

# 2016 Defense Health Information Technology Symposium

## Supporting the Military Health System (MHS) Transformation



***“Medically Ready Force...Ready Medical Force”***

# Health IT and Health

## *The backbone to our Mission*



Defense Health Agency

2016 Defense Health Information Technology Symposium



***"Medically Ready Force...Ready Medical Force"***

# MHS Strategy and DHA Support



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- Medically Ready Force...Ready Medical Force
- Improve Access to Care, Quality of Care and Patient Safety
- Modernize the TRICARE Health Plan
- Enable DoD's Health Information Technology Modernization
- Provide Support to Enhanced Multi-Service Markets
- Realize Cost Savings and Improve Accountability

***“Medically Ready Force...Ready Medical Force”***

# DHA in 2016

## *Our Priorities*



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- Fortify our Relationship with the Services
- Strengthen our role as a Combat Support Agency
- Optimize DHA Operations

# DEFENSE HEALTH AGENCY STRATEGY MAP 2.0

07 June 2016

The Defense Health Agency (DHA) is a joint, integrated Combat Support Agency that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and wartime.



Operational Medicine  
CONOPS

Joint Concept for Health Services

Health Benefit Delivery  
CONOPS



Ready Medical Force

## READINESS

Medically Ready Force

ENDS

### Strengthen Our Role as a Combat Support Agency

“DHA supports Readiness solutions that meet joint mission needs.” (E1)

### Fortify Our Relationship with the Services

“I trust the DHA to deliver the support I need for mission success.” (E2)

### Optimize Defense Health Agency Operations

“DHA improves value through Operational Excellence.” (E3)

WAYS

Deploy Solutions for 21<sup>st</sup> Century Battlespace (W1)

Respond to Immediate Mission Needs (W2)

Deliver and Sustain Electronic Health Record (W9)

Support Service Needs for Data, Reporting, and Analytics (W8)

Modernize TRICARE (W12)

Optimize Portfolio of DHA Initiatives (W13)

Support Integrated Training Requirements (W3)

Design and Prototype Health Readiness Solutions (W4)

Conduct Health-Related Research (W5)

Leverage Strategic Partnerships (W6)

Optimize Support for MHS Integrated Learning Health System (W10)

Improve System of DHA Accountability (W11)

Build Robust Improvement Capability (W16)

Improve health outcomes and experience in the NCR-MD (W15)

Implement DHA Performance Management System (W17)

Maximize Value from Suppliers and Partners (W18)

Optimize Critical Internal Management Processes (W19)

Gather and Prioritize Requirements (W7)

MEANS

Strengthen Customer Focus (M1)

Shape Workforce for Success (M2)

Enhance Strategic Competencies and Expertise (M3)

Improve Knowledge Management and Decision Support (M4)

