FISCAL YEAR
23-28

DEFENSE HEALTH AGENCY

STRATEGIC PLAN

health.mil

DHA
Defense Health Agency

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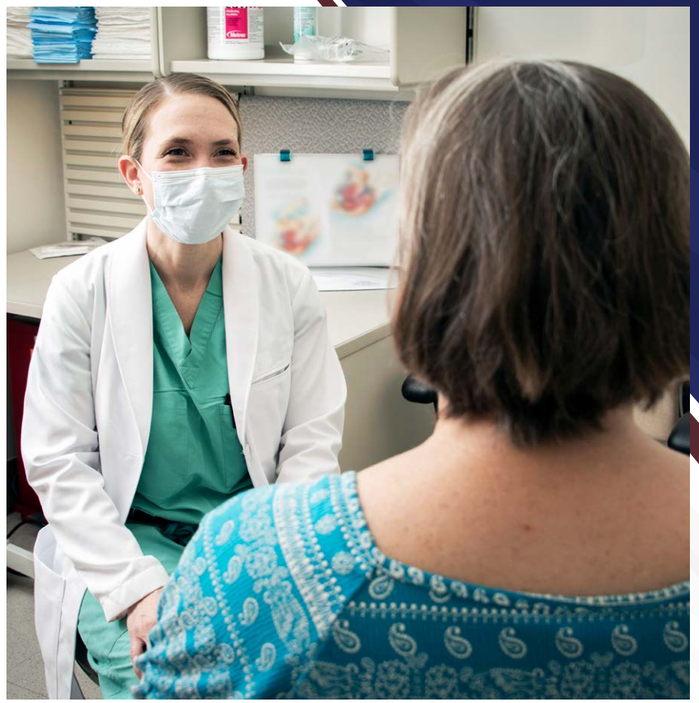

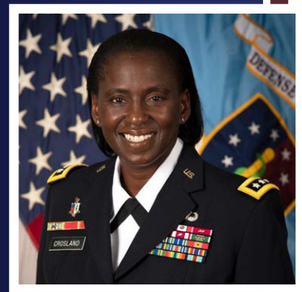

Telita Crosland
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Director,
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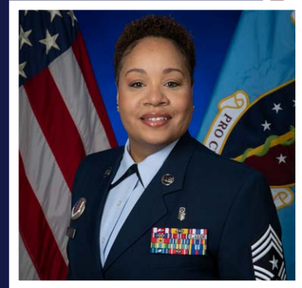

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A Message from DHA LEADERSHIP

Letter from LTG Crosland and CMSgt Johnson

The Military Health System (MHS) is changing.

Changing how we organize to counter threats that surround us; changing how we deliver care—whether on the battlefield or at home; changing how we use the tools and technologies of this digital age to better service our patients.

This DHA Strategic Plan sets the direction for this change. Not change for the sake of change, but a plan in alignment with the Defense Health Agency (DHA) mission—to support our Nation by improving health and building readiness. The DHA Strategic Plan is centered on support to the Military Departments and Combatant Commands: Anytime, Anywhere—Always.

There is no question that the MHS faces challenges that are both unique to military medicine and reflective of the larger healthcare environment. From growing provocations and tensions around the world, to threats from infectious disease, to the ongoing mental health demands that are exacerbated by medical professional shortages.

This Plan establishes our responsibilities to commanders, patients and staff. We will focus on five areas—Resourcing; Organizational Structure; Electronic Health Record Implementation; Innovation; and Combat Support Agency (CSA) Responsibilities. We will simultaneously modernize and stabilize our health system. We will lead with digital health strategies that support readiness demands and patient expectations. We will ensure we have a fully staffed team—the right people in the right positions. Our approach will feature high tech with the right touch.

The MHS is an essential element of national security. It has risen to the occasion, time and again, to respond to threats both overseas and at home. It's an indispensable health system like no other, and this Plan ensures we continue to deliver on our obligations to our Service Members, our families, our Nation.

DHA...in support!

