

MHS STRATEGIC PLAN, 17 DECEMBER 1997

Proponent

The proponent for this document is the Department of Defense (Health Affairs).

Web Site Location

This document is at http://www.ha.osd.mil/ppc/strat_ov.html.

Definition

MHS Mission Statement - The Military Health System (MHS) supports the Department of Defense (DoD) and our nation's security by providing health support for the full range of military deployments and sustaining the health of members of the Armed Forces, their families, and others to advance our national security interests.

MHS Vision Statement - An enterprise providing health support for the Nation's security, the MHS:

- ◆ *Fields a uniquely trained, equipped, and qualified team to meet the health needs of the fighting forces anytime, anywhere.*
- ◆ *Projects military health forces worldwide to advance our national security interests.*
- ◆ *Promotes a model health system valued by commanders, and all others we serve.*
- ◆ *Functions as an integrated and accountable health team.*
- ◆ *Develops leaders through continuous individual and organizational learning.*
- ◆ *Takes advantage of research and technology to advance health and readiness.*
- ◆ *Promotes health through the best practices of prevention and intervention.*

NOTE: The MHS was previously titled the Military Health Services System (MHSS). The word services has been dropped in recognition that health, as a desired outcome, encompasses much more than just the provision of services.

MHS Values: The plan emphasizes that the active, reserve, and civilian members of the MHS must understand and live by the values of duty, honor, courage, loyalty, integrity, commitment, caring, and excellence.

Synopsis

The initial strategic plan for the MHS was published in May 1995. In 1997 it was revised to incorporate input from the MHS 2020 initiative (an extensive futures exercise that peered 25 years into the future), input which addressed near-term stepping stones toward a preferred future. In addition, this revised plan broke out the concept of health and fitness into a separate goal, emphasizing the importance of health and fitness in the overall system of care.

In revising this plan, the work group continually placed emphasis in the following major areas:

- ◆ Readiness—utilizing joint operations and reserves,
- ◆ Wellness versus illness,
- ◆ Managed Care growth—Lead Agent role,
- ◆ Changes in medical care focus from specialty to primary care,



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- ◆ Technology and business process improvements—outcomes measurement, planning,
- ◆ Changes identified in mission,
- ◆ Change in resourcing focus, and
- ◆ Health and fitness.

This plan provides long-term strategic guidance and is described as a living document that reflects a joint effort to enhance quality, curb costs, and ensure access to all beneficiaries. It addresses six goals and the specific strategies for accomplishing the goals. The six goals are listed below. (Under healthy communities, the specific strategies are included, due to their focus on prevention.):

- ◆ Joint Medical Readiness--Ensuring that military members of the Armed Forces attain an optimal level of fitness and health and are protected from the full spectrum of medical and environmental hazards; and that our medical forces will meet the challenges of a rapidly changing continuum of Service-specific, joint, and combined military operations anywhere at anytime. The primary mission of the MHS is to ensure that our combatant commands have the most capable medical readiness support to meet their ever-changing mission;
- ◆ Benchmark Health System--The world's best integrated health system (one of the strategies is to “promote prevention and wellness as the foundation of the system”);
- ◆ Healthy Communities--Forge partnerships to create a common culture that values health and fitness and empowers individuals and organizations to actualize those values:
 - ⇒ use comprehensive, population-based, medical information systems as a foundation for evidence-based disease prevention and health decision making;
 - ⇒ develop partnerships among the MHS, other government agencies, and the private sector to create healthier environments and workplaces;
 - ⇒ provide necessary health information to commanders, policy makers, and individuals who can act to influence health and prevent diseases and injuries; and
 - ⇒ sustain the prevention culture at home and abroad, in peace and war;
- ◆ Resources and Structure--Identify and prioritize resource requirements and establish effective and efficient organizations to support the readiness and benefit missions;
- ◆ Training and Skills Development--Train and develop our people for their roles in war and peace; and
- ◆ Technology Integration--Integrate technologies into best practices designed to achieve high quality clinical outcomes, decrease health care delivery costs, and improve management processes.

What Does This Mean for Military Public Health?

To perform our preventive medicine mission in the future, we must adopt the following themes common to other planning documents on our list:

- ◆ create a common culture throughout the DoD that values health and fitness. We will focus on value added products and services that will increase our ability to help shape the international HP & PM environment of tomorrow;
- ◆ USACHPPM could serve as a center of excellence for the full spectrum of health promotion and preventive medicine services in managing the health of our soldiers and beneficiaries;
- ◆ develop partnerships among the MHS, other government agencies, and the private sector to create healthier environments and workplaces;

- ◆ demonstrate the effectiveness of environmental health, occupational health and health promotion in minimizing risk and optimizing readiness, fitness, and health;
- ◆ accurately account for health promotion and preventive medicine assets;
- ◆ determine cost avoidance and cost-effectiveness of preventive medicine and health promotion programs;
- ◆ disseminate current, available, integrated health information for decision support to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries;
- ◆ use comprehensive, population-based, medical information systems as a foundation for evidence-based disease prevention and health decision making;
- ◆ establish priorities for preventive medicine products and services;
- ◆ develop performance measures for levels of preventive medicine and health promotion organizations to evaluate success and report these performance measures at In Process Reviews;
- ◆ recommend programmatic or corporate changes based on reporting;
- ◆ partner with private industry, other nongovernmental, and governmental agencies for identification and integration of best practices;
- ◆ assist with the development of a Joint service approach in addressing the health promotion and preventive medicine needs of commanders, especially the CINCs;
- ◆ assist the Army Medical Department (AMEDD) Center and School and other service schools in developing solutions to address lessons learned and doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) deficiencies;
- ◆ assist in development of military health system specific curricula for health promotion and preventive medicine for required officer and enlisted specialties; and
- ◆ assist in the development of health promotion and preventive medicine curricula for Army and all other service schools, basic officer and enlisted, advanced individual training, and senior service schools. The curricula must stress the connection between health promotion and preventive medicine and commander's Force protection policies.

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