

Navy Medicine Strategic Plan FY14

U.S. Navy Bureau of Medicine & Surgery



Navy Medicine-Guiding Principles

Ship – Shipmate - Self

SHIP ➤ Take care of the ship. The ship is the mission, the environment or command we operate in, our patients, and those we serve who seek care. It could be the Marines we are serving alongside or the vaccine we are trying to create. We must all consistently ask ourselves where we fit into the overall mission and priorities of not just our commands, but of the entire Navy Medicine enterprise. We must honor our proud heritage and perform the mission without fail.

Shipmate ➤ Take care of each other. Be vigilant to the needs and actions of your shipmates and watch out for one another. We must maintain an optimum level of professionalism at all times. We must remain on a path that supports our core values of honor, courage and commitment. When someone starts to veer off that course or starts to show signs of trouble, step between your shipmate and trouble and help them course correct. We all need one another to succeed. Leave no shipmate behind.

Self ➤ Take care of yourself. You cannot care for others if you are not caring for yourself. Asking for help is a sign of strength. We are all in this together. You must constantly reflect on your own needs and those of your family. Speak up so we can better equip you to meet the challenges you are facing. Self-reflection and awareness is also an important part of leadership and success.



Navy Medicine

Mission

We enable readiness, wellness, and health care to Sailors, Marines, their families, and all others entrusted to us worldwide, be it on land or at sea.

Vision

Navy Medicine is the pinnacle of excellence - answering the call across any dynamic - from kinetic operations to global engagement. Our health care is patient-centered and provides best value, preserves health, and maintains readiness. Agility, professionalism, an ethos of care, and the ability to deploy to any environment or sea state are our hallmarks.

Guiding Principles

Ship - Shipmate - Self

Strategic Priorities

READINESS - VALUE - JOINTNESS



Navy Medicine Strategy Map

Military Leaders:

"I can call upon the Navy and Marine Corps at any moment and they will be medically ready to deploy and optimally medically supported in action."

Warfighter:

"My family and I are in the best possible medical hands while on Active Duty and when I retire."

U.S. Public:

"Our interests are being well-protected by our Navy and Marine Corps and resources are being appropriately utilized to that end."

Readiness

Deliver ready capabilities to the operational commander

Deliver relevant capability and capacity for Theater Security Engagement operations

Value

$$\text{Value} = (\text{Quality} \times \text{Capability}) / \text{Cost}$$

Decrease enrollee network cost/Increase recapture of Purchased Care

Realize full benefit from Medical Home Ports and Neighborhoods

Jointness

Leverage joint initiatives to optimize performance of Navy Medicine's mission

Improve Navy Medicine interoperability

Strategic Enabling Objectives

Optimize use of medical informatics, technology, and telehealth
Standardize clinical, non-clinical, and business processes
Improve communications and alignment



Navy Medicine Strategy Map

Goal Definitions

Military Leaders:

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Readiness

We provide agile, adaptable, and scalable capabilities prepared to engage globally across the range of military operations within maritime and other domains in support of the national defense strategy.

Value

$Value = (Quality \times Capability) / Cost$

We will provide exceptional value to those we serve by ensuring highest quality care through best health care practices, full and efficient utilization of our services, and lower care costs.

Jointness

We lead Navy Medicine to jointness and improved interoperability by pursuing the most effective ways of mission accomplishment.

Strategic Enabling Objectives

Strategic enabling objectives will help Navy Medicine achieve its mission and accomplish our Goals and Objectives.



Navy Medicine Strategy Objective Definitions

Readiness

R1 Deliver ready capabilities to the operational commander

Definition: To maximize alignment between requirements, capabilities, and capacities we will transition our health service support into interoperable adaptive force packages by aligning Navy Medicine's manning, training, and equipping.

R2 Deliver relevant capability and capacity for Theater Security Engagement operations

Definition: To support the Operational Commander's Theater Campaign Plans, we will partner with the Joint, Inter-Agency, international community, and host nation capabilities by providing integrated and focused medical forces to conduct maritime health engagement operations. We will proactively build relationships that mitigate human suffering as the vanguard of interagency and multinational efforts by providing appropriate medical capability in support of whole-of-government responses and priorities.

Value

$$\text{Value} = (\text{Quality} \times \text{Capability}) / \text{Cost}$$

V1 Decrease enrollee network cost/Increase recapture of Purchased Care

Definition: Navy Medicine will decrease network spending, maximize training experience of our staff, and optimize resource utilization. We will meet training/currency targets while managing referrals in order to provide Prime Service Area enrollees the best care at the best value.

V2 Realize full benefit from Medical Home Ports and Neighborhoods

Definition: Navy Medicine will realize full benefit from our MHP and Neighborhoods. We will attain better health for our patients, and when they do need care, we will provide the best care possible in a patient-centered care environment.

Jointness

J1 Leverage joint initiatives to optimize performance of Navy Medicine's mission

Definition: Inventory Navy Medicine's capabilities and assess each for importance and interoperability within the Joint and interagency environment. For those capabilities that are not vital but that are, or can become, interoperable and where it makes sense from a value perspective, Navy Medicine will lead both sister Services and interagency to develop joint solutions.

J2 Improve Navy Medicine interoperability

Definition: In order to optimize our ability to work synergistically with other military services, we will develop and implement processes and programs that enhance interdependence. Particular focus will be placed on training and career management to prepare Navy Medicine personnel to successfully lead in a joint and interagency environment and that our operational constructs consider this interoperability as a way to sustain mission capability.



Navy Medicine Strategy Objective Definitions

Strategic Enabling Objectives

EO1 Optimize use of medical informatics, technology, and telehealth

Definition: We will leverage informatics, technology, and telehealth with standardized interoperable tools and processes throughout the enterprise. Quality metrics and data will then be used to optimize our clinical and business decision making, workflows, and outcomes within the Operational, Joint, and Interagency environment.

EO2 Standardize clinical, non-clinical, and business processes

Definition: Through appropriate standardization and consistency in our processes, we will improve delivery of Navy Medicine capabilities and services, clinical outcomes, care quality, and overall efficiency while reducing costs and resource utilization.

EO3 Improve Communications and Alignment

Definition: Navy Medicine will drive strategic alignment using communication capabilities and a clear governance structure, holding each level of Navy Medicine accountable for strategic execution. Alignment and communication will ensure that the Navy Medicine's intent and strategic plan is understood by all stakeholders and provide two-way communication.