Telita Crosland
LTG, USA

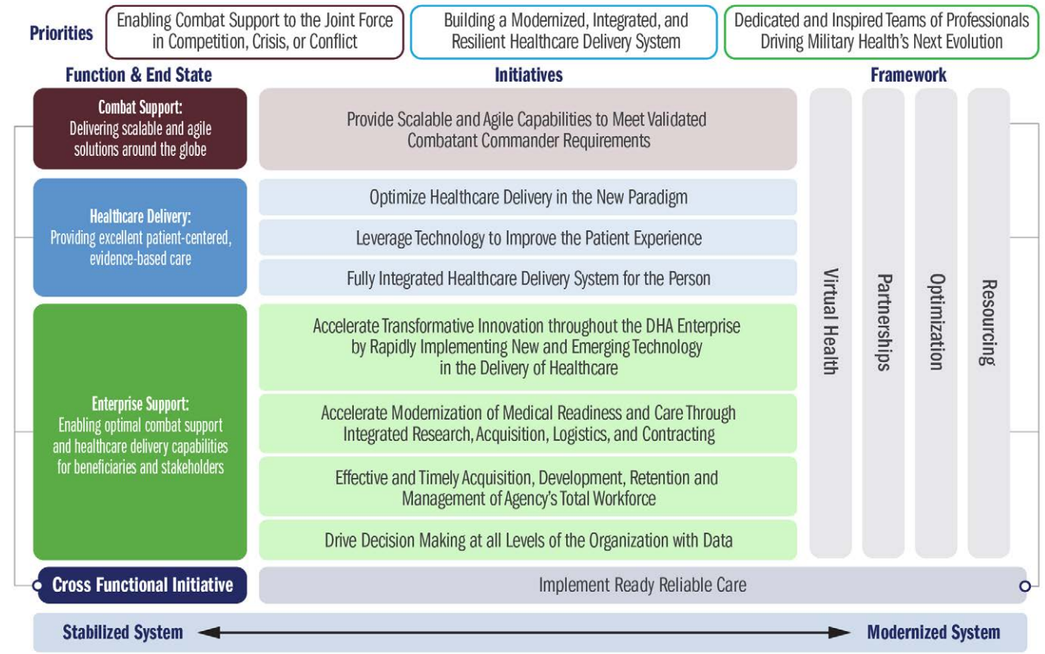
Tanya Y. Johnson
CMSgt, USAF

The FY23-28 DHA STRATEGIC PLAN

The FY23-28 DHA Strategic Plan communicates a clear-cut vision and direction for the future of the DHA. The DHA Strategic Plan is intended to educate those in the DHA and the Department of Defense (DoD) on the DHA's integrated approach for achieving the Director's vision for the organization. The plan outlines the DHA's mission, vision, and priorities; it gives an in-depth overview of the three strategic functions, which describe actions or activities to carry out the DHA Director's Priorities. The DHA Strategic Portfolio is comprised of the strategic functions, initiatives, drivers, key performance indicators (KPIs), and projects that demonstrate the agency's approach to stabilize and modernize the system in order to achieve its five-year end states. This document also gives an overview of the steps for performance management and the process to annually refresh the strategic plan.

Mission: The Defense Health Agency supports our Nation by improving health and building readiness—making extraordinary experiences ordinary and exceptional outcomes routine.

Vision: Unrelenting pursuit of excellence as we care for our Joint Force and those we are privileged to serve. Anytime, Anywhere—Always.



STRATEGIC ENVIRONMENT

The DHA is a joint, integrated Combat Support Agency (CSA) that enables the Army, Navy, and Air Force medical services to supply a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime. The DHA's global workforce of almost 130,000 civilians and military personnel is committed to medical excellence, healthcare improvement, and ensuring military personnel are ready to perform combat operations and humanitarian missions at home and abroad.

The DHA mission is unique. The DHA delivers first-class care to its military force anytime, anywhere—always. It also provides comprehensive care and military health benefit entitlements to eligible beneficiaries. The Defense Health Program (DHP) is codified in law, which is subject to annual, discretionary budgets. Like Social Security and Medicare, the military health benefit creates a fiscal obligation for the federal government. The Unified Medical Budget (UMB) for FY23 is $55.8 billion, or approximately 7.2% of the overall Department of Defense (DoD) $773 billion budget. The DHA manages the execution of the UMB.

The DHP is an appropriated subset of the UMB which pays for medical and dental care for its beneficiaries. The DHP is approximately 63% of the UMB. The DHP funding is integral to the Services' ability to build, sustain, and deploy a healthy force along with trained and ready medical forces. The DHA assumed authority, direction, and control of 9 medical centers, 36 hospitals, 525 clinics and 138 dental facilities with an operating budget of approximately $16.9 billion in FY23. Additionally, the DHA manages the DoD health plan, TRICARE, totaling another $18.5 billion.

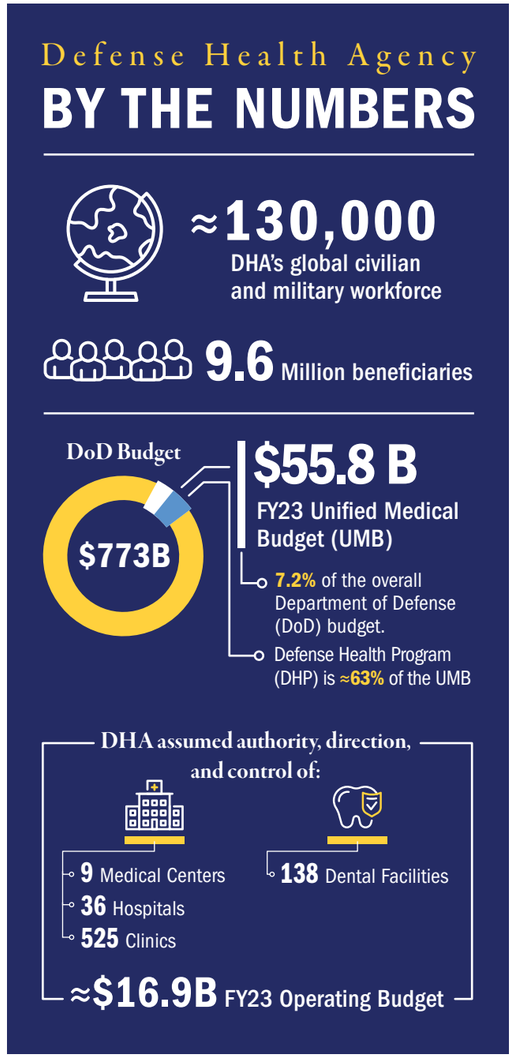
Current DHA activities include:

- Operating ten HQ level Directorates to ensure consistency across the MHS
- Managing an $11 billion-a-year medical supply chain that supplies close to 560,000 medical devices to the Joint Force
- Enabling a worldwide network of military and civilian healthcare professionals to deliver care to 9.6 million[1] service members, retirees, and family beneficiaries

The DHA uses managed care support contracting (MCSC) to reinforce a direct care system and offer health benefits in wartime, peace, natural disasters, and emergencies.

The DHA works with the Assistant Secretary for Health Affairs (ASD(HA)), Joint Staff (JS), MILDEPs, and Directors to produce the Medically Ready Force (MRF), Ready Medical Force (RMF), and Integrated Medical Force (IMF). The DHA supports the DoD and Joint Force by delivering a worldwide integrated health system that is resilient, sustainable, agile, and responsive.

[1] DHA Health.mil Overview: https://www.health.mil/About-MHS/OASDHA/Defense-Health-Agency



The DHA's global workforce of almost 130,000 civilians and military personnel is committed to medical excellence, healthcare improvement, and ensuring military personnel are ready to perform combat operations and humanitarian missions at home and abroad.

Defense Health Agency

MISSION, VISION, AND PRIORITIES

MISSION:

The Defense Health Agency supports our Nation by improving health and building readiness—making extraordinary experiences ordinary and exceptional outcomes routine.

