

The Military Health System Strategic Plan



A Roadmap for Medical Transformation

A Future Worth Creating

As leaders of the Military Health System (MHS), America has given us a humbling responsibility: The care of our country's fighting forces, their families and those who have served before us...more than 9 million people in all. Our health care team has performed exceptionally. During this conflict, military medicine has achieved unprecedented outcomes that are truly remarkable. We've achieved these results from the foundation of a vibrant military medical culture – one based on innovation, service to others, and an unrelenting persistence to achieve excellence.

While those within and outside of our system know well and acknowledge our clinical excellence and achievements, we have underperformed in important areas of service to our warriors. We received plentiful media coverage of some of these failures in 2007. But, our culture has within it an undeniable resilience and ability to learn from our mistakes and begin anew. We have been offered the opportunity to reinvent the disability rating process, the coordination of medical and personal services, and to look deeply inside our operations to rebuild our model and deliver exceptional service to those we care about most, our military families.

Purpose, Vision, and Strategy

The senior medical leadership, the Surgeons General and our staffs have used this opportunity to re-examine our fundamental purpose, our vision of the future, and strategies to achieve that vision. We are refocusing our efforts on the core business in which we are engaged – creating an integrated medical team that provides

optimal health services in support of our nation's military mission – anytime, anywhere. We are ready to go in harm's way to meet our nation's challenges at home or abroad – to be a national leader in health education, training, research and technology. We build bridges to peace through humanitarian support when and wherever needed, across our nation and the globe, and we provide premier care for our warriors and the military family.

Our ability to provide the continuum of health services across the range of military operations is contingent upon the ability to create and sustain a healthy, fit and protected force. Each of the MHS mission elements is interdependent and cannot exist alone. A responsive research, innovation and development capacity is essential to achieve improvements in operational care and evacuation. A medical education and training system that produces the quality clinicians demanded for an anytime, anywhere mission is critical, and we cannot produce the quality of medical professionals without a uniformed sustaining base and platform that can produce healthy individuals, families and communities.

We have a singular opportunity to build bridges to peace in hostile countries. In many circumstances, the MHS will serve as the tip of the spear and a formidable national strategy tool for the nation. And, we can take advantage of a one-time opportunity to design and build health facilities that promote a healing environment during the clinical encounter, empower our patients and families, relieve suffering, and promote long-term health



and wellness. We will employ evidence-based design principles that link to improved clinical outcomes, patient and staff safety, and long-term operational efficiencies.



We must have a willingness to experiment, to create a learning support capacity, and to challenge our assumptions constantly in light of new challenges. We must take rational risks to move our system forward... risks that will place us in uncharted environments.



Our strategy is not about the future – it is, as Peter Drucker has said, about the future of decisions we make today.



Over the next decade, we will set the health quality standard in this nation. We will be recognized as a national leader in prevention and health promotion. Our military family population will be the healthiest cohort across the nation, and the MHS will be our country's workplace of choice.



You are inspirational. Every day you help the severely wounded rejoin the workforce and regain their purpose for living. You provide a range of support services to the military family, all with compassion and explicitly acknowledging the dignity of the Service Member and his or her family.




Secretary Gates calls our work sacred. Caring for America's heroes is not a motto. It is what we do. Our commitment to you is to provide you with the strategy, policy and resources to achieve excellence. We are indebted to your sacrifice and are honored to serve you.



-The Leadership of the Military Health System



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A large, semi-transparent image of the American flag serves as a background for the left side of the page. The stars and stripes are clearly visible, though slightly faded to allow text to be read over it.

Much has changed since we last published the MHS Strategic Plan in 2006. Leadership has responded to enormous challenges, and we have renewed our focus on quality. We have received suggestions and guidance from Secretary Gates' Independent Review Group, the President's Commission, the Task Force on the Future of Military Health Care, the Mental Health Task Force and other thoughtful organizations. We have taken bold steps to redefine how we work collaboratively with the Department of Veterans Affairs (VA) and our civilian partners to address the issues identified at Walter Reed and to improve coordinated care for wounded warriors and all whom we have the honor to serve.

