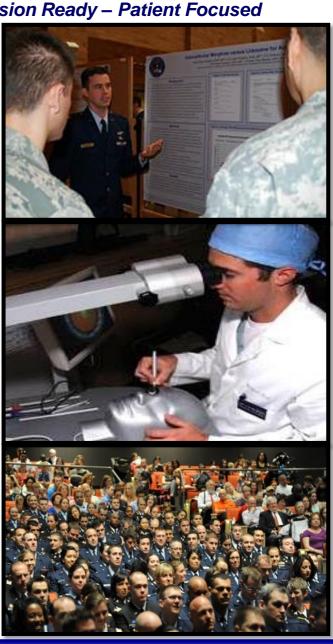




## **Education & Training**



- 59 SAUSHEC Graduate Programs
  - 37 Graduate Medical Education Programs
    - 592 Trainees: 58% AF, 42% Army, 1 Public Health Service
  - 22 Graduate Allied Health Programs
    - 78 Trainees: 45% AF, 44% Army, 11% Civilian & 1 PHS
- Largest Psychology Internship in DoD
- **Largest DoD Dental Education Program** 
  - 30 Dental Residencies & Post-Doctoral Technician training
- 5 Specialty Nursing Courses
- Air Force Technical Training for 16 of 19 Enlisted Medical AFSCs (12,669 trainees per year)
- 9 Enlisted Phase II Training Courses
- **Aerospace Physiology Training**





#### Research



- 652 Active Research Protocols
- Research Areas: Brain Injury, En Route Care & Adult ECLS,
   Vascular Injury, Genomics/Proteomics
- Current Research Projects
  - Identification of Brain Injuries w/ DCS in U2 Pilots & TBI Patients
  - Model Development to Exhibit White Matter Injury w/ Hypobaric Exposure
  - Combat-Relevant Injuries Amenable to ECLS During Transport
  - Commercialization of Temporary Vascular Shunts for Combat Injuries





## 59th Medical Wing



- DoD's Largest Outpatient Facility
- DoD's Largest Blood Donor Center
- DoD's Refractive Eye Surgery Center, Hearing & Diabetes
   Centers of Excellence
- DoD's Only Extra Corporeal Membrane Oxygenation Transport Capability
- DoD's Lead Agent for Clinical Hyperbaric Medicine

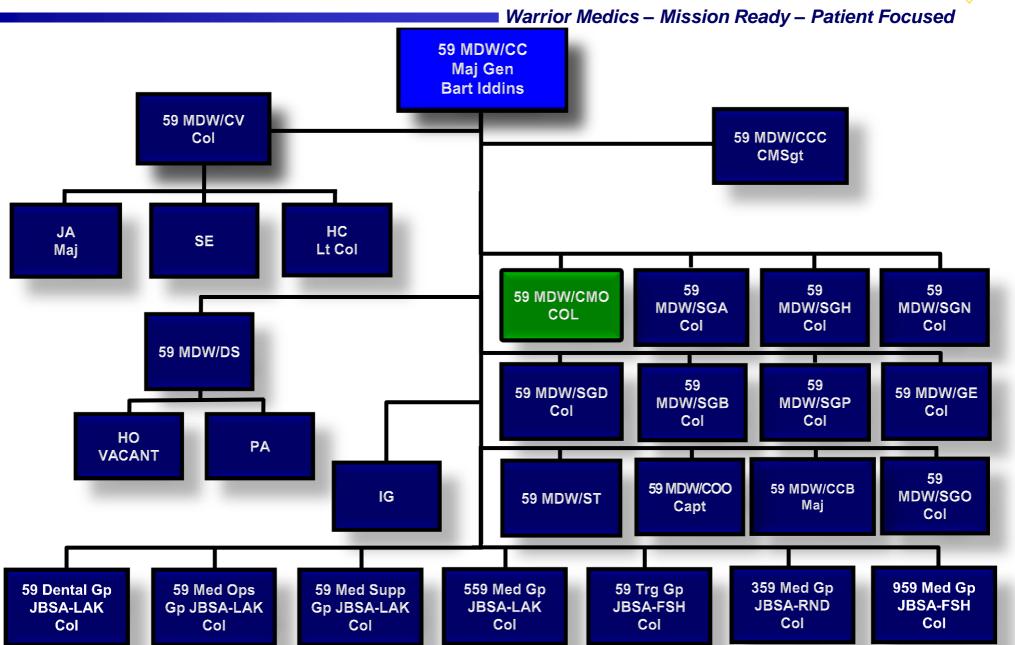






### **59 MDW C2**







# **SAMHS Enterprise**

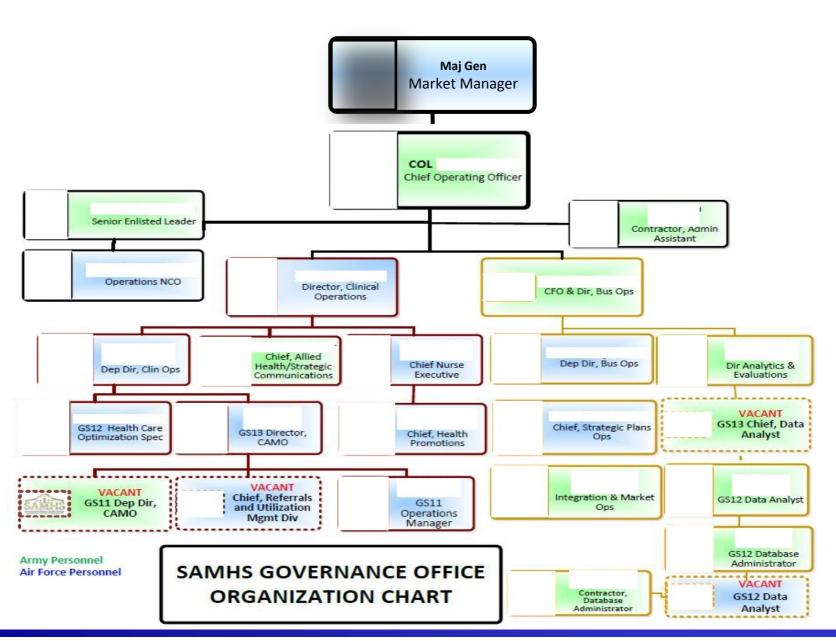






## **SAMHS C2**

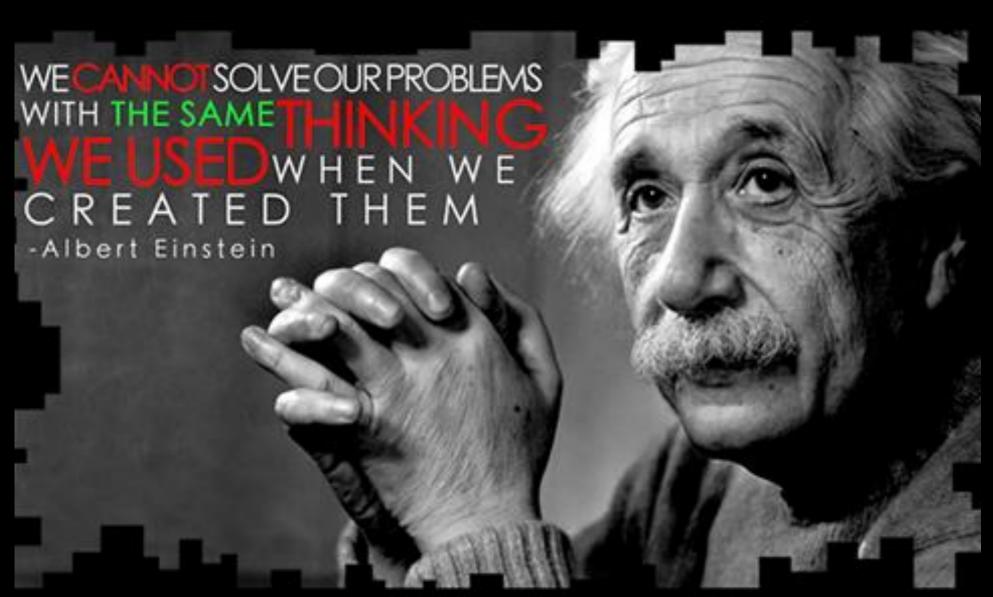






## "How"





#### TRENGTHS

- Key Personnel
- Gateway Innovation Center
- Empowered Medics/Staff
- Centralized Quality, CPI, Patient Safety & HRO
- Specialized Mission Capabilities
- Centralized Control/
  Decentralized Execution