VISION:

Unrelenting pursuit of excellence as we care for our joint force and those that we are privileged to serve. *Anytime, Anywhere—Always.*

PRIORITIES:

Enabling Combat Support to the Joint Force in Competition, Crisis, or Conflict

Deliver agile and scalable combat support capabilities to the Combatant Commanders (CCDRs) and Joint Force through operation of agreed upon clearly defined functions in competition, crisis, or conflict. Listen better, address comprehensively, and respond with urgency to challenges—and bring flexible solutions, to any place around the globe that our mission requires.

Building a Modernized, Integrated, and Resilient Healthcare Delivery System

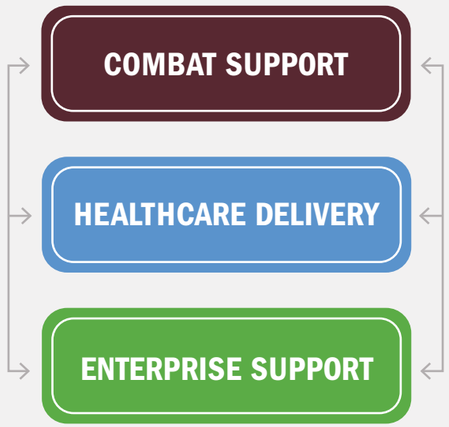
Achieve new levels of excellence by fully leveraging emerging scientific and technological advancements, expanding partnerships, and adopting new models of health and wellness to optimize the health and care experience of our beneficiaries while improving preparedness of our medical teams. Use authorities to continuously pilot demonstration projects that reward outcomes over production, value over volume, and optimize delivery options to provide information, care, and transparency using the most appropriate venues for our beneficiaries, patients, and stakeholders.

Dedicated and Inspired Teams of Professionals Driving Military Health's Next Evolution

Create a fulfilling and revitalizing workplace where purpose drives performance, people are the primary focus, and the principles of high reliability nurture and energize each individual, driving the entire organization in support of our pursuit of excellence.

DHA STRATEGIC FUNCTIONS

DHA Strategic Functions



COMBAT SUPPORT:

The DHA supports CCDRs with CSA functions and capabilities designed to link theater strategic requirements to national strategic medical capacity through defined organizations, processes and tasks; with planning and mission execution overseen by the Chairman of the Joint Chiefs of Staff (CJCS); and available for deployment into the CCDR Area of Responsibility (AOR) against Secretary of Defense (SECDEF) approved missions.

Five-Year End State

By 2028, DHA will deliver specific health service capabilities to the CCDR and Joint Force through rapidly scalable and agile solutions to any place around the globe that our mission requires. The DHA will serve as a formidable strategic partner enabling adaptable, integrated, responsive and resilient medical capabilities ultimately protecting our nation and its forces throughout the continuum of military operations in competition, crisis, or conflict. The DHA will support a globally integrated healthcare system which uses interoperable, standardized technologies and equipment that moves with people throughout the healthcare continuum from Role I to Role IV and decouples our dependence on medical devices and reliance on foreign adversaries. The DHA will leverage the full complement of Enterprise Support and Healthcare Delivery capabilities to support mission-critical requirements at home and abroad.

How Combat Support will get there

- Execute a direction and control structure that facilitates mission accomplishment while conforming to the operational direction of the supported commander
- Fully take part in the planning process led by the CCDR
- Prepare, protect, and care for our warfighters using the medical combat support infrastructure
- Plan, program and budget resources to properly execute CSA mission
- Support the CCMD to meet the ambiguous and contested environment posed by the pacing competitor
- Communicate clearly and foster an environment of collaboration

HEALTHCARE DELIVERY:

This function encompasses the combination of people, systems, policies, and resources within the DoD organic medical base that ensures the medically ready force; provides the training and sustainment platforms and capabilities for the ready medical force; and serves as a backbone for the integrated medical force requirements. The health plan drives modernization through the promotion of values-based reimbursement and the development of core-quality performance measures. The health plan offers maximum flexibility to beneficiaries; develops concepts, and experiments through piloting and demonstration projects; and supports direct healthcare delivery by providing flexibility, MIL-CIV integrated healthcare systems, and depth during competition, crisis or conflict.

Five-Year End State:

By 2028, DHA is an integrated, highly-reliable healthcare delivery system focused on casualty reception, medically ready force, medical force generation, and delivery of excellent patient-centered, evidence-based care. The DHA will transform to an agile, data-driven, fully-integrated, virtual-first, human-centered model of care designed to meet the wartime skills and clinical currency of medical personnel; meet the medical readiness requirements of the Armed Forces at global scale; and deliver value- and outcome-based care to all our beneficiaries. The DHA will deliver value-based, high-quality care yielding

By 2028, DHA Enterprise Support will enable optimal patient-centered outcomes for our beneficiaries and our stakeholders, by accelerating the evolution of healthcare. DHA will support the Services, CCMDs, and all beneficiaries, through the delivery of talent and innovative solutions.

earlier diagnoses, better health outcomes and a more proactive approach to prevention. Advances in DHA health care delivery are underpinned by a wave of converging digital technologies where the majority of the care and monitoring will move to where our patients are: their homes, communities, and the battlefield.

How Healthcare Delivery will get there

- Augment healthcare delivery capabilities by smart technologies and a high degree of automation, while simultaneously taking a more proactive and preventative role in managing population health outside the hospital as part of an emerging, continually connected, artificial intelligence (AI) driven,healthcare ecosystem.
- Deliver focused specialized services in existing hospitals, to include critical care, major surgeries, and advanced forms of simulation training by leveraging partnership opportunities.
- Emphasize Standardization (where possible): While standardization is important, we want to achieve 85% standardized medical practices to enable flexibility for local market conditions. Consider standardization based upon which facilities provide what services and leverage economies where feasible.
- Leverage Virtual Health/Digitization of Health: Consistent adoption of a hybrid model requires workforce training at the military treatment facilities (MTFs)/Dental Treatment Facilities and, following implementation, shifts in allocation of funding. We will change the way we deliver healthcare products and services informed by scientific/technological advances, health and experience, and pilot projects. It is also important to consider warm hand-off triage systems for virtual health.
- Exploit Innovation: Innovation in technology, processes, workflow, and people who allow us to be more effective and efficient. Learning (fast follower) from private sector innovations.
- Use Personnel Resources Wisely: Minimize use of professional and nursing staff in roles not using their training both as interest and opportunities to decrease the reliance on nursing.
- Be Accurate, Replicable, Timely and Complete, and PROACTIVE: Effectively use data and analytics to create actionable information, improve performance, and make sound decisions: Results from the Military Health System Executive Review (MSHER) study will help understand current state and determine changes needed. MHS GENESIS will enable robust data analyses as the centralized clinical data source, while claims, provider network, and quality data will address important administrative matters.
- Collaborate to Select Essential Partnerships: Learn about best practices and professional training systems.
- Utilize Human Capital Distribution Plan Support: Work to make key MTFs the preferred location for MILDEPS to assign active-duty personnel to gain the currency and workload to support a ready medical force.

