

# MILITARY HEALTH SERVICES SYSTEM



## *STRATEGIC PLAN*

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# REPORT DOCUMENTATION PAGE

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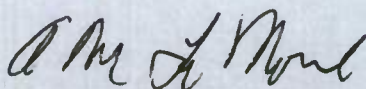
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<b>14. ABSTRACT</b> The Military Health Services System (MHSS) is positioned to be the benchmark health care delivery system of the 21st Century, emphasizing readiness, health promotion, and managed care for all Armed Forces personnel and others entitled to our care. The development of this strategic plan demonstrates the commitment of our Tri-Service teams to jointly face the challenges inherent in our changing roles and missions, as well as those being brought on by revolutionary changes within the health care community. These joint efforts support and promote collaboration, team building and re-engineering across the continuum to enhance quality, ensure access to all entrusted to our care, and curb costs.					
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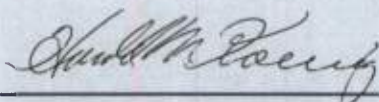
## I. OVERVIEW

The Military Health Services System (MHSS) is positioned to be the benchmark health care delivery system of the 21st Century, emphasizing readiness, health promotion, and managed care for all Armed Forces personnel and others entitled to our care. The development of this strategic plan demonstrates the commitment of our Tri-Service teams to jointly face the challenges inherent in our changing roles and missions, as well as those being brought on by revolutionary changes within the health care community. These joint efforts support and promote collaboration, team building and re-engineering across the continuum to enhance quality, ensure access to all entrusted to our care, and curb costs.

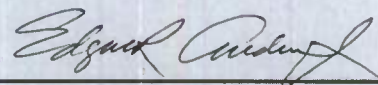
Although planning for the future, with its multiple uncertainties, is viewed by some as a futile effort, we do not believe this to be so. By setting goals, preparing for possible eventualities, and jointly assessing our resources and missions, we will be prepared to support both our operational and peacetime responsibilities. This "living document" will remain flexible while providing a constancy of purpose for long-term strategic guidance. The mission, vision, goals and strategies reflect our joint commitment to continuous improvement as we strive to integrate all aspects of this plan into our daily operations.



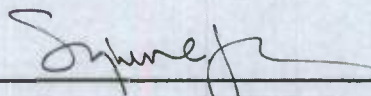
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## ***II. MISSION AND VISION***

### **◇ MHSS Mission Statement**

We are ready to provide top quality health services, whenever needed, in support of military operations and to members of the Armed Forces, their families, and others entitled to DoD health care.

### **◇ MHSS Vision Statement**

As the world's pre-eminent military health services system, we are accountable to the American people for support of national security and the health of military personnel, retirees, and their families.

Together, we are committed to:

- ◆ Readiness for joint operations in a dynamic global environment,
- ◆ Provision of top quality cost effective health benefits,
- ◆ Development of military and civilian leaders who excel in a changing world, and
- ◆ Innovation and the application of new technology.

### **III. GOALS AND STRATEGIES**

#### **◇ GOAL 1 -- Joint Medical Readiness Capabilities**

We will ensure that our joint medical readiness capabilities prepare us to respond successfully to a rapidly changing continuum of military operations.

The continuum of military operations covers a myriad of medical readiness requirements, executed in an environment of increasing uncertainty and diminishing resources. The primary mission of the Military Health Services System is to ensure that our combatant commands have the most capable medical readiness support to meet their ever changing mission requirements. Our strategies must ensure that our medical response capabilities support operational requirements, are doctrinally prepared, well-trained and resourced, and ready to meet the challenges of our overall missions.

#### **Strategies**

- ◆ We will provide our operational forces a continually ready, well-trained, and well-equipped medical force.
- ◆ We will ensure a doctrinally sound, operationally integrated, joint medical force capable of successfully meeting health service demands throughout the continuum of military operations.
- ◆ We will align our resources to support the prioritized requirements of our operational forces.

#### **◇ GOAL 2 -- Strategic Leadership of MHSS**

We will take an aggressive strategic approach to leading and managing the MHSS in a rapidly changing environment.

To provide the strategic guidance for the MHSS in the future, we must work together in pursuit of our shared vision. The objective is to maintain an accessible, cost effective, quality military health services system. Feedback from our customers and effective measurement tools will direct the essential course corrections to ensure we remain sensitive to the needs of our customers and obtain continuous improvements. We will use lead agents to orchestrate and optimize the military medical resources to deliver quality care and ensure program efficiencies through effective make/buy decisions.

## **Strategies**

- ◆ We will work collaboratively at all levels, to aggressively pursue our shared mission and vision for the future of the MHSS and the people it serves.
- ◆ We will use a strategic, systematic approach to overall management of the MHSS, incorporating performance measures, customer involvement, feedback and corrective action.
- ◆ We will develop a regional approach, using lead agents and the joint resources of the military services, and empower local commanders to optimize health care delivery.
- ◆ We will achieve program efficiencies through appropriate make/buy decisions and resource sharing.

### **◇ GOAL 3 -- Leader Development**

We will develop leaders in management, clinical, and technical positions who excel in a joint environment and a changing world.