# EAKNESSES

- Staffing Levels/Mix
- Staff Continuity
- Sustainment
- Internal Buy-In
- External Buy-In
- Resistance to Change
- Data Integrity
- Information Technology
- Work-Life Balance
- Infrastructure





- Achieve High Reliability
- Improve Patient Safety
- Higher Quality
- Enhance Training/Research
- Expand Partnerships
- Clinical Currency
- Foster Morale
- DoD Model
- Integrated Health System
- Communication



- Status Quo Mindset
- NDAA Uncertainty
- High Personnel Turnover
- Unrealized Expectations
- Funding Shortfalls
- Time
- Conflicting Policies
- High Ops Tempo
- GS & CTR Fill Delays





#### Strategy Map (V 5.8, 8 Jun 16)

Vision: Exemplary Care, Global Response

Mission: Developing Warrior Medics Through Patient-Centered Care



#### Enterprise Focus Areas

FA 1. QUALITY 59MDW/SGH



FA 2. SERVICE 59 MDOG/CC



FA 3. PEOPLE 59 MDW/SGN



FA 4. VALUE 59 MDW/SGA



#### **Operational Objectives**

1.1. Optimize Patient and **Occupational Safety A9** 

OCR: 59 MDW/SE

1.2. Improve Clinical Outcomes and Reliability

A3, A8

**A8** 

1.3. Optimize Health and Performance of the Population

Aligned to AFMS BSC V 3.3 Objecti

2.1. Improve Access to Care

2.2. Enhance Effective **Communication between Care Team and Patients** 

A7, E1

2.3. Improve the Patient **Experience of Care** 

3.1. Empower Staff Operating in a Healthy Work and Living Environment

P1. P2

3.2. Enhance Staff Development

E1, P2

3.3. Develop Ready Airmen OCRs: 59 MDW/SGO 59 MDSG/CC

P1, P2

4.1. Improve Data Quality and **Analysis** 

E1. E5

4.2. Increase Appropriate **Recapture and Foster Partnerships** 

A4, E1, R1

4.3. Improve Operational **Efficiencies** 

E5, R1, P2

4.4. Expand Education, Training and Research Opportunities OCRs: 59DG/59MDW/GE/59 TRG

E2, E3





# Leverage GPS



Warrior Medics - Mission Ready - Patient Focused



### Mission

- Readiness
- Patient-Centered Care
- Education & Training
- Research

# Strategy

- HRO
- Quality/Patient Safety
- Continuous Process Improvement
- Value
- Management Control System
- Teamwork
- Innovation
- Partnerships

Perтormance System

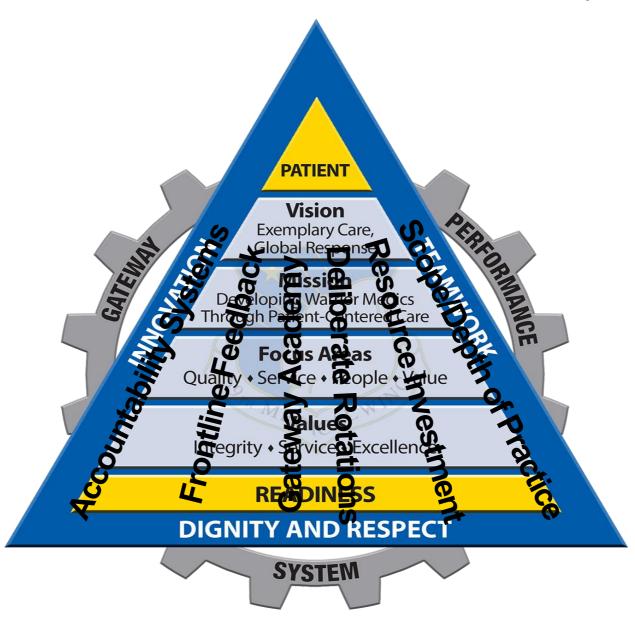
## Structure

- AF, AETC, Wing, SAMHS
- Gateway Innovation Center
- C2 Network



### **Gateway Performance System**

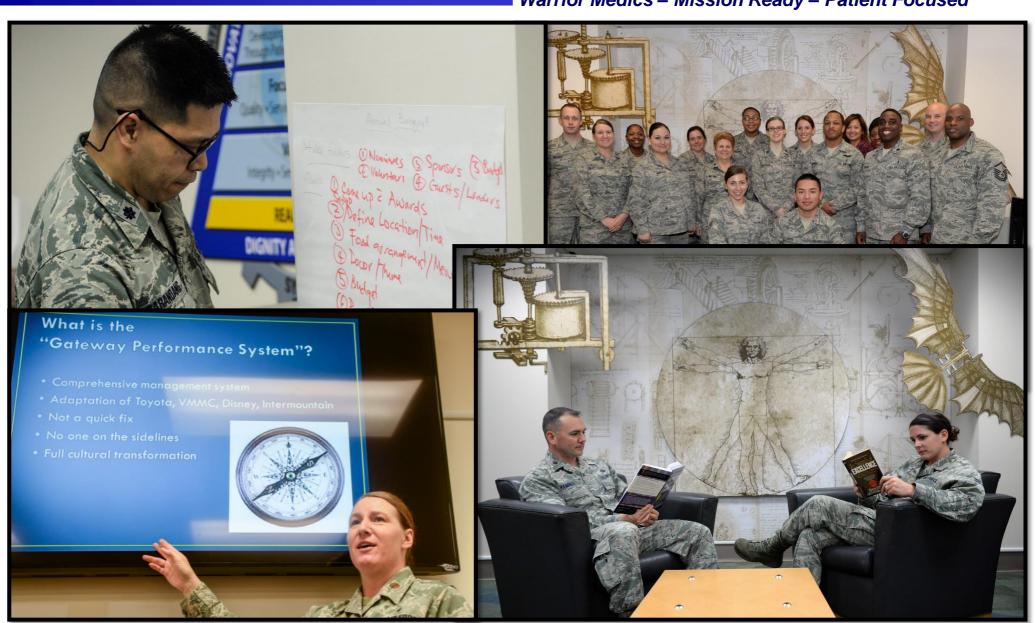






# **Gateway Academy**







# On-Site Referral Booking





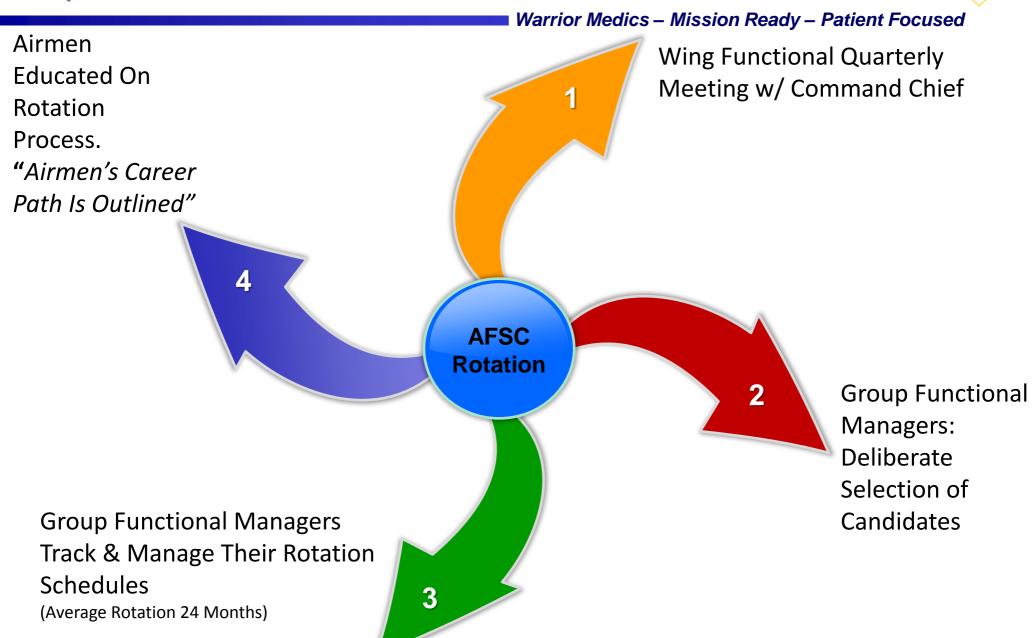
- 59 MDW Patient-Centered Process Improvement
- **Enhanced Patient Experience & Overall Value** 
  - **Expedient Access to Specialty Care**
  - Patient Departs MTF w/ Appointment In Hand!
  - 20% Increase In Kept Appointments
- **Intent To Disseminate DoD-Wide**