ENTERPRISE SUPPORT:

This function integrates across components to produce defense or enterprise-wide health-related activities during competition, crisis or conflict; interfaces with the US medical industrial base; provides common services in support of Service

medical departments Title 10 responsibilities; campaigns across components to produce a resilient defense ecosystem for the health enterprise.

Five-Year End State

By 2028, DHA Enterprise Support will enable the best patient-centered outcomes for our beneficiaries and our stakeholders, by accelerating the evolution of healthcare. DHA will support the Services, CCMDs, and all beneficiaries, through the delivery of talent and innovative solutions. As an employer of choice, DHA will attract, acquire, train, develop, and retain the right talent for the Agency's mission. As an enterprise of integrated health, wellness, surveillance, research, development, acquisition, logistics, and contracting, DHA will deliver the right mix of cutting-edge technology, products, and services. Enterprise Support will provide the suite of products and services to enable Combat Support in competition, crisis, and conflict and ensure the full continuum of Healthcare Delivery from the foxhole to the home front. In addition, DHA will maximize divestiture and investment opportunities to effectively posture the DHA for success in its mission today and in the future.

How Enterprise Support will get there

- Integrate support construct for research, development, acquisition, logistics, and contracting.
- Invest strategically in prescriptive and predictive analytics capabilities, digital healthcare innovations, and tailored health support services to improve patient experiences and various warfighter combat operations.
- Strengthen the Agency's workforce through effective employee acquisition and high-quality training, talent-retention, and professional development of existing staff to support a broad range of functions and increase department interoperability.
- Implement standardized communication and workflow processes at each operational level to reduce day-to-day inefficiencies, unwanted variation, and Agency silos.
- Establish DHA Academy to enhance MTF function related courses, grow the Agency's own doctors and nurses, and build a robust college infrastructure capable of offering enterprise in person and virtual learning.
- Rationalize current portfolio of internal and external support sub-functions to find divestiture opportunities for efforts not aligned to the end state.

STRATEGIC PORTFOLIO

Initiatives, Drivers, and Projects

STRATEGY PORTFOLIO (INITIATIVES, DRIVERS, PROJECTS)

This section presents the work included in the FY23-28 DHA Strategic Plan. Please note that projects are subject to change between annual publishing cycles of the plan.

Strategic Function: Combat Support

Strategic Initiative: Provide Scalable and Agile Capabilities to Meet Validated CCDR Requirements

Purpose Statement: This initiative aims to build specified scalable and agile structures, processes, procedures, and communication networks to deliver the full complement of DHA capabilities to the Combatant Commander along the continuum of military operations, anytime, anyplace, anywhere.

Drivers	Projects
Define and Enhance Liaison Officer (LNO) Capability to Best Meet the Needs of Combatant Commanders (CCDRs)	· Conduct a CCDR's Needs Assessment of the LNO Program Throughout the Continuum of Military Operations… Competition, Crisis, or Conflict · Define Optimal LNO Structure, Core Capabilities, and Capability Alignment to Support CCDRs

Strategic Function: Combat Support

Drivers	Projects
Optimize Operational Planning Processes/Procedures in Support of Combatant Commanders and Defense Health Agency	· Define/Build Out Operational Planning Capability · Transform How DHA HQ Responds to the Validated CCDR Requirements · Integrate Joint Medical Planning Tool/Medical Planner's Toolkit with Medical Common Operating Picture to Provide Near Real Time Planning Tools
Mature Information and Decision Management Capacity in the DHA Operations Center That Spans Indirect Competition, Crisis and Conflict	· Develop Criteria and Triggers for Surging and Decompressing 24-Hour DHA Operations Center Operations · Determine Manpower Requirements for Long-term 24-Hour Continuous DHA Operations Center Operations

Strategic Function: Healthcare Delivery

Strategic Initiative: Optimize Healthcare Delivery in the New Paradigm

Purpose Statement: This initiative will modernize the healthcare delivery system, with an initial focus on primary care and behavioral health to meet requirements for delivering casualty reception and a ready medical force by implementing/monitoring compliance with evidence-based care. Standardizing large MTF sizes and scopes will optimize value and ability to provide high quality care outcomes. The initiative will expand to other high-volume/complex/medically ready relevant product lines as we mature. We will identify, standardize, and resource centers of excellence (CoEs) in direct care and identify CoEs in the TRICARE network for high risk and/or high-volume conditions, and develop standard processes including use of e-health and paid patient travel to direct beneficiaries to CoEs, in support of best outcomes and value-based care. MTFs will be optimized and standardized by a deliberate, cost efficient, market buying strategy for contracts, equipment, and supplies to increase effectiveness of resource utilization. The MHS will fully leverage standard healthcare data available in MHS GENESIS (MHSG) EHR for care delivered in direct care and Healthcare Information Exchange (HIE)/Digital Portal for care delivered in the network to improve processes, develop practical workflows and care pathways and consistently measure outcomes in support of an integrated healthcare system.