# DHA Strategy

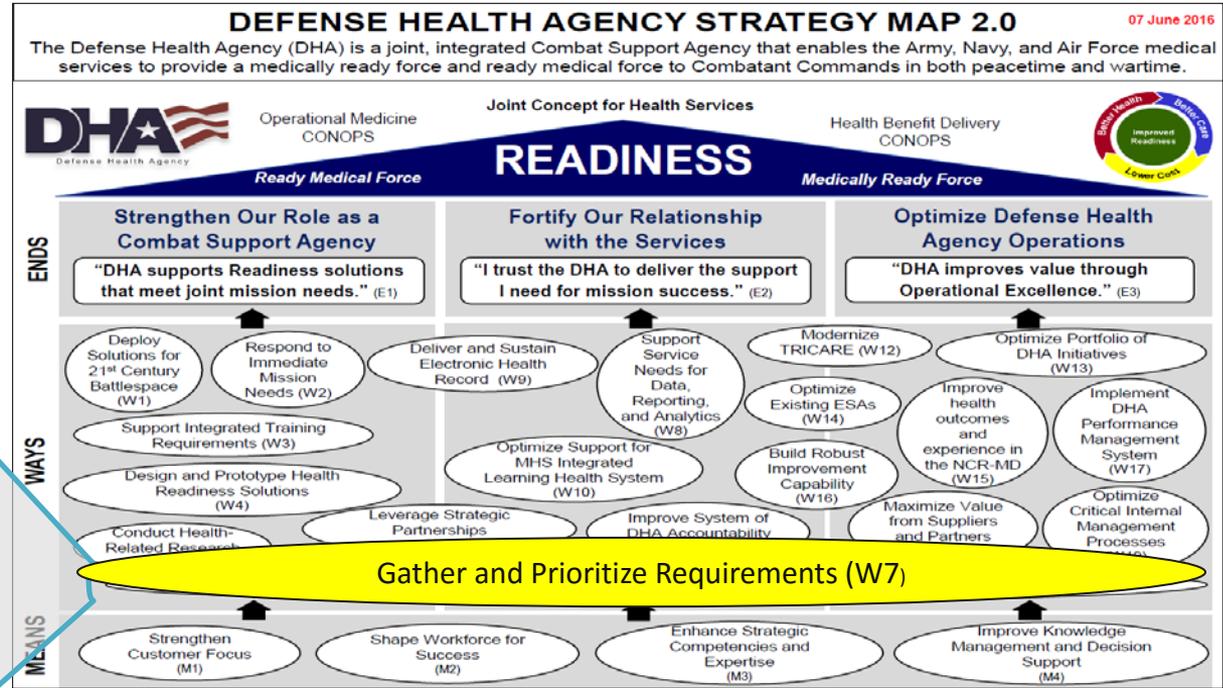
## Health IT Supports All



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Setting and prioritizing requirements is a core responsibility of the enterprise. What problems do we need to solve?



**"Medically Ready Force...Ready Medical Force"**

# DHA Strategy

## Conduct Health-Related Research



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Long-term investments in combat medicine and civilian medical research need to be captured and accessible to the military medical community