# **59 MDW Enlisted Rotations**



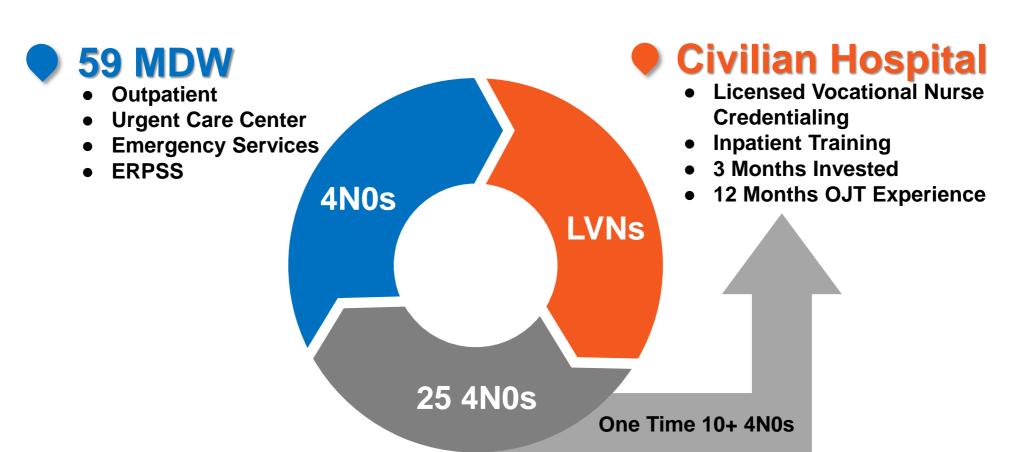




### **4N0 Rotation Plan**



Warrior Medics - Mission Ready - Patient Focused



#### SAMMC

- Inpatient
- Trauma Exposure
- Emergency Department



# Management Control System



- SOUND ORGANIZATIONAL STRUCTURE
- WELL-DEFINED RESPONSIBILITY CENTERS

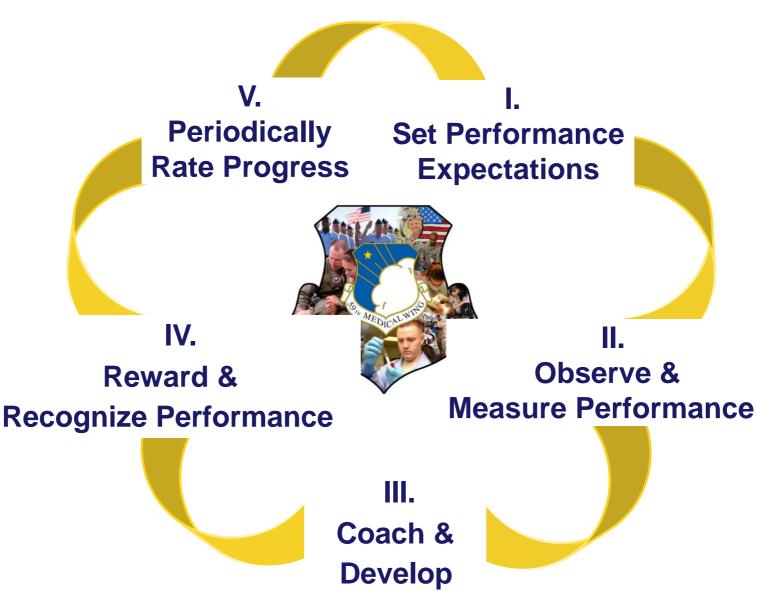
- FINANCIAL HEALTH/INCENTIVES
- KEY SUCCESS FACTORS

- TRANSFER PRICING
- GOAL CONGRUENCE



## Performance Management Cycle







### Healthcare Performance Improvement



Warrior Medics - Mission Ready - Patient Focused

"It may seem a strange principle to enunciate as the very first requirement in a hospital that it should do the sick no harm."

- Florence Nightingale

Don't Harm Me - Heal Me - Be Nice to Me



# Statement of Financial Value 59th Medical Wing Warrior Medics - Mission Ready - Patient Focused





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INDOLPH Clinic inic olly Marshin AAPA Glides tabular Grander Marshing Glides Estation Clinic United	Grant   15915   1591	Squeek	74,749 (25), 5,742 (7), 5,742 (7), 5,100 (6), 4,241 (9), 5,555 (26), 12,541 (4), 12,541 (4), 12,541 (4), 13,541 (4), 14,111 (	2 APC2 - 22-21-21-21-21-21-21-21-21-21-21-21-21-2	15,154,070   5,496,1 3,142,355   1,233,1 1,915,100   2,956,1 1,915,100   3,956,1 1,101,270   1,601,1 1,101,270   1,601,1 1,101,27	101 2 (915,147) 110 1 495,492 110 1 495,492 110 2 495,492 110 2 539,493 110 3 55,493 110 3 (54,193) 110 3 (54,193) 110 3 (74,673) 110 3 (74,6	72157 1787 5897 1 2 2 1 177 3 27 5 177 1 107 5 177 5 177 5 177 5 177 5 177 6 17 6	1971   19449   732   195
MDOLPH Cital:    inject only   day for only   day f		105 HD05 HD05 HD05 HD05 HD05 HD05 HD05 HD	74,743 (25, 24, 24, 24, 24, 24, 24, 24, 24, 24, 24	APC 444	15,154,170   54,545,73 3,142,255   5,225,1 1,455,10   3,205,1 1,455,10   3,205,1 1,455,10   3,205,1 1,457,725,5   1,123,1 1,137,777   1,505,1 1,137,777   1,505,1 1,137,7	1 (18), (19), (1	72152 5892 \$ 22 4172 \$ 30 5722 -172 \$ 3 242 -242 0 -122 0 -122 0 -222	1914 1944 1949 1949 1949 1949 1949 1949
MEDUPH Citalians of the	G1	100 M005 100 M0	74,793 (25, 5, 100)  5,793 (15, 100)  5,793 (17, 100)  5,793 (17, 100)  5,793 (17, 100)  5,555 26  22,713 (17, 100)  10,794 23  10,794 23  10,794 10,794  10,794 10,794  10,794 10,794	# # # # # # # # # # # # # # # # # # #	10,124,1370   \$4,595,1373 3, 126,1355   \$1,231,137 1, 504,130   \$2,950,137 1, 504,130   \$1,950,137 1, 504,130   \$1,950,137 1, 102,137,130   \$1,020,137 1, 102,137,130   \$1,020,137 1, 102,137	(1905) (1	72157 78% \$ 2 58% \$ 2 87% \$ 1 87% \$ 1 77% \$	1971   19449   792   195
INDOLPH Cital- inite of the cital- only to oth AAITe filide extract of general shirts of general shirt	Grant   15914   1591	\$1    \$1	71,790 979 5,792 17 5,792 17 5,990 98 5,900 98 5,505 22 12,495 22 12,495 22 10,505 24 10,505 24 10,5	APC 444	15,714,710   15,914,71 3,714,715   1,914,71 115,72   1,30, 1,914,715   1,30, 1,914,715   1,30, 1,914,715   1,91, 1,914,715   1,91, 1,914,71	181 1 (1911) (19	175%   1	1971   19449   -920   1975   1935   -920   1975   1935   -920   1976   1935   -920   1976   1945   -920   1976   1945   -920   1976   1945   -920   1976   1945   -920   1976   1955   -920   1976   1955   -920   1976   1955   -920   1977   1955   -920   1977   1955   -920   1977   1977   1977   1
MOOLPH Cital:  init out for alth hitter file active to for a cit hitter file active to for a cit hitter file man (Chair m	G1 = 125415   12541	100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 11005 11005 11005 11005 11005	71,790 979 5,792 17 5,792 17 5,990 98 5,900 98 5,505 22 12,495 22 12,495 22 10,505 24 10,505 24 10,5	APCs 441 2 1,100 2,100 1,142 2,100 1,142 2,100 1,142 2,235 2	15,224.70 15,455.70 15,255	101 1 (101) 101 101 101 101 101 101 101 101 101	175%   175%	1971   19449   732   195
MOOLPH Cital:  init out for alth hitter file active to for a cit hitter file active to for a cit hitter file man (Chair m	G1 = 125415   12541	100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 100 H005 11005 11005 11005 11005 11005	74,70 (19) 74,70 (19) 5,762 (19) 5,762 (19) 5,90 (19) 5,90 (19) 5,5,35 (19) 5,5,35 (19) 12,40 (20) 125,27 (19) 125	APC: 1,170 - 1	1,000   1,00	181 1 (1911) (19	72157 7872 8172 9172	1971   19448   -752   1978   19361   -752   1978   19361   -752   1978   19361   -752   1978   19361   -752   1978   1978   -752   1978
INDOLPH Cital- init of the distance of the cital- day to gith AAI files carrier of general that the Cital- carrier of General that the Cital- man of the cit	Environmental Systems (State State S	2 Sq.44  90 H005  90	73,293 373 73,293 77 5793 77 5794 77	APC2 441 2 510 2 510 2 526 3 526 3 527 4 527 4 527 4 527 4 527 4 527 4 527 4 527 4 527 4 527 5 527	1,000   1,00	101 1 (101) 1	72157 7872 8172 9172	104.88   -39.50   -
HOUPE Chair  interest of the dish  share d	Env Clinic 15511  any Clinic 15511  any Clinic 15511  below 1551  below 1551  below 1551  contact 1551  below 1551  contact 1551	Square   Garage   G	N, 191   N, 192   N, 193   N	APCs 4441 2 1,100 4,445 2 1,100 4,445 2 1,100 4,445 2 1,100 4,445 2 1,100 4,445 2 1,100 4,445 2 1,100 4,445 2 1,100 4,10	1,000   1,00	187 2 (1832.74) 187 3 (1832.74	197   1   2   2   2   2   2   2   2   2   2	1971   19448   -752   1978   19361   -752   1978   19361   -752   1978   19361   -752   1978   19361   -752   1978   1978   -752   1978
INDOLPH Cital- init- ini	Env Spatial Sp	Square   S	\$1,733   \$15,733   \$1	12 P C C C C C C C C C C C C C C C C C C	1,000   1,00	1919 1 (1918) 1 (1918	175   1   2   2   2   2   2   2   2   2   2	1971   19449   -720   1959   1
MOOLPH Citalian interest of the citalian inter	Env Clinic Spanish Spa	Square   S	\$1,733   \$15,733   \$1	1	1,000,000   1,00	189 (1983) 199 (1983) 199 (1994)	175   1   2   2   2   2   2   2   2   2   2	1971   19449   -792  1975   19367   -792  1976   19367   -792  1976   19367   -792  1976   19367   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1976   1976   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1946   -792  1977   1947   -792  1977   1947   -792  1977   1947   -792  1977   1947   -792
HOOLPH Citaling of the Art State of the	Services Systems Syste	Saudi   100   1900	\$1,733   \$15,733   \$1	1	1,000   1,00	100 1 (100 100 100 100 100 100 100 100 1	1	1948
INDOLPH Citaling in the control of t	Env   1541   154	SALASA   100   19005     100	\$1,733   \$15,733   \$1	1	1,000,000   1,00	100   100	1   2   2   2   2   2   2   2   2   2	104.88   -39.50   -
HOOLPH Citaling in the city of	Services Systems Services Systems Systems Systems Systems Systems Services Systems Services Systems Services Systems Systems Services Systems	Sausana	23,792 (25, 27, 27, 27, 27, 27, 27, 27, 27, 27, 27	1	1,000   1,00	100 1 (100 100 100 100 100 100 100 100 1	1997   1997	1948
HOOLPH Office in the control of the	Services Systems Syste	Secretario   1905   1	1,323   13,533   13	1	1,000   1,00	100 1 (100 100 100 100 100 100 100 100 1	1195	104.88   -39.50   -
HOUPE Cliair  John Strains Str	Env   1541   154	Sauda	23,293 932 3,293 125 5,600 12 4,291 5,500 4,291 5,500 125,510 125 125,510 125	1	1.00   1.00	100 1 (100 100 100 100 100 100 100 100 1	1997   1997	104.88   -39.50   -



