




This strategy is a **call to action** that contains the vision, strategic imperatives and way ahead for Army Medicine. It provides the strategic framework for transforming Army Medicine from a healthcare system to a system for health. This framework will allow us to be a global leader in healthcare and in Health.

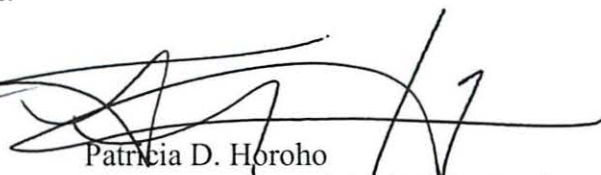
CSM Brock and I are proud of the talent and dedication we see across Army Medicine. As a learning organization, we evolved with the demands of supporting an Army at war in two simultaneous theaters of operation. We improved training, modified processes, eliminated non-essential missions, and made significant contributions to global healthcare, medical research and training. While the wounds of war have been and will continue to be ours to mend and heal, Army Medicine must now look forward and chart a new course for medicine and health. Army Medicine will set the example for the nation in quality healthcare, wellness, prevention and collective health for all those entrusted to our care and complements what we execute today – healthcare at home and abroad – and does not change our noble mission to care for Soldiers, Families and Retirees. Instead, it broadens that mission, to include engaging the Army (Soldiers, Retirees, Family Members and Civilians) in multiple ways to influence Health, and achieve more holistic outcomes to include greater readiness and better living. This is a call to action to get to Health, and together we will set the conditions to better understand the needs of the Army Family and improve Army Health and readiness.

To do this, Army Medicine must create capacity to influence and enable individual, unit and organizational health; enhance diplomacy by strengthening existing partnerships and building new partnerships to promote unity of effort in the pursuit of Health; and improve organizational and individual stamina - an essential element in our transition from healthcare to Health that will increase organizational depth, resiliency and endurance. These are our three strategic imperatives: create capacity, enhance diplomacy, and improve stamina.

The transformation of Army Medicine from a healthcare system to a system for health begins now. We anticipate our success, and ultimately our legacy, will be measured by how well we meet the challenges that lie before us. **Be Ready – as leaders, and Be Ready – as a team to execute this strategy.** Together, we will determine the future of Army Medicine and lead our Army and Nation to better health. **Are you ready?**

Serving to Heal...Honored to Serve!


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Army Medicine Strategy

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Mission

Army Medicine provides responsive and reliable health services and influences Health to improve readiness, save lives, and advance wellness in support of the Force, Military Families, and all those entrusted to our care.

Vision

Strengthening the health of our Nation by improving the health of our Army.

Strategic Imperatives

Create Capacity – our collective ability to develop the capabilities and core competencies necessary to deliver services and programs that improve healthcare, influence overall health, and make Army Medicine a strategic enabler for the Army in the future environment. This includes optimization, innovation, and organizational learning.

Enhance Diplomacy - participating and shaping dialogue on healthcare delivery and individual health in Army, DoD, national and international communities in order to build federal, national and international enduring relationships that use medical diplomacy to advance Army values, interests and objectives.

Improve Stamina - Increase organizational depth, resiliency and endurance in order to withstand periods of intense change and unexpected challenges, and ensure that the Army Medicine System for Health is sustainable over the long-term.

Army Medicine Strategy –The Road Ahead

Army Medicine Strategy-- Introduction

Army Medicine is transforming from a healthcare system to a system for health. Army Medicine will consistently deliver evidenced-based value added services to our beneficiaries, improve existing healthcare programs and services, and develop new processes and initiatives to improve the health of the populations entrusted to our care. We will engage people where they live, work, and play (i.e. the Lifespace) in addition to traditional patient care settings, to affect the determinants of health and improve Army readiness. Of the 525,600 minutes in a year, a Soldier interacts with a health care provider for an average of 100 minutes. Through engagement in the Lifespace, we make the biggest impact on health.

The paragraphs that follow describe the strategic environment in which Army Medicine exists and present the strategic framework that we will use to navigate that environment to achieve our strategic vision.

The Strategic Environment

The strategic environment we face is one of complex interdependence and contains two major parts. First, is the environment in general which includes various political, economic, and social forces that are not unique to Army Medicine or the federal government. Second, is the Army Medicine organizational context which includes both the Army and the Military Health System (MHS).