**"Medically Ready Force...Ready Medical Force"**

# DHA Strategy

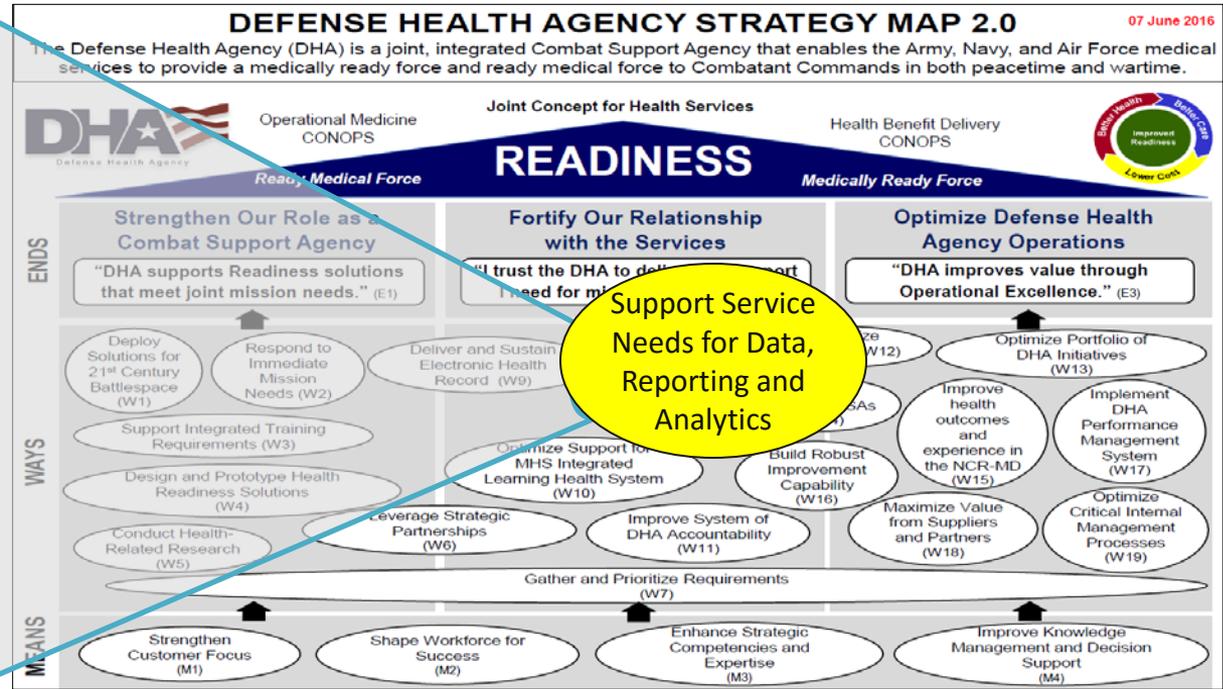
## Support Service Needs for Data



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Our data collection and reporting efforts are informing senior decision making. Shared approach in establishing MHS Partnership for Improvement (P4I) Report Card.



***"Medically Ready Force...Ready Medical Force"***

# DHA Strategy

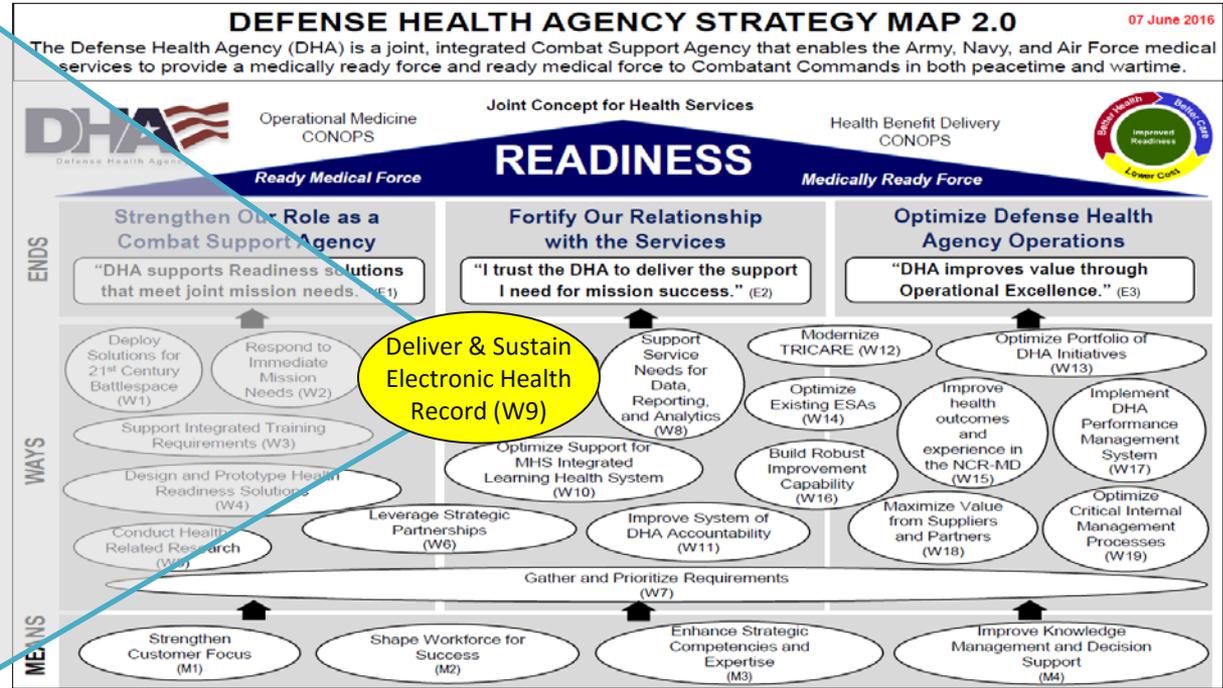
## Deliver & Sustain an Electronic Health Record



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Successful delivery and sustainment of an Electronic Health Record (EHR) is a critical, foundational objective for achieving our DHA goals