# Statement of Financial Value 59th Medical Wing Warrior Medics – Mission Ready – Patient Focused



	59 MD Rolling 12-m			ment o	f :	Financi <sup>Through</sup>		Value 1-Mar-16		> -: Bet	end: 1% Decrez ween -1% % Increase	& 1°	% Change
Annual Encounters	Annual RVUs	Annual APCs		Annual Value		Annual Expenses	1	Annual Vet Value	Financial Strength	1	ost per		alue per
13,716	25,146	-	\$	1,097,781	\$	1,842,019	Ş	(744,238)	-40%	\$	134.30	\$	80.04
4,859	21,062		\$	916,593	\$	566,506	Ş	350, 97	62%	\$	116.59	\$	188.64
7,394	21,742	-	\$	947,816	\$	1,176,918	Ş	(229,	-19%	\$	159.17	\$	128.19
25,866	50,315	932	\$	2,277,150	\$	3,008,934	S	731.		\$	116.33	\$	88.04
12,497	19,803	-	\$	861,309	\$	569,569	\$	291.		1	45.58	\$	68.92
46,452	157,716	1,322	Ş	7,006,853	\$	4,558,670	Ş	2,448			98.14	\$	150.84
6,580	13,648	-	\$	596,842	\$	744,891	Ş	(148				\$	90.71
136,888	209,546	6	\$	9,160,301	\$	11,886,679	S	2,726					66.92
8,217	26,546	260	\$	1,181,063	\$	3,205,916	Ş	(2,024					2.73
E 20Z	17.554	20.747		250/2/1		3.040.735		E 2 /					

BOM	Data Source Wkld: M2, 0 Exp: CRIS,	CHCS		59 MD	W - Stat	ement o	f Financi	al Value		Legend: > -1% Decrea Between -1%	ise & 1% Change
RNI Sale	FTEs: DM	HRSi		Rolling 12-m	onth Period	1-Apr-15	Through	1-Mar-16		> 1% Increase	
LACKLAND Clinics			Annual	Annual	Annual	Annual	Annual	Annual	Financial	Cost per	Value per
Clinic	Group	Squadron	Encounters	RVUs	APCs	Value	Expenses	Net Value	Strength	Encounter	Encounter
TOTAL 59th MEDICAL WING			858,863	1,922,422	103,236	\$ 93,310,115	\$ 105,207,371	\$ (11,897,257)	-11%	\$ 122.50	\$ 108.64

22,864	93,301	24,314	8	6,281,475	\$	7,999,225	Ş	(1,717,749)	-21%	649	49.86	69	274.73
9,334	65,949	-	S	2,881,454	\$	2,826,031	Ş	55,422	2%		302.77	\$	308.71
24,551	58,584	-	\$	2,559,170	\$	1,221,575	\$	1,337,594	1	\$	49.76	\$	104.24
23,431	49,488	31,754	\$	5,063,490	\$	6,138,583	Ş	(1,075,092		\$	261.99	\$	216.10
7,140	24,212	10,777	\$	2,037,114	\$	3,371,933	Ş	(1,32	100/0	\$	472.26	\$	285.31
39,244	116,723	3	\$	5,098,755	\$	5,395,578	S		-6%	\$	137.49	\$	129.92
29,979	75,470		0	2.002.074		0.001.012		4		\$	76.22	\$	109.85
67	287		_						_	\$	174.33	\$	186.87
1,975	5,587		r	11	$\mathbf{O}$	97	4	<b>257</b>		\$	131.99	\$	134.69
13,203	70,350		D		$\overline{\mathbf{J}}$		- 4	<b>23</b> /	p	\$	305.86	\$	239.47
5,000	11,832			7			7 -			\$	415.67	\$	121.18
8,203	58,518		\$	2,555,844	9	1,959,902	\$	595,942	30%	\$	238.92	\$	311.57
860	7,181	41	\$	317,708	\$	311,226	\$	6,482	2%	\$	361.89	\$	369.43
1,638	6,961	_	\$	305,480	\$	263,582	\$	41,898	16%	\$	160.92	\$	186.50
2,795	4,317	-	\$	187,798	\$	542,882	8	(355,084)	-65%	\$	194.23	\$	67.19
109,839	146,765	84	\$	6,406,053	\$	5,137,915	Ş	1,268,138	25%	\$	46.78	\$	58.32
33,529	85,481	519	\$	3,779,146	\$	5,099,765	8	(1,320,619)	-26%	\$	152.10	\$	112.71
5,549	15,493	_	\$	676,375	\$	1,146,904	S	(470,529)	-41%	\$	206.69	\$	121.89



