

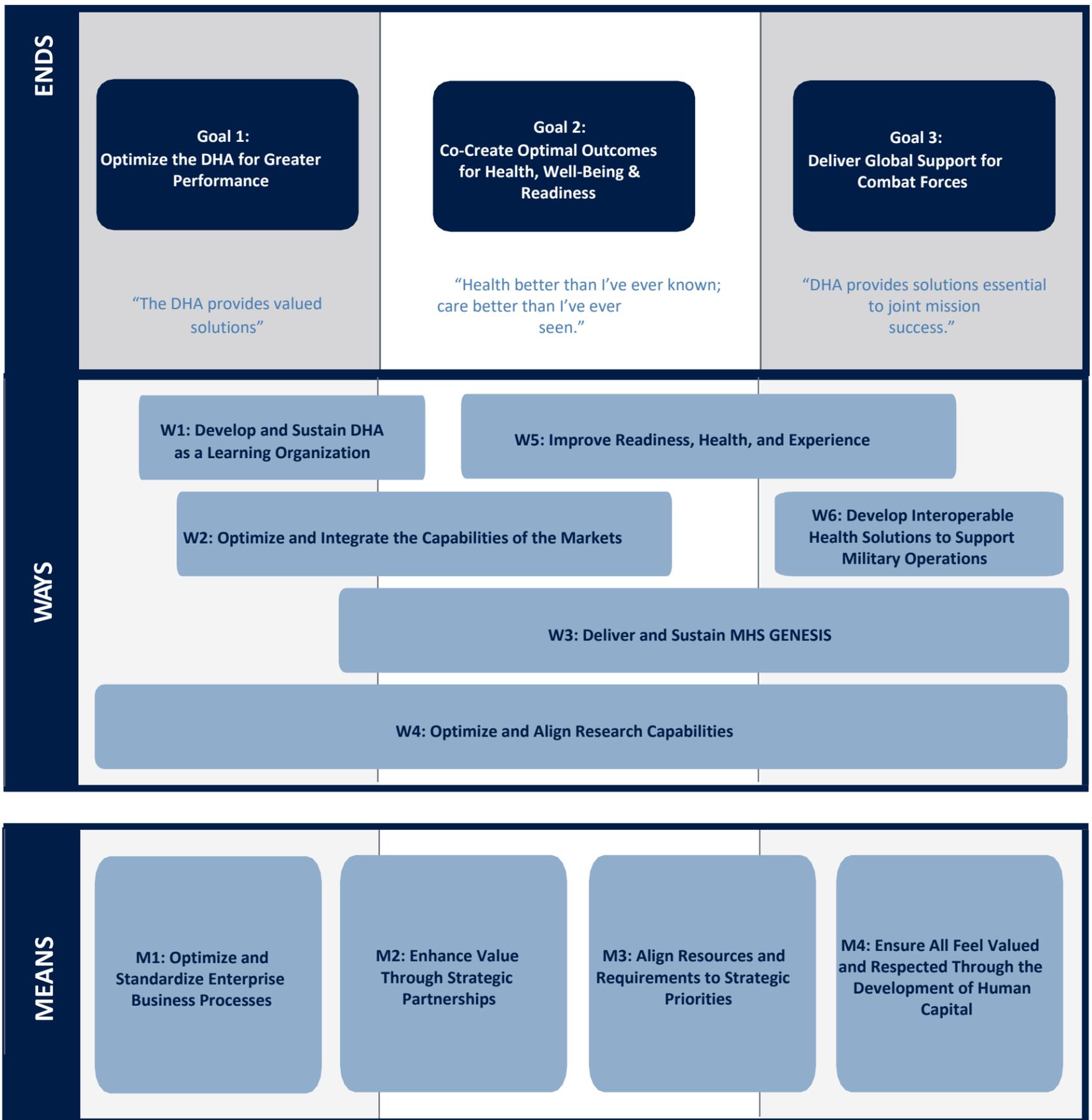
**VISION: Unified and Ready...**



*Ready Medical Force*

*Medically Ready Force*

**INTEGRATED SYSTEM OF READINESS AND HEALTH**



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

**Foundational Documents:**

Joint Concept for Health Services Operational Medicine CONOPS  
Health Service Delivery CONOPS