The MHS leadership has met in five offsites over the past six months to craft our new mission and vision statements, update and refine descriptions of our core values and develop the plan presented here. This plan focuses on how we define and measure mission success and how we plan to continuously improve performance.

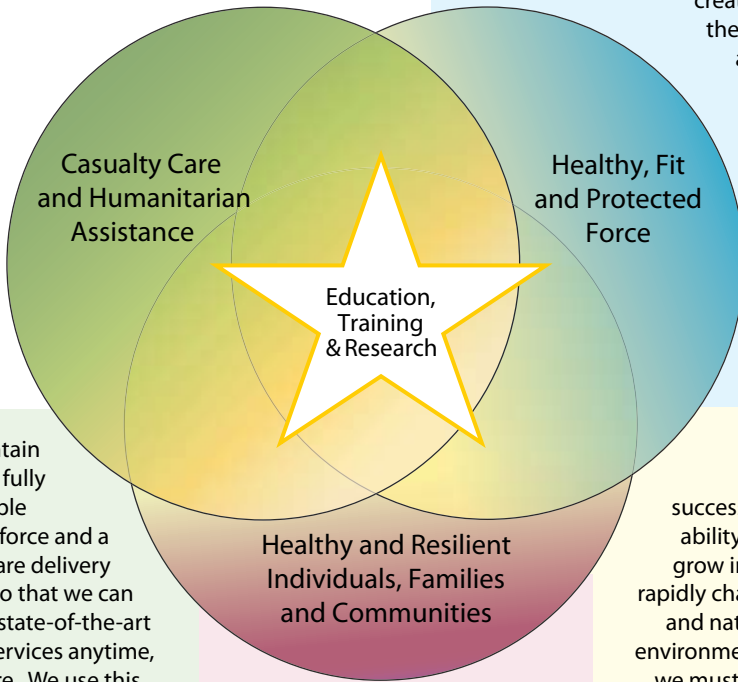
In Appendix A you will see how each of the four MHS mission elements is broken down into more detailed mission outcomes. Once we defined the mission outcomes, we developed measures of success that reflect the breadth and complexity of the unique MHS mission. These measures are included in Appendix B.

After a careful analysis, MHS leadership determined 10 strategic priority areas where we must improve our performance. All of our 2008 tactical initiatives are tied to one of these 10 strategic priorities. The tactical initiatives comprise our 2008 action plan and will be the key drivers of MHS performance improvement. Our priorities will also guide resourcing decisions. The 2008 Health Affairs/TRICARE Management Activity annual plan is available on the MHS Website and will give you an idea of the policy, program and oversight activities we have planned for 2008. In addition, you will see the details of planned upgrades to information systems and other support functions within the MHS.

We do not accept the status quo. Our nation expects much of the MHS regardless of our successes or setbacks. We will continue to seek excellence in all that we do.

Military Health System Mission

Our team provides optimal Health Services in support of our nation's military mission – anytime, anywhere.



We help the Services' commanders create and sustain the most healthy and medically prepared fighting force anywhere.

We maintain an agile, fully deployable medical force and a health care delivery system so that we can provide state-of-the-art health services anytime, anywhere. We use this medical capability to treat casualties and restore function and to support humanitarian assistance and disaster relief, building bridges to peace around the world.

The MHS provides long-term health coaching and health care for 9.2 million DoD beneficiaries. Our goal is a sustained partnership that promotes health and creates the resilience to recover quickly from illness, injury or disease.

Sustaining our mission success relies on our ability to adapt and grow in the face of a rapidly changing health and national security environment. To do this we must be a learning organization that values both personal and professional growth and supports innovation.

Military Health System Vision Statement

- The provider of premier care for our warriors and their families
- An integrated team ready to go in harm's way to meet our nation's challenges at home or abroad
- A leader in health education, training, research and technology
- A bridge to peace through humanitarian support
- A nationally recognized leader in prevention and health promotion

We are a values-based organization. Our Core Values are the never-changing bedrock that reflect who we are and drive our behavior every day.