# Statement of Financial Value 59th Medical Operations Group Warrior Medics - Mission Ready - Patient Focused



	59 MD Rolling 12-m			ment o	f ]	Financi		Value 1-Mar-16		> -: Bet	end: 1% Decrez ween -1% % Increase	& 1º	⁄o Change
Annual Encounters	Annual RVUs	Annual APCs		Annual Value		Annual Expenses	1	Annual Net Value	Financial Strength	1	ost per		alue per
13,716	25,146	-	\$	1,097,781	\$	1,842,019	Ş	(744,238)	-40%	\$	134.30	\$	80.04
4,859	21,062	_	\$	916,593	\$	566,506	\$	350	62%	\$	116.59	\$	188.64
7,394	21,742	-	\$	947,816	\$	1,176,918	Ş	(229	19%	\$	159.17	\$	128.19
25,866	50,315	932	Ş	2,277,150	\$	3,008,934	S	731		\$	116.33	\$	88.04
12,497	19,803	-	\$	861,309	\$	569,569	\$	291			45.58	\$	68.92
46,452	157,716	1,322	450	7,006,853	Ş	4,558,670	\$	2,448			98.14	\$	150.84
6,580	13,648	-	\$	596,842	\$	744,891	Ş	(148				\$	90.71
136,888	209,546	6	\$	9,160,301	Ş	11,886,679	S	(2,726					66.92
8,217	26,546	260	\$	1,181,063	\$	3,205,916	Ş	(2,024					73
E 20Z	17.331	20717		250/2/1		2010/25		53/					•

BOM MAN AND AND AND AND AND AND AND AND AND A	Data Source Wkld: M2, Exp: CRIS FTEs: DM	CHCS , EASIV		59 MDV Rolling 12-m		tement o	f Financi	al Value		Legend: > -1% Decrea Between -1% > 1% Increase	& 1% Change
LACKLAND Clinics Clinic	Group	Squadron	Annual Encounters	Annual RVUs	Annual APCs	Annual Value	Annual Expenses	Annual Net Value	Financial Strength	Cost per Encounter	Value per Encounter
TOTAL 59th MEDICAL OPERATI			552,671	1,377,336	102,814	\$ 69,507,623		\$ (12,759,845)	-16%	\$ 148.85	\$ 125.77

93,301	24,314	63	6,281,475	\$	7,999,225	S	(1,717,749)	-21%	63	1.86	\$	274.73
65,949		\$	2,881,454	\$	2,826,031	99	55,422	2%		302.77	\$	308.71
58,584	-	\$	2,559,170	\$	1,221,575	53	1,337,594	100	1	49.76	\$	104.24
49,488	31,754	\$	5,063,490	\$	6,138,583	S	(1,075,092)		\$	261.99	\$	216.10
24,212	10,777	\$	2,037,114	\$	3,371,933	Ş	(1,334	10	\$	472.26	\$	285.31
116,723	3	\$	5,098,755	\$	5,395,578	S		-6°/0	\$	137.49	\$	129.92
75,470	-								\$	76.22	\$	109.85
287	-	I d			76		$\mathbf{O}$		\$	174.33	\$	186.87
5,587	1	h				91	84		\$	131.99	\$	134.69
70,350	1,0	\ \	<b>~</b> • <del>~</del>	• •			, -		\$	305.86	\$	239.47
11,832	1,0	_							\$	415.67	\$	121.18
58,518	-	450	2,555,844	5	1,959,902	450	595,942	30%	\$	238.92	\$	311.57
7,181	41	\$	317,708	\$	311,226	\$	6,482	2%	\$	361.89	\$	369.43
6,961	_	\$	305,480	\$	263,582	\$	41,898	16%	\$	160.92	\$	186.50
4,317	-	\$	187,798	\$	542,882	Ş	(355,084)	-65%	\$	194.23	\$	67.19
146,765	84	\$	6,406,053	\$	5,137,915	450	1,268,138	25%	\$	46.78	\$	58.32
85,481	519	\$	3,779,146	\$	5,099,765	Ş	(1,320,619)	-26%	\$	152.10	\$	112.71
15,493	-	\$	676,375	\$	1,146,904	S	(470,529)	-41%	\$	206.69	\$	121.89
	65,949 58,584 49,488 24,212 116,723 75,470 287 5,587 70,350 11,832 58,518 7,181 6,961 4,317 146,765 85,481	65,949 - 58,584 - 49,488 31,754 24,212 10,777 116,723 3 75,470 - 287 - 5,587 1 70,350 1,0 11,832 1,0 58,518 - 7,181 41 6,961 - 4,317 - 146,765 84 85,481 519	65,949 - \$ 58,584 - \$ 49,488 31,754 \$ 24,212 10,777 \$ 116,723 3 \$ 75,470 - 287 - 5,587 1 70,350 1,6 11,832 1,6 58,518 - \$ 7,181 41 \$ 6,961 - \$ 4,317 - \$ 146,765 84 \$ 85,481 519 \$	65,949 - \$ 2,881,454 58,584 - \$ 2,559,170 49,488 31,754 \$ 5,063,490 24,212 10,777 \$ 2,037,114 116,723 3 \$ 5,098,755 75,470	65,949 - \$ 2,881,454 \$ 58,584 - \$ 2,559,170 \$ 49,488 31,754 \$ 5,063,490 \$ 24,212 10,777 \$ 2,037,114 \$ 116,723 3 \$ 5,098,755 \$ 75,470 \$ 287 \$ 5,587 \$ 1 70,350 \$ 1,0 \$ 11,832 \$ 1,0 \$ 2,555,844 \$ 7,181 \$ 41 \$ 317,708 \$ 6,961 \$ 305,480 \$ 4,317 \$ \$ 187,798 \$ 146,765 \$ 84 \$ 6,406,053 \$ 85,481 \$ 519 \$ 3,779,146 \$	65,949 - \$ 2,881,454 \$ 2,826,031 58,584 - \$ 2,559,170 \$ 1,221,575 49,488 31,754 \$ 5,063,490 \$ 6,138,583 24,212 10,777 \$ 2,037,114 \$ 3,371,933 116,723 3 \$ 5,098,755 \$ 5,395,578 75,470 287 - 5,587 1 70,350 1,0 11,832 1,0 58,518 - \$ 2,555,844 \$ 1,959,902 7,181 41 \$ 317,708 \$ 311,226 6,961 - \$ 305,480 \$ 263,582 4,317 - \$ 187,798 \$ 542,882 146,765 84 \$ 6,406,053 \$ 5,137,915 85,481 519 \$ 3,779,146 \$ 5,099,765	65,949 - \$ 2,881,454 \$ 2,826,031 \$ 58,584 - \$ 2,559,170 \$ 1,221,575 \$ 49,488 31,754 \$ 5,063,490 \$ 6,138,583 \$ 24,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ 116,723 3 \$ 5,098,755 \$ 5,395,578 \$ 75,470	65,949 - \$ 2,881,454 \$ 2,826,031 \$ 55,422  58,584 - \$ 2,559,170 \$ 1,221,575 \$ 1,337,594  49,488 31,754 \$ 5,063,490 \$ 6,138,583 \$ (1,075,093)  24,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,33)  116,723 3 \$ 5,098,755 \$ 5,395,578 \$ 75,470  287	65,949 - \$ 2,881,454 \$ 2,826,031 \$ 55,422 2% 58,584 - \$ 2,559,170 \$ 1,221,575 \$ 1,337,594 100 49,488 31,754 \$ 5,063,490 \$ 6,138,583 \$ (1,075,090 24,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,32 4,212 10,21	65,949 - \$ 2,881,454 \$ 2,826,031 \$ 55,422 2% 58,584 - \$ 2,559,170 \$ 1,221,575 \$ 1,337,594 10 49,488 31,754 \$ 5,063,490 \$ 6,138,583 \$ (1,073,097) \$ 24,212 10,777 \$ 2,037,114 \$ 3,371,933 \$ (1,33 6 \$ 116,723 3 \$ 5,098,755 \$ 5,395,578 \$ 75,470 \$ 287 \$ 1 70,350 1,0 \$ 1,0 \$ 1,221,575 \$ 1,959,902 \$ 595,942 30% \$ 11,832 1,0 \$ 11,832 1,0 \$ 1,959,902 \$ 595,942 30% \$ 1,958,518 - \$ 2,555,844 \$ 1,959,902 \$ 595,942 30% \$ 1,958,518 - \$ 3,555,844 \$ 1,959,902 \$ 595,942 30% \$ 1,958,518 1 \$ 1,959,902 \$ 595,942 30% \$ 1,958,518 1 \$ 1,959,902 \$ 1,958,518 \$ 1,959,902 \$ 1,958,518 \$ 1,959,902 \$ 1,958,518 \$ 1,959,902 \$ 1,958,518 \$ 1,958	65,949       -       \$ 2,881,454       \$ 2,826,031       \$ 55,422       2%       302.77         58,584       -       \$ 2,559,170       \$ 1,221,575       \$ 1,337,594       100       49.76         49,488       31,754       \$ 5,063,490       \$ 6,138,583       \$ (1,075,092)       \$ 261.99         24,212       10,777       \$ 2,037,114       \$ 3,371,933       \$ (1,32)       \$ 472.26         116,723       3       \$ 5,098,755       \$ 5,395,578       \$ 76.22         287       \$ 75,470       \$ 76.22         287       \$ 174.33         5,587       \$ 12         70,350       \$ 1,0         11,832       \$ 1,0         7,181       41       \$ 317,708       \$ 311,226       \$ 6,482       2%       \$ 361.89         6,961       -       \$ 305,480       \$ 263,582       \$ 41,898       16%       \$ 160.92         4,317       -       \$ 187,798       \$ 542,882       \$ (355,084)       -65%       \$ 194.23         146,765       84       \$ 6,406,053       \$ 5,137,915       \$ 1,268,138       25%       \$ 46.78         85,481       519       \$ 3,779,146       \$ 5,099,765       \$ (1,320,619)       -26%       \$ 152.	65,949       -       \$ 2,881,454       \$ 2,826,031       \$ 55,422       2%       302,77       \$ 58,584       -       \$ 2,559,170       \$ 1,221,575       \$ 1,337,594       1D2       49,76       \$ 49,76       \$ 49,488       31,754       \$ 5,063,490       \$ 6,138,583       \$ (1,075,092)       \$ 261,99       \$ 261,99       \$ 261,99       \$ 24,212       10,777       \$ 2,037,114       \$ 3,371,933       \$ (1,32)       6       \$ 472,26       \$ 137,49       \$ 75,470       \$ 76,22       \$ 76,22       \$ 76,22       \$ 76,22       \$ 131,99       \$ 76,22       \$ 131,99