The general environment contains domestic and international political, economic, and social forces which affect Army Medicine and define the future environment in which we will have to operate. Perhaps the most dominant of these forces is fiscal austerity brought about by the global financial crisis. Economic concerns will dominate national and international decision making for the foreseeable future, and escalating health care expenditures which are projected to make up 20% of gross domestic product (GDP) by 2020 are viewed as unsustainable. At the same time, increases in average body mass index (BMI) and a trend toward a more sedentary lifestyle indicate that the health of our nation is worsening, and the United States consistently ranks below other major developed countries in the World Health Organization's (WHO) healthcare rankings. The cost of our fragmented system is unsustainable, and the value that we get for our healthcare dollar is inadequate. Additionally, the recent Supreme Court decision upholding the Patient Protection and Affordable Care Act (ACA) has healthcare organizations assessing the second and third order consequences of this major health care reform while they are implementing the regulatory changes. Healthcare in the United States is at a turning point, and we have an opportunity to lead the nation away from the status quo. Advances in technology not only provide promise for improving the efficacy and delivery methods of healthcare, but new methods of communication will redefine how we connect with one another, with our partners, and with our patients, and increased data collection and analysis provide new opportunities for intervention and understanding.

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The organizational environment is no less complex. Army Medicine is not an independent actor. It is a part of both the Army and the MHS, and therefore our strategy must be aligned with the Army Campaign Plan and the MHS strategy and priorities expressed by the Assistant Secretary of Defense for Health Affairs. On the Army side, this strategy considers how we will support our Service as it transitions from continuous support of persistent conflicts to a peacetime setting which will include a strategic reset of the military. The strategic focus of the Army and the larger DoD is also changing. Recent national security documents indicate that in the future our nation's military will focus less on Europe and more on the Pacific. Army Medicine must consider how we reorient to support these shifts and at the same time continue to care for the wounds from the current wars which will exist for years to come. To assure our alignment with the Army, this strategy aligns with the Army Campaign Plan (ACP), specifically Major Objective 2-7, "Ensure that Medical Systems Support the Army." On the MHS side, Army Medicine is fully aligned with the goal to transition from healthcare to health. This strategy and the subsequent lower level plans that we will issue align with the MHS Strategy—the Quadruple Aim of Readiness, Population Health, Experience of Care, and Per Capita Cost.

Army Medicine Strategic Framework – Create Capacity, Enhance Diplomacy, Improve Stamina.

To move from a healthcare system to a system for Health, Army Medicine must impact the determinants of health - those lifestyle choices, social and environmental factors that contribute to overall health – that are at the heart of the Lifespace. Our success in doing this rests on our ability to create capacity, enhance diplomacy and improve stamina.

Create Capacity – our collective ability to develop the capabilities and core competencies necessary to deliver services and programs that improve healthcare, influence overall health, and make Army Medicine a strategic enabler for the Army in the future environment. This includes optimization, innovation, and organizational learning. Creating capacity is about increasing our ability to influence health and readiness. It includes the delivery of healthcare and the development of new methods to impact our beneficiaries' Lifespace, ground-breaking research and innovative training and education, and the global reset of healthcare forces to support the Army's and the nation's strategic defense priorities. However, building capacity is not about simply doing more, it is about doing things better. In a fiscally constrained environment building more facilities or hiring more people is not tenable. Army Medicine must innovate. Army Medicine must learn and grow as an organization. Army Medicine must use its existing resources and proliferation of knowledge management to create value for our beneficiaries and the Army. We must rely on evidence-based practices to deliver efficacious services to our patients in a consistent manner. By doing this we can eliminate unnecessary services and create capacity for new modes of care and intervention. We have been maintaining, restoring, and improving health for 237 years, this is our mandate. But like other national healthcare systems, we have focused more on restoring health and treating patients when there is a problem rather than maintaining and improving their overall health status and reducing the need for restorative care. To get from healthcare to health, we must refine our abilities

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and increase our reach. Maintaining Health, Restoring Health, Improving Health – MRI – these are our major lines of effort for creating capacity.