Selfless and Courageous Service



We are honored to serve those who serve, the warfighters and beneficiaries who trust us to always meet their needs, anytime, anywhere. Our high calling demands the courage to take risk, do what is right and go into harm's way.

Caring, Healing and Creating Health



We are healers who have an obligation to the life-long health and well-being of all those entrusted to our care. We are compassionate and committed to doing the right thing for our patients to eliminate disease, ease suffering and achieve health. We build trusting relationships to permit patients to take control of their health.

Helping Our People Achieve Greatness



We work in teams with passion, respect and loyalty, constantly demanding mission success. It is this fusion of principles that brings out the potential of our people and creates a constant flow of leaders.



The MHS is a global system delivering health services anytime, anywhere. In everything we do, we adhere to common principles that are essential for accomplishing our mission and achieving our vision. We must embed these principles into our processes and culture.

Healthcare is the Ultimate Team Sport



We work as an integrated team, using Service capabilities in partnership with the VA, our contract partners and other governmental agencies to find the best way to accomplish our mission. We accept the inherent risk of being interdependent, because it is the only way to get the job done.

You Have to Know the Score to Win the Game



We know that the best information leads to the best decisions, so we are committed to creating a true electronic health record and personal health record fully accessible to the patient. We also know that sharing our results freely builds knowledge and creates wisdom to better serve the people who trust us with their lives.

Breakthrough Performance Through Innovation



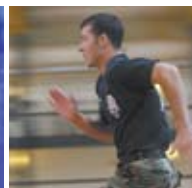
We encourage our people to be curious and take risks in creating new solutions to the challenges of a constantly changing world. We hold leaders accountable for providing the environment and resources that foster innovation.

Reward Outcomes, Not Outputs



We employ incentives to reward mission success, because we know focusing on quality is the best way to improve efficiency.

Health-Creating Partnerships



We are committed to a caring, long-term relationship that allows patients to control their health and fitness. We will educate and coach our patients to be experts on their own health and achieve their trust by employing the highest quality healing methods.





To achieve a true transformation and the breakthrough performance we desire, we must transform our culture in profound ways. Our culture is defined by the assumptions and mental models we use to understand the world and guide our behaviors. We intend to change those assumptions in the following ways.

Changing the Way We Think and Act

Old Paradigm

New Paradigm

Why should we...	To	Why couldn't we...
Two competing missions, health care delivery and force health protection	To	One mission, three interdependent themes
Service-specific infrastructure	To	Jointly staffed facilities
Budget and rules based	To	Performance-based management
End year with no money left	To	End year with savings and meet performance goals
Beneficiary satisfaction surveys	To	Customer relationship building
Provider centered	To	Patient control and accountability
Direct care system of MTFs and network of civilian providers	To	Integrated health delivery team with shared accountability
Proprietary information	To	Data sharing
Fixed-fee contracts	To	Performance-based contracting
Active duty, reserve, guard, civilians and contractors managed separately	To	Total force and team development

Our Nation's Leaders Provide the Resources to Sustain The MHS. In Return, They Expect the Best Medical Support for the Warfighter

The Secretary of Defense, Service Secretaries, Joint Chiefs of Staff, Combatant Commanders and Congress expect us to simultaneously accomplish six interconnected outcomes in balance. We create value by delivering:

1. A fit, healthy and protected force
2. The lowest possible deaths, injuries and diseases during military operations, superior follow-up care, and seamless transition with VA
3. Humanitarian and disaster relief at home and abroad
4. Healthy and resilient individuals, families and communities
5. Advances in medical education and research
6. Effective management of health care costs

To Succeed We Must Serve Two Customer Groups with Somewhat Different Expectations

Commanders and Service members partner with us to achieve individual medical readiness and enhanced performance. They expect and deserve responsive, capable, coordinated medical services anytime, anywhere. Besides combat operations and peacekeeping, the nation calls upon us to provide humanitarian assistance, disaster relief and support for homeland defense. In many cases, no other health care system in the world could provide what the MHS must provide. Because we face a rapidly changing national security environment we must excel at developing and deploying

innovative products and services that meet mission requirements. Our beneficiaries desire the high-quality health services that are convenient and tailored to their individual health needs. A major part of our success will be doing the simple things well every time. If our beneficiaries are delighted with us every time they “touch” our system, they will be much more likely to help us help them manage their health over the long term.