Drivers	Projects
Evidence Based Practice & Clinical Practice Guidelines (CPGs)	· Implement and Monitor CPGs for Top 10 (Identified, Most Used) · Improve Medication Safety · Military Orthopedics Tracking Injuries Outcomes Network (MOTION)/Musculoskeletal (MSK) Triage Continuous Quality Improvement Program · Direct Access to Physical Therapy (DAPT) · Acute Concussion Care Pathway · Behavioral Health Treatment and Outcomes Monitoring · Standardization of Depression and Suicide Risk Screening in Primary Care · Postpartum Hemorrhage (PPH) Bundle DHA-PI 6025.35 Compliance · Opioid Overdose Education and Naloxone Distribution (OEND) · OPTIMM—Operationalizing Pharmacogenomics Testing for Comprehensive Medication Management

Continued...

Drivers	Projects
Centers of Excellence	· Centers of Excellence Development and Implementation
Direct Beneficiaries for Care Coordination	· Mature Market Care Coordination Pilot · Patient Travel Program · Standardization of Virtual Health Programs · AI-Supported Patient Information
Standard MTF Sizes and Scope	· Standardization of MTF Sizes and Capabilities · Manpower Model for Specialty Care, ER, OR, ICU and Medical Surgical Inpatient · Civilian and Contracting Hiring Strategy · Overhead Rates and Back-Off Functions · Capitated Financing Model for Small MTFs · Optimize Skills Sustainment Platforms

This initiative will implement a secure, standardized scheduling capability, with a virtual-first/ digital-always focus to allow our beneficiaries to access care and manage their healthcare needs and data in one place.

Strategic Initiative: Leverage Technology to Improve the Patient Experience

Purpose Statement: This initiative will implement a secure, standardized scheduling capability, with a virtual first/digital always focus to allow our beneficiaries to access care and manage their healthcare needs and data in one place. In Fiscal Year (FY) 2023 and the first half of FY 2024, the focus initially will be on primary care and behavioral health; we subsequently will expand to other high-volume, complex, and medical readiness-relevant product lines. The capability will fully integrate a Military Health System (MHS)-wide toll-free telephone number and a portal enabling real-time chat and asynchronous text, which will provide facilitated access using machine learning/artificial intelligence (AI) to maximized open templates and will guide beneficiaries to the most clinically appropriate source of care and help navigate care. The initiative will fully integrate with all patient-to-provider, provider-to-provider and complex real-time capabilities and will facilitate scheduling with the TRICARE network through the Managed Care Support Contracts (MCSCs) and with the Veterans Health Administration (VHA). The initiative will be supported with a modern templating platform to maximize capacity in the direct care system and coordinate/direct care in support of a ready medical force, where feasible.

Drivers	Projects
Access Management Tools	· Person Friendly Toll-Free Line · Leverage Machine-Learning and Artificial Intelligence (AI) · Virtual First Appointing in Primary Care/Behavioral Health (BH)
Maximizing Capacity in Key Product Lines	· Monitoring MTF Templates to Maximize Capacity · Implementing Acuity-Based Empanelment and Dual-Track Primary Care · Expected Encounter Capacity and Virtual Health (VH) Optimization · Specialty Referral Guidelines (SRGs) in MHS Genesis
Easy and Seamless Access to all Information and Assistance Beneficiaries Need	· Establish a MHS Care Patient Portal · New Joint Outpatient Experience Survey (JOES) Question on Ease of Navigation and Access into the System Using New Tools

Through seamless integration across the lifecycle, responsive to user needs, and deliver the right solution at the speed of relevance. Without decrementing effectiveness, create efficiencies through tailored support to ensure the appropriate balance of enterprise approaches that eliminate unwanted variation and regional/local approaches when warranted.

Strategic Initiative: Fully Integrated Healthcare Delivery System for the Person

Purpose Statement: Develop and implement fully-integrated clinical care coordination model pilots, which may vary in scope and processes, at multiple pilot sites, focusing on optimizing seamless movement of patient information between direct care, purchased care and other partnerships, including the Veterans Health Administration (VHA), to optimize support of a ready medical force, medically ready force, patient-centered evidence-based care and responsible use of Defense Health Program resources. The pilots will broaden the focus towards clinical integration, data exchange, and aligned incentives that take advantage of Direct Care System (DCS) and Private Sector Care (PSC) strengths to improve readiness, access, quality, and affordability.

Drivers	Projects
Fully Integrated Healthcare Delivery System Pilot	· Training Education and Awareness · Pilot Design—Hypothesis Construction, Site Evaluation, Business Model/Standard Processes and Direct Care (DC)/Private Sector Care (PSC) Infrastructure Assessment · DCS and PSC Infrastructure Testing and Launch
Data for Patient and Provider Statistical Analysis	· Provider Profiling · Patient Clinical Stratification and Identification
Seamless Record Access	· Healthcare Information Exchange (HIE) Implementation Using National, State, Local or Pilot-Developed HIE Capability · HIE Education for DC and PSC staff
Identify Appropriate Additional Technology Needs for Integration	· Integrated Healthcare Delivery System App (Patient-Focused) · Integrated Healthcare Delivery System App (Staff/Healthcare System Team-Focused)

Strategic Function: Enterprise Support

Strategic Initiative: Accelerate Transformative Innovation throughout the DHA Enterprise by Rapidly Implementing New and Emerging Technology in the Delivery of Healthcare

Purpose Statement: To implement transformative technology that brings value to the enterprise. Creates a culture of innovation through rapid and disciplined prototyping/piloting for data-driven decisions. Enables patient-centered care while improving the readiness of the Joint Force and health outcomes for our 9.6 million beneficiaries. Initial focus areas include behavioral health and primary care.

Drivers	Projects
Adopt New and Emerging Technologies in the Delivery of Healthcare	· Leverage Emerging Technology for Remote Monitoring, Digital Triage, and Enhanced Experience · Enterprise Collaboration with Industry, Academia, and VA (Other Government Agencies) · Create and Map an Agile Strategy to Support Innovation Processes from Inception to Large Scale Implementation
Create an Ecosystem of Rapid and Disciplined Prototyping	· Prototyping Time to Hire and Total Workforce Management Model Through an Emerging Technology (partnership with J1) · Test Solution Prototyping and Piloting Processes
Develop Next Generation of Innovators	· Implement Training Certification Program for Innovation · Developing Innovation Incubators at the MTFs

Strategic Initiative: Accelerate Modernization of Medical Readiness and Care Through Integrated Research, Acquisition, Logistics, and Contracting

Purpose Statement: Improve the delivery and management of new products, services, and knowledge to enable better readiness and care for Service members and beneficiaries, through an integrated support enterprise. Through seamless integration across the lifecycle, responsive to user needs, and deliver the right solution at the speed of relevance. Without decrementing effectiveness, create efficiencies through tailored support to ensure the appropriate balance of enterprise approaches that eliminate unwanted variation and regional/local approaches when warranted. This integrated construct improves partnerships with industry and academia with clear messages, transparent engagement, and appropriate strategies for partnering.