Success demands leaders at all levels (officer, enlisted and civilian) who are developed within a superb system of education and training. Those individuals must be nurtured and challenged in order to grow in ability and skills. Keeping them actually practicing their skills requires a belief on their part that they make a difference in a culture that cares.

## **Strategies**

- ◆ We will enhance and sustain an integrated system of quality education, training, and professional development to produce and retain skilled and dynamic leaders.
- ◆ We will enhance and sustain a culture which encourages participation at all levels, fosters pride, and attracts and retains world class personnel.

### **◇ GOAL 4 -- Benchmark Health System**

We will be the benchmark health delivery system, responsive to customer needs, where quality, access and cost effectiveness make us their first choice.

To be the benchmark health delivery system, ensuring quality care is provided to our beneficiaries in all aspects of military service, several key factors must be met. Therefore, we will clearly articulate, clarify and educate our beneficiaries as to the military health care benefit. We will not only be effective in jointly resourcing our mission, but be good stewards and maximize effectiveness and efficiency in those day to day things we do to provide beneficiary services. We will also maintain our skills and capabilities on the cutting edge for our readiness mission

## **Strategies**

- ◆ We will implement a world class health delivery system which is:
  - Capable of meeting the readiness demands of DoD,
  - Health and fitness focused,
  - Primary care based, and
  - Integrated by the precepts of managed care.
- ◆ We will clearly communicate the elements and scope of the health entitlement/benefit associated with military service so that our customers will be educated consumers.
- ◆ We will work aggressively to ensure appropriate resources are available to deliver the military health entitlement/benefit.

## **◇ GOAL 5 -- Technology Integration**

We will integrate technologies to enable the best possible and most cost beneficial clinical and management outcomes.

This goal is generic to include all technologies and not limited to the information systems stratum. Our first strategy is to identify both the core and advanced technologies and utilize them to the benefit of the MHSS. Our second strategy identifies a continuous process (plan, procure, install, maintain) in the life cycle management of technology to provide cost beneficial (vice cost effective) solutions for approved MHSS requirements.

## **Strategies**

- ◆ We will define the full range of technologies needed to satisfy all MHSS missions.
- ◆ We will plan for, procure, install, and maintain technologies to provide cost beneficial solutions to meet approved MHSS requirements.

## *THE PLANNING PROCESS*

In August of 1994, the Assistant Secretary of Defense (Health Affairs) and the three Surgeons General embarked on a planning effort which has led to this strategic plan for the Military Health Services System. A two-level planning infrastructure was established, with the oversight level composed of the Assistant Secretary of Defense for Health Affairs, the Principal Deputy Assistant Secretary of Defense for Health Affairs and the Surgeons General; the planning work level was headed by the Deputy Assistant Secretary of Defense (Policy and Planning Coordination) and the Deputy Assistant Secretary of Defense (Health Services Operations & Readiness), working with senior representatives from the three military medical departments and the Joint Staff.

The working group secured the support and facilitation of the Naval Medical Quality Institute of the Naval School of Health Services, Bethesda, Maryland. In December 1994, the group was trained in the Hoshin Planning approach and, in a two day retreat, developed the initial vision statement and strategic goals which are formalized by this document. The Hoshin Planning approach is a technique which emphasizes intense face to face group techniques, supported by management and planning tools to reach consensus regarding the strategic issues faced by an organization. The relationships between customers and customer demands were analyzed using a T matrix to identify primary customers and major demands. These elements were then considered in analyzing the external and internal environments to identify threats and opportunities and strengths and weaknesses as potential strategic issues. With this information the planning team identified five strategic issues, which then became the focus for the future vision and for the development of the strategic goals and supporting strategies of this plan. Throughout the developmental meetings, the working group has ensured that all mandates of law and regulation were met.

The results of the efforts of the December working session were then finalized in a January 1995 meeting and were presented to the oversight group in an off-site session in February 1995, and comments were received by the working group. In April 1995, the working group considered these comments and revised the draft plan which was then presented to the oversight group in May 1995 for final approval.



## **MAJOR STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS CONSIDERED**

In reviewing the environment to be considered, a multitude of internal and external factors were identified. They were classified into categories of major strengths, weaknesses, opportunities or threats (SWOT) which helped the work group to focus effectively on key areas of concern.

The work group sought to prioritize these categories in order to best focus their attention on the key issues. Throughout the plan, emphasis was continually placed in the following major areas:

- ◆ Readiness - utilizing joint operations and reserves
- ◆ Wellness vs. illness
- ◆ Managed Care growth - Lead Agent role
- ◆ Changes in medical care focus from specialty to primary care
- ◆ Technology and business process improvements - outcomes measurement, planning
- ◆ Changes identified in mission
- ◆ Change in resourcing focus

Even after drafting the goals for the MHSS, during the development of strategies for particular breakthrough issues, the group continued to consistently identify the above areas for ongoing attention. The interdependency between all these areas has been identified throughout the working group's activities and has reinforced the original SWOT activities and the focus for the future.

## **PLANNING TEAM MEMBERS**

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