To Sustain Our Success We Must Attract and Retain the Best Team of Medical Professionals in World

Our people value the opportunity to serve the warfighter – to do meaningful work and to make a difference. They are the key to our success, and therefore our most precious asset. Our total force includes active, reserve and guard Service members, civilian and contract staff. We are committed to unleashing the full potential of all members of the MHS team by providing a learning environment that rewards excellence and innovation. The MHS Human Capital Strategy specifies our game plan for accomplishing this vision.



Demonstrating Success and Delivering Results: The MHS Values Dashboard

As a performance-based organization, we understand that all of our stakeholders deserve to see evidence that we are dedicated to excellence and that we are creating optimal value with the resources we are given. We are committed to being transparent and displaying measures of our success. Our mission is complex and measuring our success is not easy. As Einstein once said, “Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.” Acknowledging the wisdom in that statement, MHS leadership has devoted much time and effort into developing measures of what really counts in terms of MHS mission accomplishment.

The MHS Mission graphic depicts the overarching MHS mission elements. Appendix A breaks those mission elements down into more detailed descriptions of mission success. Appendix B contains the MHS Values Dashboard and the high-level strategic measures senior leadership will use to assess our success in creating value for our stakeholders. Even though our mission will remain relatively unchanged, you can expect that the measures will evolve over time as we improve performance and face new challenges.

“Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.”
-Albert Einstein

MHS Strategic Priorities 2008-2010

To close the gap between our current and desired performance the MHS has 10 high-level strategic priorities. The annual plans for organizational elements within the MHS will specify focused tactical initiatives in support of these priorities. For reference, see the HA/TMA 2008 annual plan at www.health.mil/StrategicPlan/TacticalPlan.xls

1. Enhance warrior care – Strengthen the continuum of care from point of accession, through active service (including deployment and casualty care) to rehabilitation and transition.
2. Build a bridge to peace – Expand humanitarian missions and disaster relief to support US strategic objectives and champion aspirations for human dignity through better health.
3. Promote patient choice and accountability, promote healthy communities and demonstrate MHS commitment to safety and quality outcomes.
4. Communicate MHS value, and build an interactive community to improve clinical quality, performance and integration.
5. Deliver information to people so they can make better decisions.
6. Continuously improve quality and value.
7. Support and develop our people.
8. Strengthen medical education and research.
9. Improve governance by aligning authority and accountability.
10. Create healing environments.



Senior leadership uses the strategic plan to accomplish all aspects of strategy management, including the following:

- **Monitoring Performance Improvement and MHS Transformation**
Senior leadership will conduct periodic reviews of MHS performance against our strategic targets and adjust activities and resources to continuously improve. They will also monitor successful completion of strategic initiatives.
- **Creating Synergy Across the Services and TMA**
We will use the MHS strategic plan to assess coordination of all components of the MHS, including the Service Medical Departments, TRICARE Management Activity and Uniformed Services University of the Health Sciences. We will identify opportunities for adjustments that will increase effectiveness through increased jointness, interoperability and integration.
- **Building Strategic Assets**
We will use the strategic plan to guide development of our MHS investment portfolios, including facilities, IM/IT, and R&D.
- **Developing Human Capital**
We created the MHS Human Capital Strategic Plan to support the MHS Strategic Plan and will focus efforts to recruit, train and retain our workforce to meet evolving requirements.
- **Coordinating Planning and Budgeting**
We will compare actual versus desired performance and use this information to make short- and long-term budget adjustments via:
 - Mid-year Review of Obligations
 - Development of Program Objective Memoranda
 - Medical Programming Guidance
 - Business Planning Guidance
- **Communicating the MHS Strategy**
We will use the plan to develop communications tools for stakeholders (OSD, Service Leadership, OMB, and Congress), customers (beneficiaries, Service members, commanders and beneficiary groups) and our people.