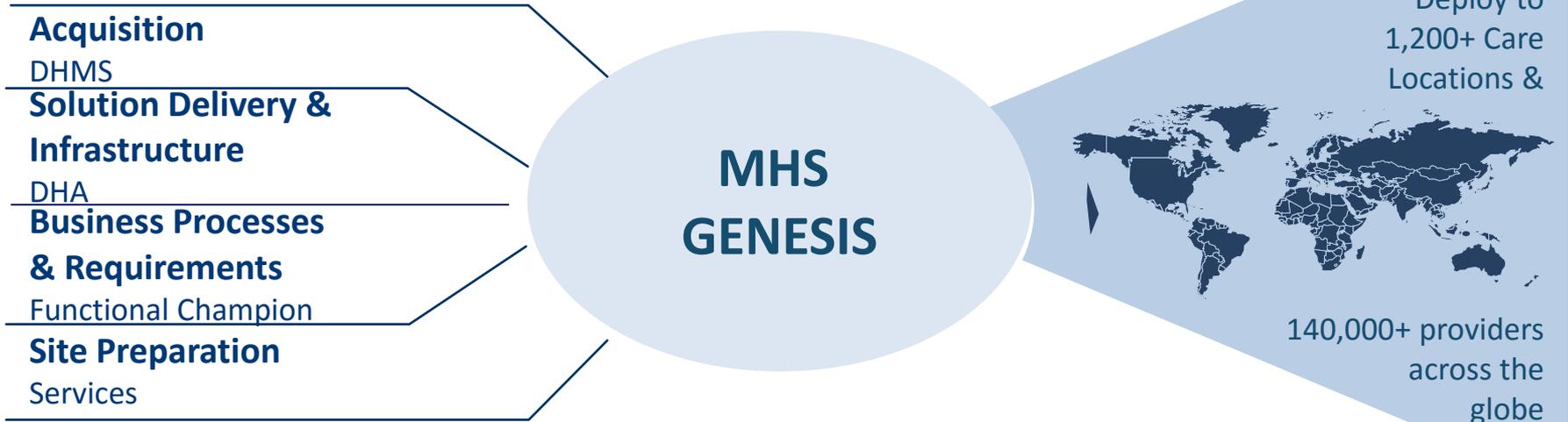


***"Medically Ready Force...Ready Medical Force"***

# MHS Transformation

## Collaborative Delivery of a Modernized EHR

To deliver a modernized EHR to the military garrison and operational points of care, and transform how the military health system provides healthcare, the Services, DHA and Acquisition Teams will collaboratively work with the care locations to configure, test, train and deploy the new solution



# MHS Transformation

## Improves the Quality of Service Provided



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### Environment

- Globally dispersed beneficiaries – many in remote locations
- Highly mobile beneficiaries and providers
- Approximately 50 legacy systems

### Solutions

- Integrated EHR, called MHS GENESIS

Joint Legacy Viewer (JLV)



*“Medically Ready Force...Ready Medical Force”*

# MHS Transformation

## EHR Modernization Guiding Principles



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-  Standardization of clinical and business processes across the Services and MHS
-  Design a patient-centric system focusing on quality, safety and patient outcomes that meet readiness objectives
-  Flexible and open, single enterprise solution that addresses both garrison and operational healthcare
-  Clinical business process reengineering, adoption, and implementation over technology
-  Configure not customize
-  Decisions shall be based on doing what is best for the MHS as a whole – not a single individual area
-  Decision-making and design will be driven by frontline care delivery professionals
-  Drive toward rapid decision making to keep the program on time and on budget
-  Provide timely and complete communication, training, and tools to ensure a successful deployment
-  Build collaborative partnerships outside the MHS to advance national interoperability
-  Enable full patient engagement in their health

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# Defense Health Agency



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Learn more about the Military Health System?

<http://www.health.mil>



Learn more about TRICARE?

<http://www.tricare.mil>



Inside the MHS (CAC required)

<http://mhs.health.mil/>



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**ARMY MEDICINE**  
*One Team... One Purpose!*  
*Conserving the Fighting Strength Since 1775*

# ARMY MEDICINE STRATEGIC VIEW

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## Information Brief

BG John M. Cho

G-1/4/6

2 August 2016

Unclassified



# Mission and Vision

## MISSION

Army Medicine provides sustained health services in support of the Total Force to enable readiness and conserve the fighting strength while caring for our Families and Soldiers for Life.