Drivers	Projects
Improve Contracted Outcomes	· Increase Contracting Capacity by Transitioning all Available MHS Related Acquisition Workforce Personnel to DHACA · Develop Contracting Lifecycle Management and Third-Party Risk Management Technology Tools to Better Manage Requirements and Existing Inventory of Contracts

Continued...

Drivers	Projects
Deliver the Right Mix of Products, Services, and Knowledge	· Technology Utilization for Point of Care and Automated Warehouse Inventory Management Systems · Improve Acquisition of Services to Support Local, Regional, and Enterprise Approaches · Transform Delivery and Lifecycle Management of Equipment and Devices · Expand Establishment of Preferred Pricing, Incentive Agreements, and VIPAs to Drive Cost Avoidance and Standardization of Materiel · Transition Mature, High-Priority Products and Services into Enterprise-Wide Practice Through Implementation Science · Leverage Health Services Research to Deliver Knowledge Products on Cost, Quality, Variation, and Outcomes to Support a Learning Health System and the Evolution of Healthcare

Strategic Initiative: Effective and Timely Acquisition, Development, Retention and Management of Agency's Total Workforce

Purpose Statement: Effective and timely acquisition, development, engagement, and retention of the total workforce enabling the Agency to recruit and retain a diverse, top-tier talent pool that creates DOD's premier people-centric workplace, that is inclusive of a DHA Academy capable to train and develop Agency personnel, centered on staff well-being and recognition, effectively identifying capability gaps, managing talent, creating innovative solutions, and enabling the delivery of cutting-edge healthcare to our nation's Military Service Components, Combatant Commands, and beneficiaries.

Drivers	Projects
Enterprise Personnel Acquisition, Management, and Retention	· Deliver Technologically Integrated Human Capital Distribution and Organizational Strength Management System(s) · Develop DHA All Employee Survey · Implement Employee Engagement Advisory Council
Enterprise Personnel Development	· Establish Functional Career Communities · Establish DHA Academy · Develop Interoperable Networking for Training, Readiness, and Education in Medicine (INTREMED) System

Strategic Initiative: Drive Decision Making at All Levels of the Organization with Data

Purpose Statement: The purpose of this initiative is to develop a standard process to obtain data from key authoritative sources including on care delivered throughout the direct care and private sector care components of the integrated delivery system, organize data in the rational and deliberate national standard healthcare data model in order to enable the appropriate access and views of the data to users at all levels of the organization.

Drivers	Projects

Continued...

Access & Utilization of Enterprise Health Data	· Identify and Feed All Needed Authoritative Sources of Data to the MIP · Consolidate and Optimize Data Platforms (EIDS work) · Develop Data Resource Lifecycle Plan
Leverage Emerging Technology	· Leverage Innovative Business Intelligence and Analytics Tools to Optimize Allocation and Execution of Enterprise Resources (i.e., Provider Productivity, Manning MedLog, Pharmacy, Facilities) · Identify Privacy and Security Risks and Concerns from a Data Security Perspective · Patient Centered Workflow Review and Redesign (i.e., Related to New Clinical Technology, Implementing AI/ML Related to Diagnostics and Ordering)
Data Accountability, Quality, and Validity	· Leverage Data Standards · Establish Data Quality Monitoring Process
Create and Prioritize Data Governance	· Establish Data Governance Structure and Policies · Establish Data Ethics Framework
Data Analytics Workforce to Support Key Mission Sets	· Establish a Manning Model for MTF, Market and HQ to Support a Data and Analytics Structure · Develop Appropriate Training and Competency Standards for Each Level / Position

Cross Functional Initiative

Strategic Initiative: Implement Ready Reliable Care

Purpose Statement: High Reliability Organization (HROs) achieve top outcomes by standardizing and reducing variation; mitigating errors through continuous improvement to enhance safety and achieve zero preventable harm; celebrating transparency and accountability in the sharing of information and knowledge; and valuing the contributions of all individuals, regardless of position. The RRC Strategic Initiative provides a way forward to implement these high reliability structures, processes, and behaviors in all environments and across all strategic functions. It maps the process for integrating and delivering a comprehensive campaign across the MHS, which introduces and educates about high reliability and identifies an approach that strengthens the four HRO Domains of Change – Leadership Commitment, Culture of Safety, Continuous Process Improvement, and Patient Centeredness.

Drivers	Projects
Promote Integration of High Reliability Organization (HRO) Across the MHS	· Develop MHS HRO Education and Training Program · Develop MHS HRO Assessment Strategy and Tools Aligned to the Domains of Change · Establish a Formal Recognition Program for Highly Reliable Behaviors and Activities to be Acknowledged at HQ, Market, and MTF levels
Establish MHS-Wide Culture of Safety Focused on Achieving Zero Harm	· Understand and Address Contributing Factors to Staff Burnout and Well-Being · Incentivize a Just Culture and a Culture of Life-Long Learning and Transparency
Enhance the MHS Through Continuous Process Improvement	· Develop, Standardize, Integrate, and Mature Continuous Process Improvement (CPI) and Change Management Capabilities Across the MHS · Implement Leading Practice Process · Implement CPI Daily Management System

PERFORMANCE MANAGEMENT PROCESS

The DHA uses the Performance Management Framework to measure its success with advancing the three strategic functions and achieving their desired end states, to find and mitigate any potential risks to strategy execution. Having a cohesive and sequential approach to performance management will ensure that the right leader has the right data at the right time (e.g., project level reviews will inform initiative-level reviews which will inform strategic function-level reviews). This approach is a streamlined way to collectively measure performance in a coordinated effort with Market and MHS-wide performance reviews.