# Statement of Financial Value

Pediatrics Comparison

Warrior Medics – Mission Ready – Patient Focused



						- Turro	- mound	3 — IVII 3 3	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	July	<i>i</i> atic
	59		W - Stai			nancial		Leg- > -1	end: l% Decrease	3	
								Betv > 19	ween -1% & % Increase	: 1% Change	
		Annual RVUs 25,146 21,062 21,742 50,315 19,803 157,716	Annual APCs - - - 932 - 1,322	Annual Value \$ 1,097,7 \$ 916,5 \$ 947,8 \$ 2,277,1 \$ 861,3 \$ 7,006,8	And Expo [81 \$ 1,] [83 \$ 1,] [83 \$ 1,] [83 \$ 1,] [84 \$ 1,] [85 \$ 3,] [85 \$ 3,]	nual 2	Annual I	Financial C Strength En -40% \$ 62% \$ -19% \$		<b>296</b>	5,8
pO4	Data Source Wkld: M2, Exp: CRIS FTEs: DM	, CHCS S, EASIV		9 MDW		ement of	Financi	al Value		gend: > -1% Decrease Setween -1% & > 1% Increase	
LACKLAND Clinics			Annual	Annual	Annual	Annual	Annual	Annual	mancial	- 1	Value per
Clinic Pediatrics Clinic	Group MDOG	Squadron MDOS	Encounters 39,244	RVUs 116,723	APCs 3	Value \$ 5,098,755	Expenses \$ 5,395,578	Net Value \$ (296,823)	Strength -6%	Encounter 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Encounter 129.92
	5,213 4,659 32,198 22,864 9,334 24,551	13,221 13,214 159,250 93,301 65,949 58,584	15 24,314 24,314 -	\$ 575,3 \$ 578,2 9,162,5 \$ 6,281,4 \$ 2,881,4 \$ 2,559,1	208 \$ 229 10,1 475 \$ 7,1 454 \$ 2,1	442,021 \$ 280,940 \$ 825,256 \$ 999,225 \$ 826,031 2 221,575	133,370 27,268	30% \$ 106% \$ -15% \$	84.79 \$ 60.30 \$ 336.21 \$ 349.8 \$ 302.1 \$ 49.1	\$ 110.38 \$ 124.11 \$ 784.58	0,0
BOM	Data Source Wkld: M2, Exp: CRIS	2, CHCS S, EASIV						cial Value		ccre ween -1%	ase & 1% Chang
Kill Son (	FTEs: D\	VITIKSI		Rolling 12-mo		1-Apr-15	Through	1-Mar-16		> 1% Increas	
RANDOLPH Clinics			Annual	Annual	Annual	Annual	Annual	Annual	rinancial	Cost per	Value per
	Grown	Sanadran	Enganite	D1711-	ADC-	V-1	E	No. 17-1	Stuces -tl-	diameter -	Fnannt
Clinic Pediatrics Clinic	Group 359 MDG		Encounters 21,636	RVUs 40,383	APCs 22	Value \$ 1,759,115	Expenses \$ 1,779,200	Net Value  (20,084)	Strength -1%	Encounter \$ 82.23	Encounter \$ 81.3



# Statement of Financial Value Family Practice Comparison



	59 MDW - Statement of Financial Value  Legend: Value Expense  >-1% Decrease
	Rolling 12-month Period 1-Feb-15 Through 1-Jan-16 > 1% knows
	Annual   Annual   Annual   Annual   Annual   Annual   Financial   Cost per   Value per   Last Quarter Transported
	4,842 21,451 - \$ 926,028 \$ 612,331 \$ 313,698 51% \$ 126.46 \$ 191.25 7,503 22,138 - \$ 956,927 \$ 1,146,093 \$ (189,165) -17 152.75 \$ 127.54 25,806 51,738 951 \$ 2,322,047 \$ 3,078,356 \$ (756,308) \$ 89,98 (189,165) -17 152.75 \$ 127.54
	11,643 19,627 - \$ 847,559 \$ 552,305 \$ 295,254 45,649 154,279 1,383 \$ 6,803,399 \$ 4,553,187 \$ 2,250,7
BOM	Data Sources:  Wkld: M2, CHCS  Exp: CRIS, EASIV  FTEs: DMHRSi  Sources:  1% Decrease  At Decrease  At Decrease  At Decrease  Between -1% & 1% Change  Between -1% & 1% Change  > 1% Increase
LACKLAND Clinics	Annual Annual Annual Annual Annual Annual Financial Cost per Value per
Clinic	Group Squadron Encounters RVUs APCs Value Expenses Net Value Strength Encounter Encounter
Family Health	MDOG   MDOS   136,888   209,546   6   \$ 9,160,301   \$ 11,886,679   \$ (2,726,379)   -23%   \$ 86.84   \$ 66.92
	14,835     36,656     2     \$ 1,584,660     \$ 3,430,881     \$ (1,646,221)     -54%     \$ 231.27     \$ 106.82     № -2% № -18%       5,054     13,413     -     \$ 578,478     \$ 363,967     \$ 214,511     59%     \$ 72.02     \$ 114.46     № -23% № -16%
	4,658 12,645 16 \$ 548,633 \$ 301,630 \$ 247,003 67 64.76 \$ 117.78 \$ -4% \$ -8% 31,714 156,037 23,791 8,901,664 10,864,560 \$ (1,962,897) 58 \$ 280.69
	22,763 92,284 23,791 \$ 6,140,679 \$ 8,064,701 \$ (1,924,021) 269.77 \$ -91
	8,951   63,753   -   \$ 2,760,984   \$ 2,799,860   \$ (38)
	Data Sources:
BOM	Wkld: M2, CHCS 59 MDW - Statement of Financial Value > -1
NW hote	FTEs: DMHRSi Rolling 12-month Period 1-Apr-15 Through 1-Mar-16
RANDOLPH Clinics	Annual Annual Annual Annual Annual Fi all Cost per Value per
Clinic	Group Squadron Encounters RVUs APCs Value Expenses Net Value Strength Encounter Encounter
Family Health	359 MDG MDOS 84,640 134,609 51 \$ 5,865,852 \$ 5,121,213 \$ 744,639 15% \$ 60.51 \$ 69.30
	103,677 144,656 76 \$ 6,254,385 \$ 5,055,989 \$ 1,198,396 24% \$ 48.77 \$ 60.33 \$ -13% \$ -15%