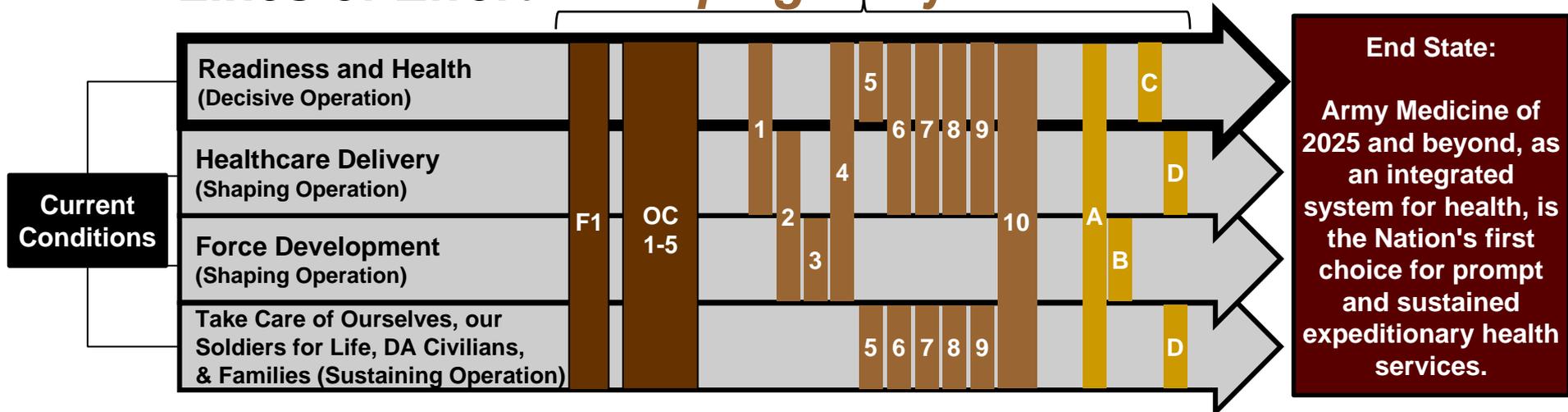
## VISION

Army Medicine is the Nation's **premier expeditionary and globally integrated** medical force ready to meet the ever-changing challenges of today and tomorrow.



# Operational Approach

## Lines of Effort *Campaign Objectives*



### Means

- Financial:  
 F1. Optimize Financial Resources
- Organizational Capacity :  
 OC1. Improve & Empower Highly Effective Work Teams  
 OC2. Balance & Align MEDCOM in Support of the Army & Joint Force  
 OC3. Improve Physical, Ethical & Cultural Environments  
 OC4. Optimize Process Based Management in an Operating Company  
 OC5. Enhance Communication, Knowledge Mgmt. & Decision Support

### Ways

- Internal Process:
1. Optimize Soldier Protection in All Environments
  2. Improve Joint & Global Health Partnerships & Engagements
  3. Improve Operational Professional Readiness
  4. Leverage Health Information Technology (HIT) to Enhance Expeditionary Medicine
  5. Improve Integrated Disability Evaluation System Processing
  6. Improve Care, Quality & Safety in a High Reliability Organization
  7. Manage the Direct Care System
  8. Improve Primary & Specialty Care
  9. Improve Healthy Behaviors, Communities, & Environments
  10. Leverage Medical Research, Development & Logistics Management