The DHA uses key performance indicators (KPIs) to set targets and assess progress as an agile concept to capture insights and data to help make decisions. The Governance Office Integration Boards will be used to regularly review KPIs at the higher-level governance bodies and initiative portfolios. The Innovation Integrated Product Team will also act as a filter for new ideas that come from within the DHA, Markets, and MTFs. The screening, selection, and management of strategic initiatives and innovative concepts are what will drive change in the DHA and produce effective results that align to the DHA Director's strategic functions. The Corporate Executive Board and Executive Management Board will monitor improvements by sustaining a focus on the execution of the DHA Strategic Plan.

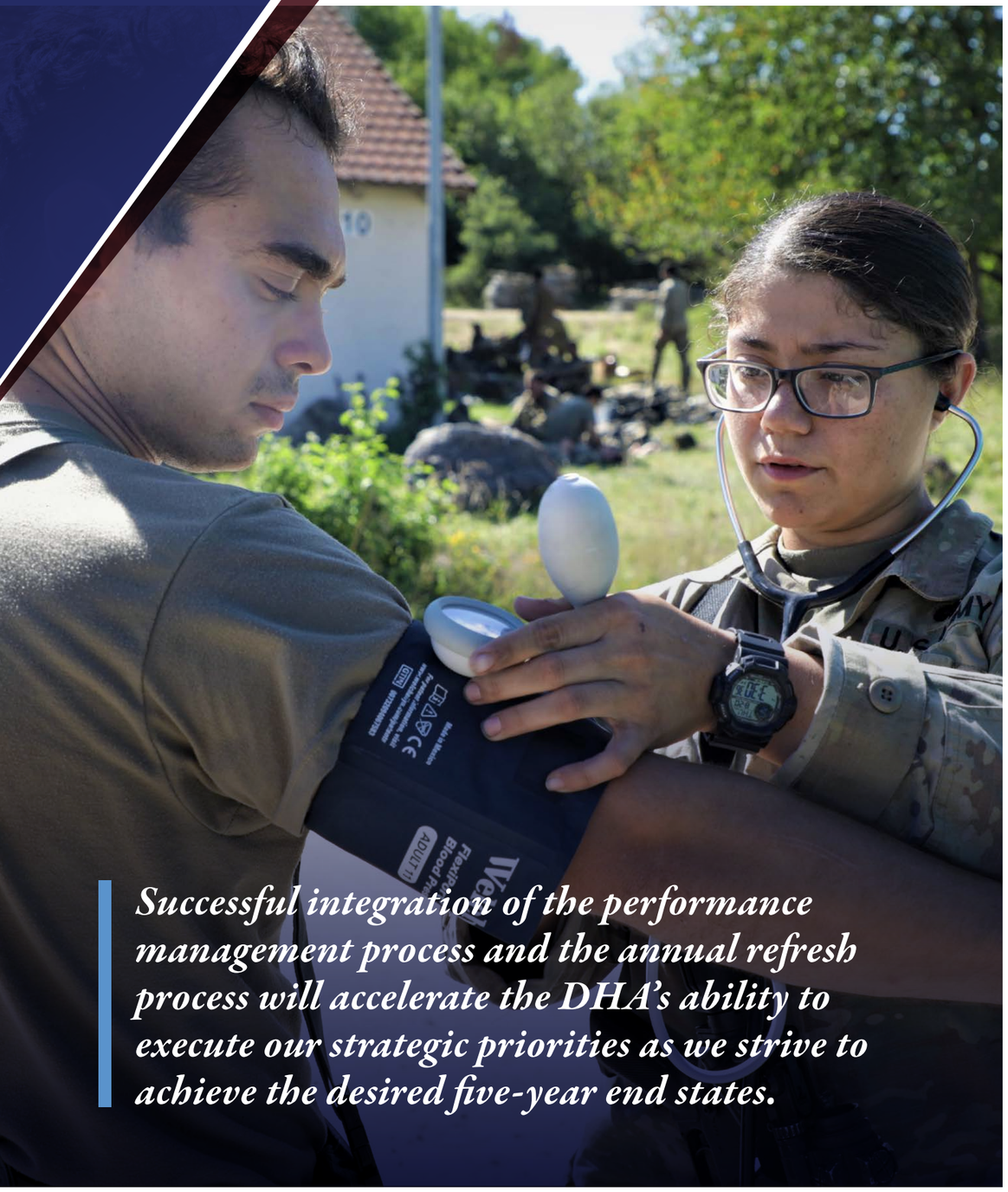
The DHA's approach enables transparency among all levels of the organization and uses tools such as a centralized dashboard to track and report progress. All DHA performance reviews supply data-driven insights into the DHA's momentum towards achieving the priorities within the DHA strategy. The DHA FY23-28 Strategic Plan includes nine strategic initiatives which are factors to help increase effectiveness, affect change, and define where the DHA must make strategic investments.

CORPORATE EXECUTIVE BOARD (CEB):
The Corporate Executive Board is a decision-making body responsible for setting the strategy and overseeing the execution of the DHA's mission, vision and strategic direction.

Membership: Director, Deputy, Senior Enlisted Leader, Director of Staff, Assistant Director, Healthcare Administration, Assistant Director, Support

EXECUTIVE MANAGEMENT BOARD (EMB):
The Executive Management Board is an integrating, decision-making body responsible for executing the DHA Strategy as set by the CEB. The EMB oversees activities of boards, linking Agency-wide activities to ensure decisions are consistent with the mission, vision and strategy. The EMB reports to the CEB.