APPENDIX A

We maintain an agile, fully deployable medical force and a health care delivery system so that we can provide state-of-the-art health services anytime, anywhere. We use this medical capability to treat casualties and restore function and to support humanitarian assistance and disaster relief, building bridges to peace around the world.

Mission Outcomes

A. Reduce Combat Losses (Consequences of Wounds)

Service members know if they are injured they will be rescued immediately and afforded all the care needed to recover as quickly and completely as possible. Reducing combat losses requires a system of coordinated activities and interventions that happen from the time a Service member is wounded until he or she returns to duty or enters a more extended period of rehabilitation. This system includes buddy care, stabilization, medical evacuation, acute care and initial rehabilitation.

B. Effective Medical Transition from Service and Seamless Transition from Battlefield to VA or Other Rehabilitation

We achieve success when Service members and their families tell us we have been fair, compassionate and competent in delivering fully integrated services between military, VA and civilian hospitals during the transition. For those Service members with severe injury or illness, the MHS must enable a fair disability evaluation and carefully coordinated care that facilitates transition to the next phase of life. Family participation and education is critical to success.

C. Improved Rehabilitation and Reintegration

Service members who have suffered severe physical and emotional trauma or illness deserve our commitment to compassionate, coordinated care and their full recovery whenever possible. The goal of rehabilitation is for a wounded Service member to return to his or her highest achievable level of function. Our care system must address the most complex problems, but in a way that is simple to understand and communicate, compassionate and permits the patient to take charge of his or her recovery.

D. Increased Interoperability with Allies, Other Government Agencies and NGOs

We will maintain and improve existing relationships with other governmental agencies, non-governmental organizations (e.g. , CARE, etc.) and international partners, which will better enable us to come together to accomplish our missions. These relationships will act as force multipliers to enhance MHS mission effectiveness.



E. Reconstitution of Host Nation Medical Capability

We will provide assistance to rebuild medical capabilities that are damaged or consumed in a conflict. Our success will be measured in improved public health outcomes for the region, population or country we serve.

F. Strategic Deterrence for Warfare

As the world's 9-1-1 emergency service, people around the globe look to the MHS in a catastrophe. Humanitarian assistance plays a critical role in winning hearts and minds. MHS success is when the people we assist say the US military

cares, protects, builds, teaches, and trusts enough to help. By building this "medical bridge to peace," the people in countries that could otherwise become hostile will be more likely to become our friends. Our success will mean less violence against Americans, fewer terrorist attacks, and avoidance of armed conflict, and will be reflected in more positive public opinion of the United States in the countries where we provided health services.

We help the Services' commanders create and sustain the most healthy and medically prepared fighting force anywhere.