Enhance Diplomacy - participating and shaping dialogue on healthcare delivery and individual health in Army, DoD, national and international communities in order to build federal, national and international enduring relationships that use medical diplomacy to advance Army values, interests and objectives. The responsibility for diplomacy runs through all levels of Army Medicine. From the combat medic at the tip of the spear, who provides first line care to Soldiers and represents Army Medicine to the line, to those engaging with internal and external stakeholders in a variety of forums, we all have a role in diplomacy with a common thread in our message: **Army Medicine is committed to optimizing individual health and unit readiness.** We will enhance diplomacy by participating in and shaping dialogue on healthcare delivery and individual health in Army, DoD, national and international communities. Diplomacy consists of three facets: Partnering, Active Engagements, and Marketing Initiatives. Every member of the Army Medicine team is critical to diplomacy. We must partner internally and externally to enhance communication, collaboration, and innovation; all of which will ensure long-term sustainability of Army Medicine and advance the Army agenda. Through proactive internal and external engagements we will speak with “One Voice” and provide a clear, concise, and consistent message. This message will also be reflected in our marketing initiatives and communication products that get us all on the same page and ensure consistency in our strategic messaging and communications. Through increased diplomacy, we will advance the mission of Army Medicine, and make medical diplomacy a strategic tool to advance Army values, interests, and objectives.

Improve Stamina - Increase organizational depth, resiliency and endurance in order to withstand periods of intense change and unexpected challenges, and ensure that the Army Medicine System for Health is sustainable over the long-term. Stamina is the ability to expend effort over time. Increased stamina not only makes prolonged activity more sustainable but also facilitates short bursts of activity when unforeseen challenges arise. Army Medicine must increase both organizational and individual stamina to withstand this intense period transformation from a healthcare system to a system for health, and then sustain the system for health for years to come. When speaking of **organizational stamina**, the focus is on ensuring long-term sustainability for Army Medicine, looking over the horizon at the "next generation" of healthcare and health delivery. Organizational stamina is built by improving and refining our infrastructure, training, leader development, knowledge sharing, and ability to innovate. By doing this we will create organizational depth and an enduring operating model. **At the individual level, improved health and resilience translate into improved stamina.** The World Health Organization defines Health as the “complete physical, mental and social well being, and not merely the absence of disease or infirmity.” *Health* is an integral component of readiness and we, Army Medicine and Army Leaders must better prepare our Soldiers and their Families to negotiate the health risks facing them every day. Equal importance

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must be placed on physical and mental fitness. Army Medicine must look for opportunities to educate and influence the health of its patients, starting with the basics of activity, nutrition, and sleep. Army Medicine's operational approach to improve Soldier and Family health and stamina will focus upon Activity, Nutrition, and Sleep Management (ANS).

Guidance

This document provides the strategic framework (create capacity, enhance diplomacy, improve stamina) that will guide our transformation from a healthcare system to a system for health, and the first targets (MRI and ANS) on our path forward have been identified. The process of reorganizing the (Office of the Surgeon General, OTSG/Headquarters, US Army Medical Command, HQ MEDCOM) headquarters and the ongoing effort to realign General Officer/Senior Executive Service positions to better synchronize mission command across Army Medicine is already underway. However, more detail is needed to fully operationalize this strategy. The headquarters staff is already working to produce operational plans that will translate strategy into action. These operational plans will provide details on how we will prioritize and synchronize major initiatives and programs such as Patient Centered Medical Home (PCMH), Behavioral Health System of Care (BHSOC), the Chief of Staff's Comprehensive Soldier and Family Fitness and Readiness initiatives, The Vice Chief of Staff's Health of the Force initiatives, Integrated Disability Evaluation System (IDES) improvement, the creation of Service Lines within G3/5/7, and the opening of Life Space Centers that are focused on health and wellness. The plans will also cover how we will measure performance and manage our strategy through the balanced scorecard, common operational pictures and routine review and analysis sessions that are linked to our annual business plans. Additionally, General Officer/Senior Executive Service champions have been designated to provide guidance and oversight for key initiatives, and additional work groups and task forces will be established as needed to implement this strategy. As we move forward we will need to develop clearly defined objectives, standard processes for care delivery and management, and common measures of performance and effectiveness with the goals of decreasing variance, ensuring accountability, and adding value. In a fiscally constrained environment, we will have to mobilize the political will to invest in the long-term health and readiness of our beneficiaries while being good stewards of the resources that we are given. This work will not be easy, but it will be rewarding.

There is much to do. The Army Medicine 2020 Strategy represents our beginning. **Are you ready?**