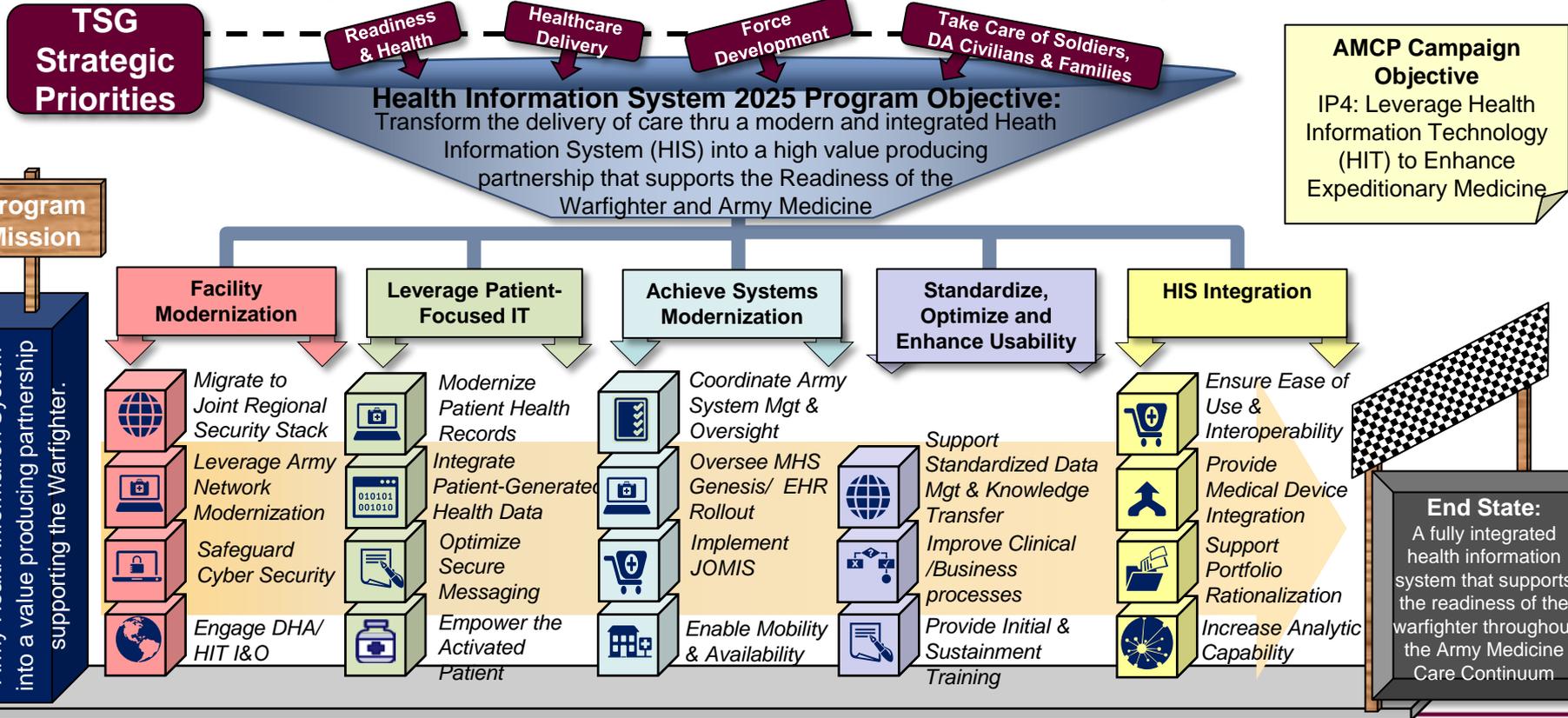
### Ends

- Patient/Customer/Stakeholder :
- A. Quality, Outcomes-Based Care for All We Serve
  - B. Responsive Medical Capabilities
  - C. Medical Readiness of the Total Army
  - D. Healthy & Satisfied Families & Beneficiaries



# Health Information System 2025 Program

Nested within the TSG Strategic Priorities, Health Information Systems (HIS) 2025 drives to provide value through effective, responsive, and efficient services to the Army Enterprise.