Mission Outcomes

A. Reduce Medical Non-Combat Loss

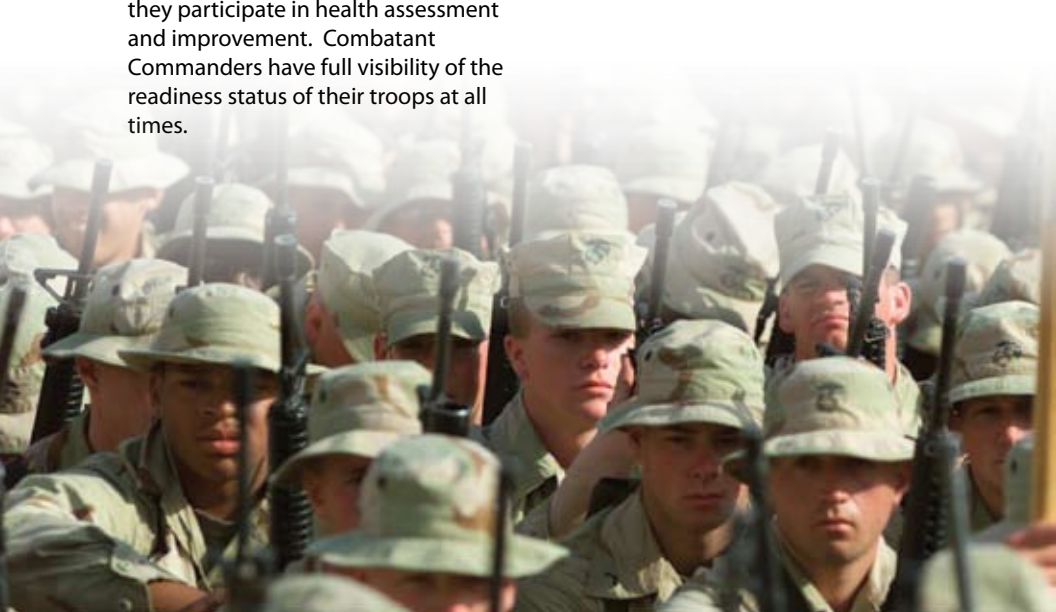
We reflect our success in reduced rates of preventable injury and disease. Service members maintain their health in partnership with the MHS. They participate in preventive activities and stress training to achieve optimal physical and psychological fitness. Commanders are active partners in creating and sustaining a medically fit and protected force.

B. Improve Mission Readiness

We reflect our success in increased rates of individual deployability and mission readiness. We partner with Service members to ensure they are medically ready at all times. Throughout their military career, they participate in health assessment and improvement. Combatant Commanders have full visibility of the readiness status of their troops at all times.

C. Optimize Human Performance

We reflect our success in the measureable medical resilience of the force. We leverage medical research, technology and our understanding of optimal human performance to enable our warfighters to think clearly, move more rapidly, withstand emotional challenges and return to operations more quickly than the enemy. Our people will feel more confident in facing mission challenges because they know they are more fit and better prepared than enemy forces both physically and emotionally. Combatant Commanders know they command a force that can sustain great stress on the battlefield; this gives them an overwhelming advantage.



The MHS provides long-term health coaching and health care for 9.2 million DoD beneficiaries. Our goal is a sustained partnership that promotes health and creates the resilience to recover quickly from illness, injury or disease.

Mission Outcomes

A. Healthy Communities/ Healthy Behaviors (Public Health)

Improved health is the result of shared accountability between the health system and the patient. Healthy behaviors improve quality of life; alternatively unhealthy behaviors such as smoking, over-eating, a sedentary lifestyle, alcohol abuse and family violence reduce well-being and readiness. MHS success is engaging all beneficiaries and enabling them to take control of their health, so that together we create a more robust and resilient military community.

B. Health Care Quality

Our beneficiaries expect that the MHS holds itself to the highest standards of safety, efficacy and evidence-based care. We achieve success when our hospitals, clinics and civilian physician and hospital partners demonstrate outstanding quality and make their outcomes public. We are proud to compare ourselves with the finest civilian institutions.

C. Access to Care

Our beneficiaries deserve access to appropriate health care in a reasonable timeframe and without administrative hassles. They should have access to a variety of quality providers that meet their unique needs.

D. Beneficiary Satisfaction and Perception of MHS Quality

To achieve an effective health partnership with our beneficiaries we must provide caring, compassionate and convenient service. We must see through the eyes of our beneficiaries in order to design our systems of care to meet their expectations. We must demonstrate that our quality compares favorably with the best of civilian health care.

E. Perception of MHS Quality by Recruitment Pool

The MHS strives to be the best in the country in training for combat casualty care, infectious disease, psychological health, brain and eye injuries, regenerative medicine (stem cells), health information technology, medical ethics, traumatic brain injury (TBI), health care delivery, nursing and global public health. The MHS demonstrates that it does not just train experts and managers, it trains leaders. We reflect our success in the quality of the people who select the MHS as their employer of choice.