# DHA Strategy Map Definitions

ENDS	ID	Goal	Customer Statement
	G1	Optimize the DHA for Greater Performance	"The DHA provides valued solutions."
	G2	Co-Create Optimal Outcomes for Health, Well-Being & Readiness	"Health better than I've ever known; care better than I've ever seen."
	G3	Deliver Global Support for Combat Forces	"DHA provides solutions essential to joint mission success."
WAYS	ID	Objective	Definition
	W1	Develop and Sustain DHA as a Learning Organization	<ul style="list-style-type: none"> <li>Create an agile and responsive resource decision making process aligned to the strategic priorities of the organization</li> <li>Create and institutionalize a supportive learning environment</li> <li>Create and codify learning processes and practices</li> <li>Provide leadership behavior that clearly enforces a culture of learning</li> </ul>
	W2	Optimize and Integrate the Capabilities of the Markets	<ul style="list-style-type: none"> <li>Develop and execute market-based operating model for administration and management of markets (direct, purchased, partner (e.g., VA, Civ-Mil) care) and MTFs that achieves enterprise integration, enhances system performance, creates a consistent patient experience, improves readiness and health outcomes, and eliminates waste                             <ul style="list-style-type: none"> <li>Integrate direct and purchased care to ensure a uniform benefit and consistent patient experience</li> <li>Support transition of MTFs into market structure, under DHA authority, direction, and control</li> <li>Achieve optimal balance between local autonomy and system standardization</li> <li>Establish processes to standardize and optimize day-to-day healthcare operations, administration, and management</li> <li>Establish standard processes and battle rhythms to provide oversight and ensure accountability for market performance</li> </ul> </li> </ul>
	W3	Deliver and Sustain MHS GENESIS	<ul style="list-style-type: none"> <li>Optimize infrastructure services across the MHS</li> <li>Achieve a full deployment decision and deploy MHS GENESIS</li> <li>Support portfolio rationalization and effective and efficient data exchange development</li> <li>Implement enterprise standards for EHR workflows, content, and system configuration</li> <li>Maximize end-user adoption through effective change management and training</li> <li>Institutionalize repeatable processes to support agile data driven decision-making</li> <li>Optimize medical device/technology implementation in coordination with MHS GENESIS</li> </ul>
	W4	Optimize and Align Research Capabilities	<ul style="list-style-type: none"> <li>Drive innovation to advance the highest priorities in health and readiness</li> <li>Increase integration between research and practice to maximize health readiness (i.e. integration with the clinical communities, etc.)</li> <li>Implement best practices for the management of research, development, and acquisition programs</li> <li>Through centralization and standardization of processes, strategically align research efforts to bring solutions to the battlefield and healthcare challenges while additionally enhancing the GHE program</li> </ul>
	W5	Improve Readiness, Health, and Experience	<ul style="list-style-type: none"> <li>Measure high-value outcomes that are evidence-based, matter to patients, and promote public transparency</li> <li>Eliminate preventable harm and integrate high-reliability clinical process improvements</li> <li>Improve health outcomes by optimizing delivery of value-based care</li> <li>Fully utilize capability and capacity in both primary and specialty care to support clinical care model standardization and workforce satisfaction</li> <li>Support the creation of integrated markets that bring services to the patient, not vice versa, and improve care processes to be responsive and respectful of our beneficiaries' needs and choices, to enhance patient experience</li> <li>Develop proactive prevention strategies to engage patients anywhere, anytime, and optimize health</li> <li>Support the development and currency of the next generation of the total Medical Force by optimizing GHE (including GME)</li> <li>Optimize the leveraging of technology to improve readiness, access, and patient experience</li> <li>Become a valued partner for line leadership in the readiness efforts by supporting a ready medical force</li> </ul>
	W6	Develop Interoperable Health Solutions to Support Military Operations	<ul style="list-style-type: none"> <li>Guided by the Joint Concept for Health Services, provide full spectrum support to include:                             <ul style="list-style-type: none"> <li>Supporting MHS enterprise standardization through Joint Capabilities (JCAs)</li> </ul> </li> <li>Continuously refine our supporting to supported relationship with the Joint Staff (through the Joint Staff Surgeon) and CCMDs</li> <li>Use DRRS as a means to effectively measure readiness, track and trend effectiveness, and communicate our ability to support the CCMD requirements</li> <li>Leverage or provide training opportunities to meet tri-Service and CCMDs validated training requirements</li> <li>Continuous and predictive surveillance of global health threats and performance improvement to optimize health outcomes</li> </ul>
MEANS	ID	Objective	Definition
	M1	Optimize and Standardize Enterprise Business Processes	<ul style="list-style-type: none"> <li>Enhance effectiveness and efficiency of business operations and stakeholder engagement with policy/procedural documentation, reliability of reporting, and compliance with policy, laws, and regulations</li> <li>Ensure access to accurate financial, resource, and program information to support decision making and accountability</li> <li>Effective internal controls, decision making, and communications systems</li> <li>Expand acquisition business procedures and processes to ensure lowered cost and improved readiness for better health and care</li> </ul>
	M2	Enhance Value Through Strategic Partnerships	<ul style="list-style-type: none"> <li>Operationally define strategic partnerships/alliances within current and future contexts</li> <li>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.)</li> <li>Use strategic partnerships to achieve value</li> </ul>
	M3	Align Resources and Requirements to Strategic Priorities	<ul style="list-style-type: none"> <li>Standardize and improve requirements processes that includes the utilization of centralized analytics and evaluation ensuring a data driven organization</li> <li>Develop, consolidate, and validate requirements in support of an integrated system of readiness and health that align to the prioritization of DHA</li> <li>Utilize a value stream to ensure that requirements are prioritized and that every dollar is spent on improving readiness to improve better health, better care, and lower cost</li> </ul>

M4

**Ensure All Feel Valued and Respected Through the Development of Human Capital**

- Develop an enterprise plan that integrates human capital architecture, talent acquisition, development and retention of DHA's people; Focus on the delivery of readiness and well-being for commanders and employees alike
- Prepare DHA for assumption of MTF oversight and the effective management of that growing workforce with revised policies and processes that support their needs in healthcare delivery
- Affirm the dignity and respect for all DHA people through effective execution of the Director's EO, EEO and Diversity programs across the entire enterprise
- Designing and then supporting the implementation of effective and efficient Human Resource and Personnel processes and practices
- Support a robust recognition program to enhance human capital performance and career development
- Optimize communication strategy to facilitate alignment of purpose to meet mission