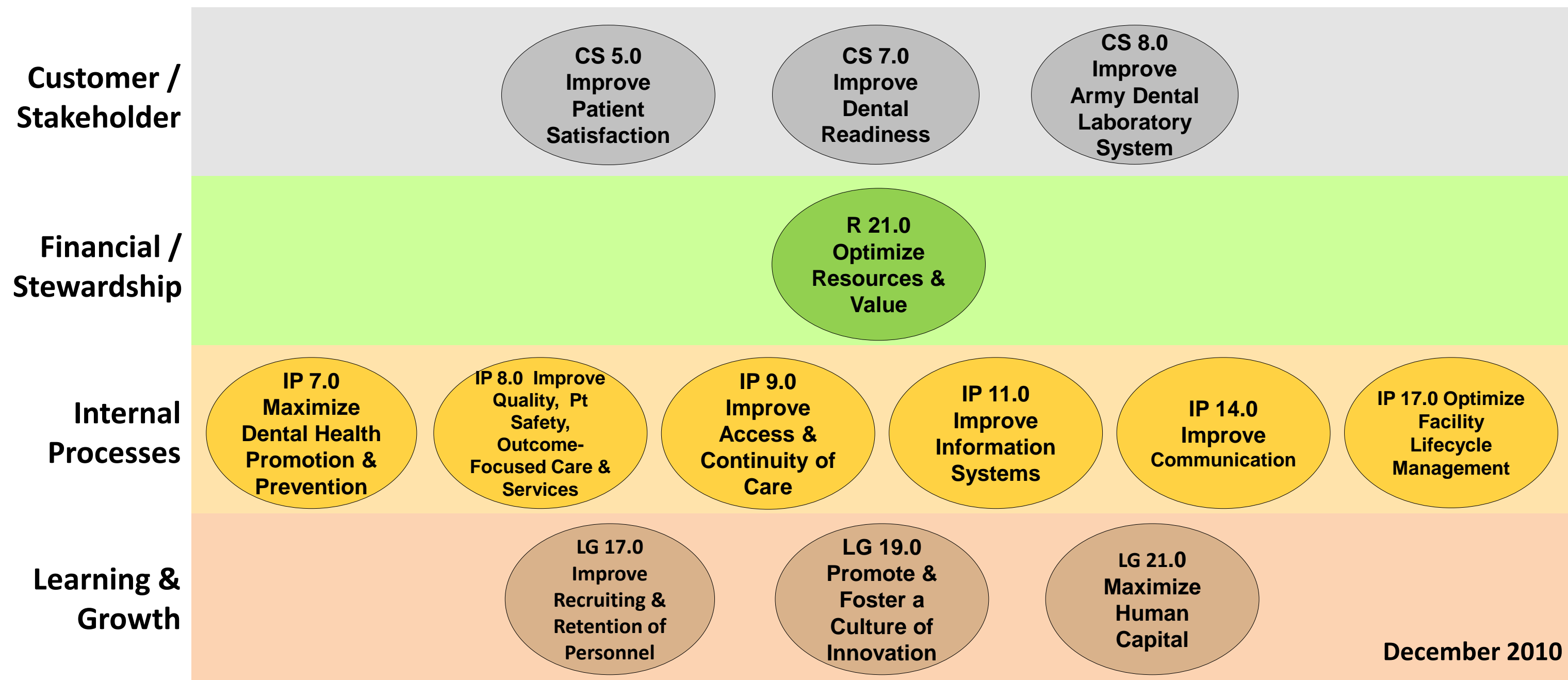




Strategy Map



Strategic Themes: Maximize Value in Dental Services | Provide Global Operational Forces | Build the Team | Balance Innovation with Standardization | Optimize Communication & Knowledge Management



A Plan For Excellence Strategy

Our strategy defines **WHAT** Dental Command is doing to reach its vision of being "America's Leader in Warrior Centered Oral Health." As One Dental Command, we continually strive to emulate the Army's 7 Values as we "Provide Warrior focused oral health care with an exceptional team of professionals, dedicated to excellence and unified in service." Delivering on-time high quality dental healthcare services to meet Soldier dental readiness needs while exceeding patient satisfaction are Dental Command's top strategic outcomes.