# Statement of Financial Value Pediatric Increase in Value



			ement		Financi				Betv	l% Decreas ween -1% δ	& 1%	Change	V	alue	Expense	
	Rolling 12-mo			) 	Through		1-Jan-16	Einen einl		% Increase		1		T are C	uarter T	5.
Annual Encounters	Annual RVUs	Annual APCs	Annual Value		Annual Expenses	١,	Annual Net Value	Financial Strength	1	ost per icounter		lue per counter	V	alue	Expense	$\neg$
13,539	24,848		\$ 1,074,	139	\$ 1,843,756	ŝ	(769,317)	-42%	\$	136.18		79.36	P-	-7%		=
4,842	21,451		\$ 926.0	_	\$ 612.331	\$	313.698	51%	\$	126.46	\$	191.25	P	-20%		
7,503	22,138	-	\$ 956.9	27	\$ 1,146,093	s	(189,165)	-17%	s	152.75	s	127.54	P	-7%	79	√ <sub>6</sub>
25,806	51,738	951	\$ 2,322,0	)47	\$ 3,078,356	\$	(756,308)	-25%	\$	119.29	\$	89.98	P	-12%		/6
11,643	19,627	-	\$ 847,	559	\$ 552,305	\$	295,254	53%	\$	47.44	\$	72.80	P	-28%	289	/ <sub>0</sub>
45,649	154,279	1,383	\$ 6,803,	399	\$ 4,553,187	\$	2,250,212	49%	\$	99.74	\$	149.04	_	1%	-19%	<del>/</del> / <sub>0</sub>
6,365	13,108	-	\$ 567,	553	\$ 743,967	\$	(176,314)	-24%	\$	116.88	\$	89.18	P	3%	P -2%	/ <sub>0</sub>
133,639	203,187	6	\$ 8,804,	169	\$ 11,974,573	\$	(3,170,105)	-26%	\$	89.60	\$	65.88	P	8%	P 29	<del>/</del> 6
7,895	25,818	260	\$ 1,138,	958	\$ 3,131,661	\$	(1,992,703)	-64%	\$	396.66	\$	144.26	P	-10%	P 39	<del>/</del> 6
5,248	16,210	20,457	\$ 2,548,	126	\$ 1,965,001	\$	583,425	30%	\$	374.43	\$	485.60	P	-14%	-28%	%
3,886	9,731	10,500	\$ 1,372,	334	\$ 2,638,448	\$	(1,265,614)	-48%	\$	678.96	\$	353.28	P	9%	-149	%
2,619	8,405	2	\$ 363,	14	\$ 917,142	\$	(554,027)	-60%	\$	350.19	\$	138.65	P	-23%	P -79	%
54,636	105,748	3	\$ 4,580,	007	\$ 5,802,584	\$	(1,222,577)	-21%	\$	106.20	\$	83.83	P	-2%	-129	/ <sub>0</sub>
29,244	66,369	-	2,868,	065	4,118,798	\$	(1,249,833)	-30%	\$	140.84	\$	98.10				
27,587	61,067	-	\$ 2,640,	646	\$ 4,041,688	\$	(1,401,342)	-35%	\$	146.51	\$	95.71	P	-5%	23%	/ <sub>0</sub>
1,657	5,302	-	\$ 228,	520	\$ 77,111	\$	151,509	196%	\$	46.54	\$	137.97	P	-26%	P 1	
72	281	-	\$ 12,	88	\$ 112,516	\$	(100,427)	-89%	\$	1,562.72	\$	167.89	P	-58%	₽ -	A
10,904	11,566	-	\$ 500,	126	\$ 588,700	\$	(88,574)	-15%	\$	53.99	\$	45.87	P	-13%	P	42 3UN VO2
14,835	36,656	2	\$ 1,584,	660	\$ 3,430,881	\$	(1,846,221)	-54%	\$	231.27	\$	106.82	P	-2%	₽ -	\$2,304,492
5,054	13,413	-	\$ 578,	178	\$ 363,967	\$	214,511	59%	\$	72.02	\$	114.46	P	-23%	P	
4,658	12,645	16	\$ 548,	533	\$ 301,630	\$	247,003	82%	\$		\$	117.78	P	-4%	07	
31,714	156,037	23,791	8,901,	664	10,864,560	\$	(1,962,897)	-18%	\$	7	•	290.69				
22,763	92,284	23,791	\$ 6,140,	579	\$ 8,064,701	\$	(1,924,021)	-24%					D.	-9%		<u>/</u> 6
8,951	63,753	-	\$ 2,760,	984	\$ 2,799,860	\$	(38,876)	-1%	•				•	1/4	-79	<u>/</u> 6
23,614	56,356	-	\$ 2,438.	295	\$ 1.233.685	\$	1.204.610	982						•	.99	/6

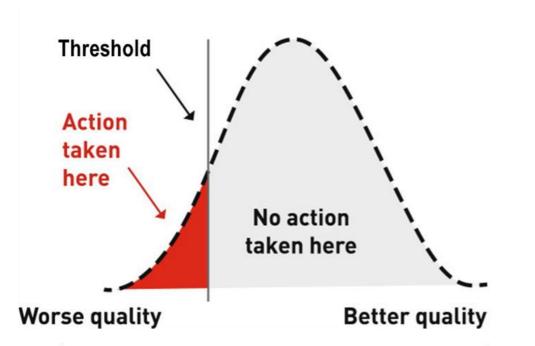
	Jan-15	Jan-16	Feb-16	Mar-16	Change
Pediatrics Clinic	\$ (2,601,315) \$	(676,512) \$	(455,591) \$	(296,823)	88.6%



# QA to QM Transformation



Warrior Medics - Mission Ready - Patient Focused





#### **Quality Assurance**

#### **Quality Improvement**

- QA + QC + QI = TQM aka QM
- Statistical Process Control (Walter Shewhart) = Uses Data to Improve Products & Services—Requires Use of Control Charts

Healthcare Quality Book/M. Joshi; Institute for Healthcare Improvement/R. Lloyd, Ph.D.



#### Cost/Benefits



Warrior Medics - Mission Ready - Patient Focused

#### Cost

- Gateway Academy: \$92K/Class
  - 422 students as of Jul 16
- Lean Greenbelt Training: \$44K/Class
  - 345 personnel trained as of Jul 16
- 84 A3s/Rapid Improvement Events
- 494 Lean Daily Management Goals
- 202 "Just Do It" Projects

Gate Performance

## Quality

- Reduced unnecessary strep meds by 66%
- Reduced UCC pts exceeding the scope of care from 38% to 3%
- Mammography equipment failures reduced by 80%
- Family Health reduced open profiles by 74%
- Reduced CT radiation dose by 30%

### Value

- Network care costs reduced by \$4M/Year
- BMT med hold reduced by \$2.2M/Year
- BMT med in-processing reduced by \$1.9M/Year
- Readiness training changes saved \$963K/Year
- MRI usage increased by \$360K/Year
- Dental records archive process saved \$126K/Year
- NCFC Rx cost deferment reduced by \$335K/Year
- GME coding increased revenue by \$71K/Year

### Service

- NCFC med dispensing increased by 225%
- UCC wait time reduced by 93%
- Overdue T-Cons reduced from 71% to 21%
- Mental Health reduced intake forms by 55%
- Orthotics reduced appointment length by 32%

As of 11 Jul 16



#### **Future State**



Warrior Medics - Mission Ready - Patient Focused

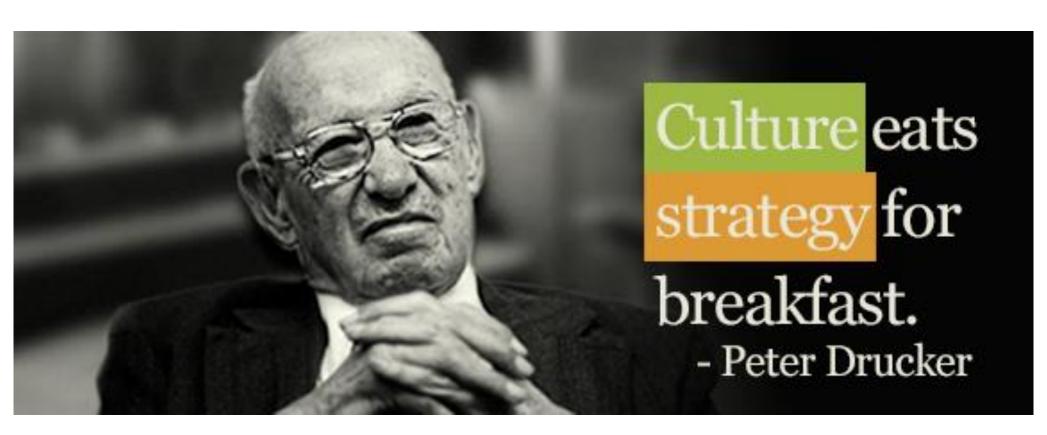
#### The Gateway Performance System is Exportable to DoD