Sustaining our mission success relies on our ability to adapt and grow in the face of a rapidly changing health and national security environment. To do this we must be a learning organization that values both personal and professional growth and supports innovation.

Mission Outcomes

A. Capable Medical Workforce

We have the needed team of health professionals with the right training and skills to accomplish our wartime and humanitarian assistance missions.

B. Advancement of Medical Science

While focusing our education and research efforts on serving unique military missions we will inevitably make discoveries in medical science that will benefit the world. We will share knowledge, devices, medicines, vaccines, new procedures and delivery models freely. We will reflect our success in anticipating and developing new solutions to meet the needs of our warfighters and in contributing to the health of society.

C. Advancement of Global Public Health

Through our global reach and surveillance we will identify and track emerging threats to human and animal health, and develop solutions such as new vaccines, sanitation methods, and treatments that will benefit both the community and society at large.

D. Create and Sustain the Healing Environment (Facilities)

Our facilities will be inviting to patients and staff. Their design will promote safety, efficient care and patient empowerment. Their aesthetic qualities will promote healing.

E. Performance-Based Management and Efficient Operations

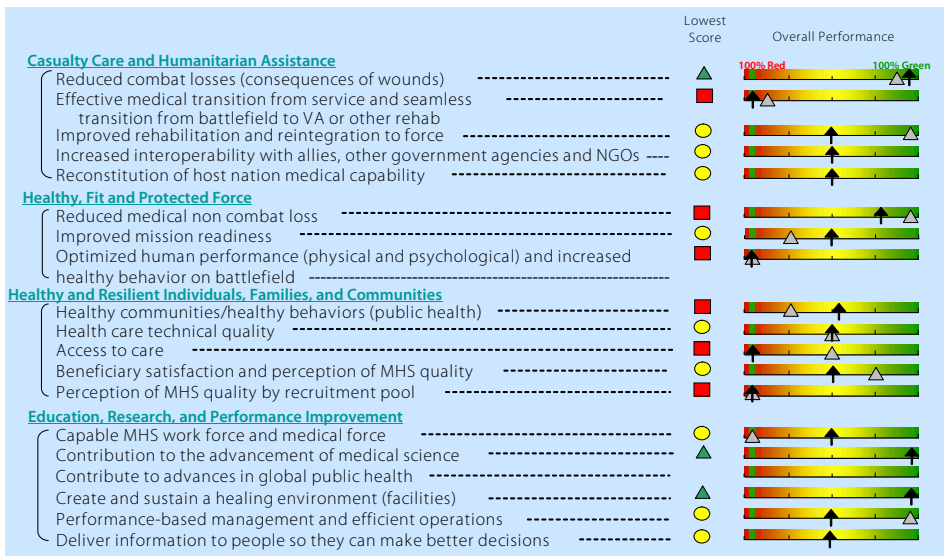
We will carefully define measures of value and put in place incentives that reward value creation, and we will ensure that our people have the capability to continuously improve quality and efficiency.

APPENDIX B

The following MHS Values Dashboard and performance measures represent a fluid process of review and analysis followed by course adjustment. The performance listed for the measures are notional.

For the latest MHS Values Dashboard and performance measures, please contact Dr. Michael Dinneen, director, Health Affairs/TRICARE Management Activity Office of Strategy Management, at michael.dinneen@ha.osd.mil

Overall MHS Values Dashboard



Measure Status as of Last Reporting = ▲

Measure Status as of This Report = ↑

= Warrants Attention

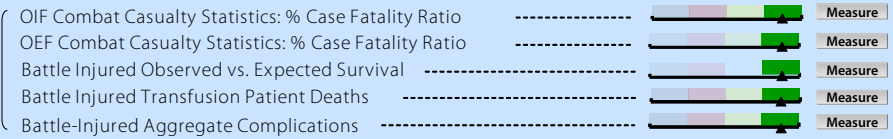
= Goal Not Met

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Mission Element: Casualty Care & Humanitarian Assistance