Balanced Scorecard

Strategic Objective	Strategic Objective Statement	Strategic Objective Performance Outcome
CS 5.0 Improve Patient Satisfaction	Improve patient and stakeholder satisfaction by understanding, managing, and exceeding their expectations.	<ul style="list-style-type: none"> >95% How did patient rate the amount of time they waited past their appointment time? >95% How satisfied the patient was with the clinic's OVERALL ability to take care of their dental needs? >95% Patient satisfaction with how patient rates the number of DAYS they waited for an appointment?
CS 7.0 Improve Dental Readiness	Achieve DoD dental readiness for Soldiers of all Army Components eligible for dental readiness care within the Active Army Dental Care System through the efficient and effective utilization of all resource. Effectively plan for a budgetary restrictive environment by managing risk/reward ratios for facilities, personnel and information solutions. Effectively manage dental readiness at First Term Dental Readiness (FTDR) program sites; at mobilization and deployment platforms; through the Reserve Components Demobilization Dental Reset; and through the continuous dental readiness maintenance of Active Component permanent party Soldiers.	<ul style="list-style-type: none"> >95% COMPO I and Active Duty Compo II & III readiness >95% First Term Dental Readiness
CS 8.0 Improve Army Dental Laboratory System	To provide the highest quality of inputs/outputs for dental prosthetics, at all levels within the US Army Laboratory System, to attain the lowest turn around time (TAT), highest quality, and the highest customer satisfaction.	<ul style="list-style-type: none"> >95% Cases processed pass internal quality processes >95% of incoming cases processed pass internal quality processes >95% of cases shipped are acceptable in quality to the provider >75% of all SSG/E6 and below spend time performing dental laboratory procedures >95% of cases will ship in product specific TAT times. >95% of cases initiated at the clinic level are shipped to the ADL Lab within 5 days >95% Providers satisfied with turn around time >95% Providers satisfied with overall product quality
R 21.0 Optimize Resources and Value	Effectively forecast requirements, program to allocate and execute all available resources to achieve the DENCOM Commander's priorities, and deliver maximum value to the American taxpayers. Promote a culture of effects-based results, fiscal stewardship and personal accountability.	<ul style="list-style-type: none"> >5% Increase in productivity
IP 7.0 Maximize Dental Health Promotion and Prevention	Enhance dental disease and injury prevention and education efforts in order to improve dental wellness within the total Army.	<ul style="list-style-type: none"> >5% Annual DRC 1 increase reaching goal of 65% (AD Compo I) >90% High Caries Risk (HCR) program participation
IP 8.0 Improve Quality, Patient Safety, Outcome-Focused Care and Services	Optimize patient safety protocols to promote and sustain a culture of trust and safety to eliminate preventable patient harm by engaging, educating, and equipping patient care teams to institutionalize evidence-based safety practices.	<ul style="list-style-type: none"> >70% Near miss events <20% No harm events <10% Harm events
IP 9.0 Improve Access and Continuity of Care	Improve access to and continuity of care by maximizing capacity, decreasing improper utilization, increasing provider team continuity and efficiencies, and simplifying appointment processes.	<ul style="list-style-type: none"> <5% Unfilled appointment time <5% Failed appointment rate >90% Patient appointment requests booked within 21 day ATC standard
IP 11.0 Improve Information Systems	Implement advances in technology and clinical information systems. Sustain D-DINPACS (Dental- Digital Imaging Network Picture Archive Communication System) infrastructure and enhance Digital Enterprise Viewing and Acquisition Application (DEVAA) to meet the needs of the dental provider. Refine CDA Corporate Dental Application (CDA) and seek out areas of synchronization within the DoD and VA healthcare networks.	<ul style="list-style-type: none"> <1% unscheduled downtime for CDA <1% unscheduled downtime for DEVAA
IP 14.0 Improve Communication	Optimize communication and reference systems to provide timely and effective information. Create an environment focused on objectives while reducing external obstacles and distractions.	<ul style="list-style-type: none"> >95% Satisfaction with electronic (e-mail) communication protocols >95% Satisfaction with DENCOM Intranet w/>750 hits per month
IP 17.0 Optimize Facility Lifecycle Management	Foster and maintain a close working relationship with DENTAC XOs and CDRs, RDC XOs and CDRs, and MEDCOM facilities agencies to effectively forecast requirements for revitalization, renovation, or new construction of DTFs in the DENCOM inventory. Ensure modern/state of the art facilities to optimize efficient and world class oral health care for Soldiers.	<ul style="list-style-type: none"> >30% of proposed projects are funded for revitalization, renovation, or new construction
LG 17.0 Improve Recruiting & Retention of Personnel	Sustain a comprehensive outreach and marketing campaign to create awareness of DENCOM employment opportunities and increase available candidates. Foster a pleasant, professional working environment that encourages teamwork, customer service, and a long-term commitment to the DENCOM team.	<ul style="list-style-type: none"> >95% Fill Rate <5% Loss Rate
LG 19.0 Promote and Foster a Culture of Innovation	Promote and foster a culture of continuous process improvement and the use of best business practices that promote higher quality and efficiency in the delivery of dental healthcare services.	<ul style="list-style-type: none"> % GBs to reach Vision 33 by January 2012
LG 21.0 Maximize Human Capital	Effective and efficient management of personnel (i.e., Active Duty Officers and Enlisted, Department of the Army Civilians and Contract Service Providers) requirements at designate sites. Ensure personnel are efficiently and effectively recruited and placed.	<ul style="list-style-type: none"> % of current misaligned positions

December 2010