Resource Oversight (Integration) Board **Chair:** Appropriate SES/GO	The Resourcing Oversight (Integration) Board (RO(i)B) is an oversight governance body responsible for the management and allocation of resources to provide the capabilities necessary to accomplish DHA's mission. The RO(i)B reports to the EMB.
Strategy & Operations Integration Board **Chair:** Appropriate SES/GO	The Strategy & Operations Integration Board (SOB) is an oversight governance body responsible for management of DHA strategy development and execution, operations and readiness of the force. The SOB reports to the EMB.
Information Managment/ Information Technology Integration Board **Chair:** Appropriate SES/GO	The Information Management/Information Technology Integration Board (IOB) is an oversight governance body responsible for the management of IM/IT strategy and execution, technology infrastructure and security risk. The IOB reports to the EMB.
Healthcare Operations Integration Board **Chair:** Appropriate SES/GO	The Healthcare Operations Integration Board (HOB) is an oversight governance body responsible for management of the full spectrum of healthcare delivery across the system. The HOB reports to the EMB.
Acquisitions Integration Board **Chair:** Appropriate SES/GO	The Acquisition Integration Board (ARB) is a governance oversight board responsible for supporting the component acquisition executive in acquisition matters. The ARB reports to the EMB.



Successful integration of the performance management process and the annual refresh process will accelerate the DHA's ability to execute our strategic priorities as we strive to achieve the desired five-year end states.

Fiscal Year 23-28

DHA STRATEGIC PLAN ANNUAL REFRESH PROCESS

The DHA revises its strategy annually to ensure it remains aligned to the most relevant DoD priorities and changes in legislation. That process is executed by the following steps:

The environmental scan assesses any significant changes by evaluating the current strategic initiative/project effectiveness and identifies new requirements across the Congress, DoD, HA, DHA, and MHS to inform the DHA Strategic Plan way forward. Strategic initiative reviews involve working sessions with the Assistant Directors (ADs) and Deputy Assistant Directors (DADS), and its purpose is to review the updates from the environmental scan and identify recommendations for closing out or adjusting strategic initiatives and projects each year. The strategic plan undergoes a process to align resources with priority projects and is approved by senior leaders within the DHA governance framework and approved by the Director.

Successful integration of the performance management process and the annual refresh process accelerates the DHA's ability to execute our strategic priorities as we strive to achieve the desired five-year end states.

APPENDIX

A. Terms of Reference

Term	Description
DHA Priorities	Themes that provide guidance to achieving the Director's vision and guide the execution of the strategy.
Governance	The system by which entities are directed and controlled. It is concerned with structure and processes for decision making, accountability, control and behavior at the top of the organization.
Initiative Driver	A specific action or focus area within an initiative supported by a set of projects that collectively drives progress towards success.
Initiative Primary Lead	The accountable authority for one or more DHA strategic initiatives that oversees performance and progress and drives corrective actions, as necessary. Provides DHA perspective/feedback on drivers and supporting projects. Reports at performance review meetings (PRMs).

Mission Statement	A statement of the DHA's purpose and reason for existence.
Office of Coordinating Responsibility (OCR)	The OCR coordinates actions with initiative stakeholders and supporting OCRs and driver leads, responsible for making decisions to achieve driver success, oversees overall execution of an initiative, ensures decisions are made that accelerate progress, and advocates for necessary resources or strategic realignment. The OCR ultimately reports to the strategic initiative executive.
Operational KPI	A standard unit of measure to assess progress against a given initiative driver and linkage to overall strategic KPIs.
Performance Review Meeting (PRM)	Where the organization makes decisions based on progress against the strategy to date.
Projects	A planned set of interrelated tasks with a tangible output (e.g., new product, service, or result) to be executed over a finite duration in support of a strategic initiative driver.
Strategic Function	Actions or activities to guide achievement of the DHA Director's Priorities, including relevant stakeholders and resources.
Strategic Initiative	A collection of drivers, operational KPIs, and projects denoted by an action statement that articulates a discreet component of the strategy, and what is required to achieve its intended outcome.
Strategic Initiative Executive	General Officer (GO) or Senior Executive Services (SES) leader responsible for one or more DHA strategic initiative(s) and associated projects. Serves as a champion for resources and provides top-cover for the strategic initiatives and associated projects aligned under their area of responsibility. Enables successful initiative and associated projects' outcomes. Typically, at the assistant director level.
Strategic Plan (Formerly the Campaign Plan with expanded purpose)	An integrated plan built to define the DHA strategy and drive the DHA mission and achieve the vision. Implementation of this plan will drive the Agency toward an ideal five-year future state focused on the three DHA priorities including improved outcomes for a medically ready force. The plan is refreshed annually to ensure continuous agency efforts to prioritize existing and emerging requirements.
Strategy	A plan of action or policy designed to achieve a major or overall aim.
Vision Statement	A statement articulating the definition of success for the DHA to provide strategic direction, incorporating a measurable and timebound end goal, and the change required to achieve it.

B. Acronyms

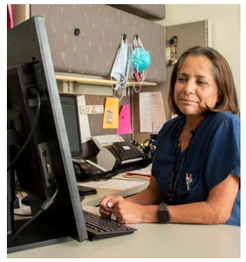
Term	Description
AD HCA	Assistant Director Healthcare Administration
AD S	Assistant Director Support
AI	Artificial Intelligence
AOR	Area of Responsibility
ARB	Acquisition Integration Board
CCDR	Combatant Commander
CCMD	Combatant Command
CEB	Corporate Executive Board
CJCS	Chairman of the Joint Chiefs of Staff
CoE	Centers of Excellence
CSA	Combat Support Agency
DHA	Defense Health Agency
DHP	Defense Health Program
DoD	Department of Defense
EHR	Electronic Health Record
EMB	Executive Management Board
FY	Fiscal Year
HOB	Healthcare Operations Board
IMF	Integrated Medical Force
IOB	Information Management/Information Technology Integration Board
JS	Joint Staff
KPI	Key Performance Indicator

B. Acronyms *(Continued)*

Term	Description
LNO	Liaison Officer
MHS	Military Health System
MHSG	MHS GENESIS
MILDEP	Military Department
MRF	Medically Ready Force
PPBE	Planning, Programming, Budgeting, and Execution
PRM	Performance Review Meeting
RMF	Ready Medical Force
(RO(i)B)	Resource Oversight (Integration) Board
SECDEF	Secretary of Defense
SOB	Strategy & Operations Board
UMB	Unified Medical Budget

C. Resources

Resource Description	URL
Health.mil Website	https://health.mil/



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