Reduced Combat Losses

Performance



Effective Medical Transition



Improved Rehabilitation and Reintegration to Force



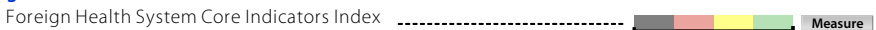
Increased Interoperability



Reconstitution of Host Nation Medical Capability



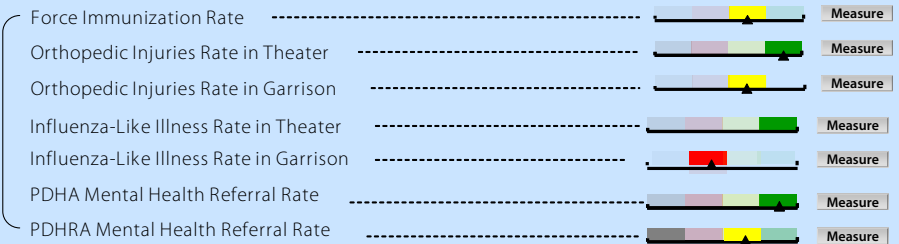
Strategic Deterrence



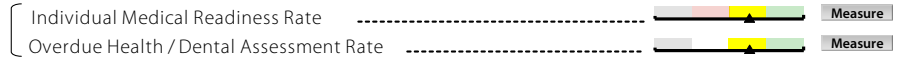
*Mission Element:
Healthy, Fit and Protected Force*

Reduced Medical Non-Combat Loss

Performance



Improved Mission Readiness



Optimized Human Performance



■ = Warrants Attention

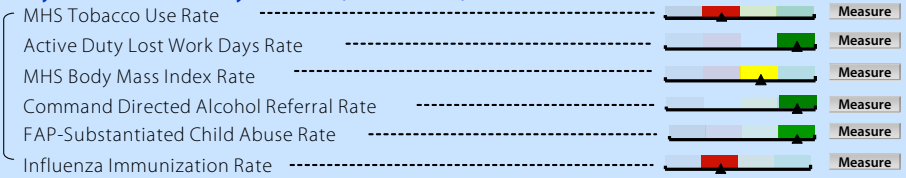
■ = Goal Not Met

■ = Goal Met

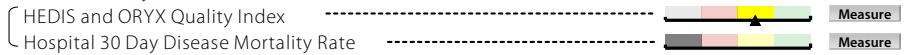
Mission Element: Healthy and Resilient Individuals, Families and Communities

Healthy Communities/Healthy Behaviors (Public Health)

Performance



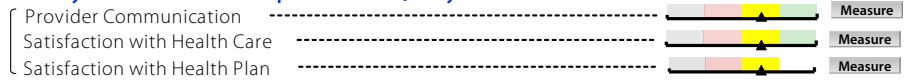
Health Care Quality



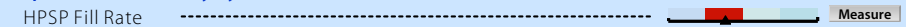
Access to Care



Beneficiary Satisfaction and Perception of MHS Quality



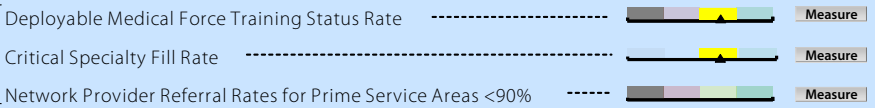
Perception of MHS Quality by Recruitment Pool



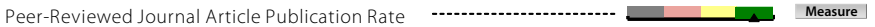
Mission Element: Education, Research & Performance Improvement

Capable MHS Work Force and Medical Force

Performance



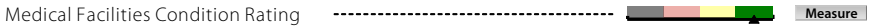
Contribution to the Advancement of Medical Science



Contribute to Advances in Global public Health



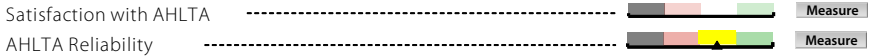
Create and Sustain a Healing Environment (Facilities)



Performance-Based Management and Efficient Operations



Deliver Information to People so They Can Make Better Decisions



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