## **Organizational Culture**

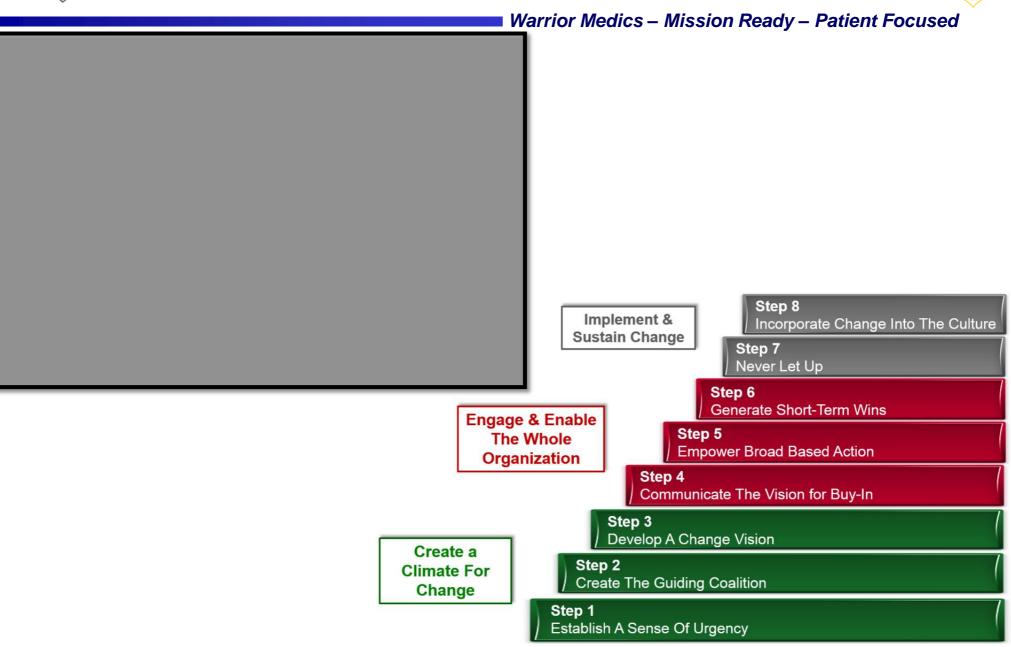






## **Change Models**



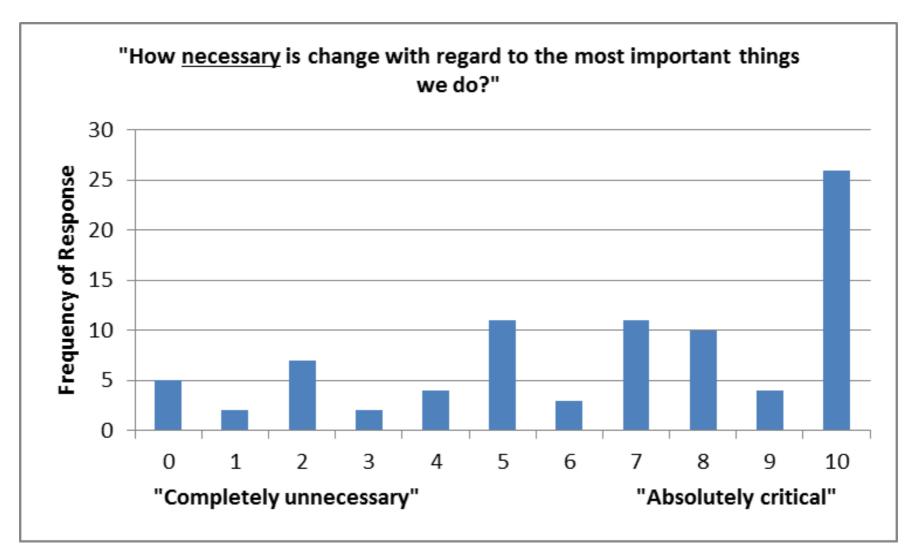




# **59 MDW Survey Results**



Warrior Medics - Mission Ready - Patient Focused



**Survey Conducted Jan 2015/n=85** 



# "Contemplate Culture"



Warrior Medics - Mission Ready - Patient Focused

#### 3. Focus on problems

- Culture change requires deep, profound transformation in the way people in organizations think and feel
- Cultural change occurs slowly through cycles of action and interpretation
- Problem-solving gives action focus and motivation, while achieving meaningful results







# Coercive vs Enabling







# "Enabling" Culture Emerging







# **Top-Down Culture**







# Top-Down & Bottom-Up Culture Emerging



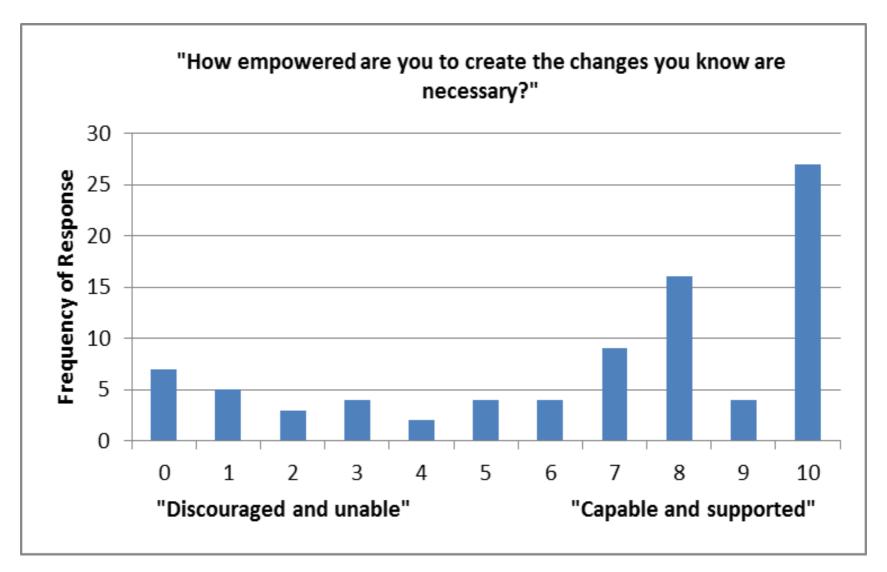




# **59 MDW Survey Results**



Warrior Medics - Mission Ready - Patient Focused

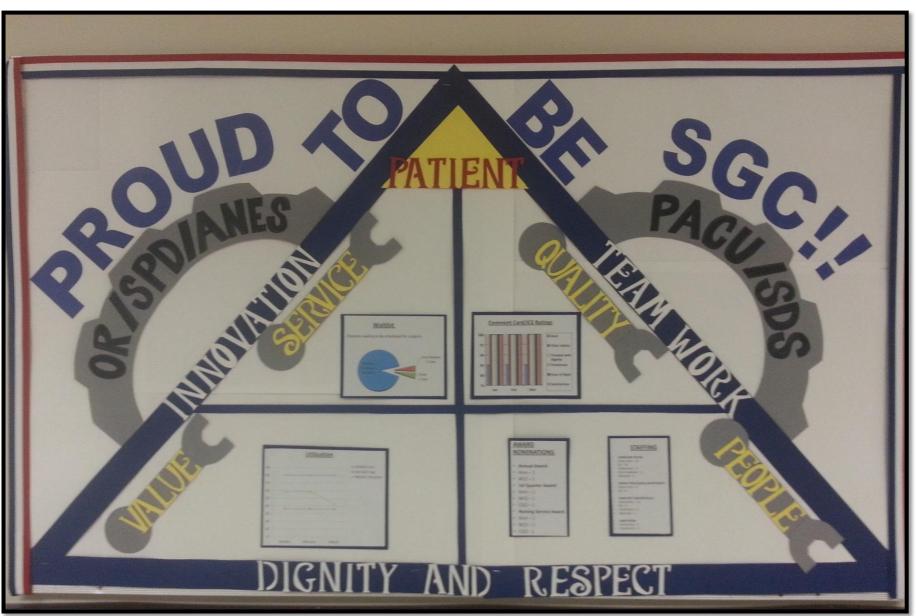


**Survey Conducted Jan 2015/n=85** 



# **Empowered Airmen**







"You have to treat your employees like your customers. When you treat them right they will treat your outside customers right."

-Herb Kelleher



# Patient-Centered Healthcare



















# **Questions?**