# Army Virtual Health

## Army VH Expansion: Connected, Consistent Patient Experience



- Army Virtual Health expansion is proceeding in 4 core areas
- Analyses are underway on COAs for implementing Virtual MEDCEN concept
  - COA 1: MEDCEN with Hubs
  - COA 2: Regionally aligned MEDCENs w/ Distributed Operations
- Current expansion areas are aligned with all Virtual MEDCEN COAs
- Over 30 pilots and programs in multiple specialties underway

ARMY MEDICINE PRIORITIES	Readiness and Health	Current Fight	Army TH Expansion Plans	FY16				FY17				FY18				FY19				FY20 and Beyond			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
Healthcare Delivery	Force Development	Future Fight	1) TH to Deployed Forces	[Orange]																			
			2) TH at Patient Location (Virtual Visits)	[Pink]																			
	Take Care of Ourselves, our Soldiers, DA Civilians & Families	Always	3) Global Teleconsultations (Garrison and Operational)	[Green]																			
			4) Remote Health Monitoring Pilots	[Blue]																			

# Health IT - Supporting the Military Health System (MHS) Transformation

The logo of the U.S. Navy Bureau of Medicine and Surgery is a circular emblem. It features a central caduceus (a staff with two snakes) superimposed on a map of the United States. The emblem is surrounded by a blue ring containing the text "U.S. NAVY BUREAU OF MEDICINE AND SURGERY" at the top and "EXCELLENCE IN CARE... ANYTIME, ANYWHERE" at the bottom. The entire logo is set against a yellow background.

**Dr. Michael P. Malanoski**

**Executive Director**

**U.S. Navy Bureau of Medicine and Surgery**



# Change Is Here

*“The secret of change is to focus all of your energy, not on fighting the old, but on building the new” – Socrates*

- The Military Health System is transforming to:
  - Deliver Healthcare when it's needed and where it's needed
  - Ensure a medically ready force, and a ready medical force
  - Enhance global security through global presence
  - Improve the beneficiary experience (including our service members, their families, and all who served before), regardless of location.





# The Evolving MHS

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*“We serve to save lives and do what’s right for our patients to keep them healthy and this will always be our true north.” - VADM C. Forrest Faison III*

- **Focuses on Value-Based Care**
  - Shift focus from services provided to patient outcomes achieved
  - Personalize the patient experience
- **Leverages the private sector advances**
  - Adopt tools, capabilities and best practices to further enhance the MHS
  - Apply advances in technology (i.e., digital health, telemedicine) to improve delivery of services and patient-centric health
- **Creates a High Reliability Organization (HRO)**
  - MHS Enduring Principles: Sensitivity to Operations; Reluctance to Simplify; First, Do No Harm, Deference to Expertise; Commitment to Resilience; Respect for People; Constancy of Purpose; and Foster a Culture of Safety
  - Stimulate high velocity learning
- **Facilitates a Culture of Innovation – “Challenge the Force ... Change the Game”**
  - Incentivize Innovation
  - Share best practices
  - Remove administrative barriers

## Strategic Environment

America's pivot to the Pacific demands a new focus on naval battle casualty treatment and evacuation

Convenience, the experience of care, and technology are what drive healthcare choices

**Changing attitudes about the health care experience demand innovations in technology and new models of treatment while requiring a unique synergy of in-garrison and operational force health care delivery models**

# Navy Medicine FY17 Strategy Map



## Mission

**Keep the Navy and Marine Corps family ready, healthy and on the job**

## Vision

**The Navy and Marine Corps family has the best readiness and health in the world**

## Guiding Principles

**Honor the trust to care for America's sons and daughters**

**Honor the "uniform" we wear**

**Honor the privilege of leadership**

## Strategic Goals

### Readiness

***We save lives wherever our forces operate – at and from the sea***

### Health

***We will provide the best care our nation can offer to Sailors, Marines, and their families to keep them healthy, ready, and on the job***

### Partnerships

***We will expand and strengthen our partnerships to maximize readiness and health***

## Looking Ahead

Advances in medical science and signature injury emergence, require health care practitioners to have cutting edge clinical experience

Decreasing resources demand strategic partnerships to bridge increasing capability gaps

**Maintaining extraordinary survival rates dictates new standards of training and clinical competence through high reliability and high-velocity organizational principles**



# Navy Medicine EHR Goals and Initiatives

## Enhance provision of care

- Integrate clinical decision support into routine workflow
- Reduce risk of harm events
- Teach users how to use the EHR in their workflow to maximize care and efficiency
- Keep operational forces integrated with sustaining base with ease

## Facilitate transformation to HRO

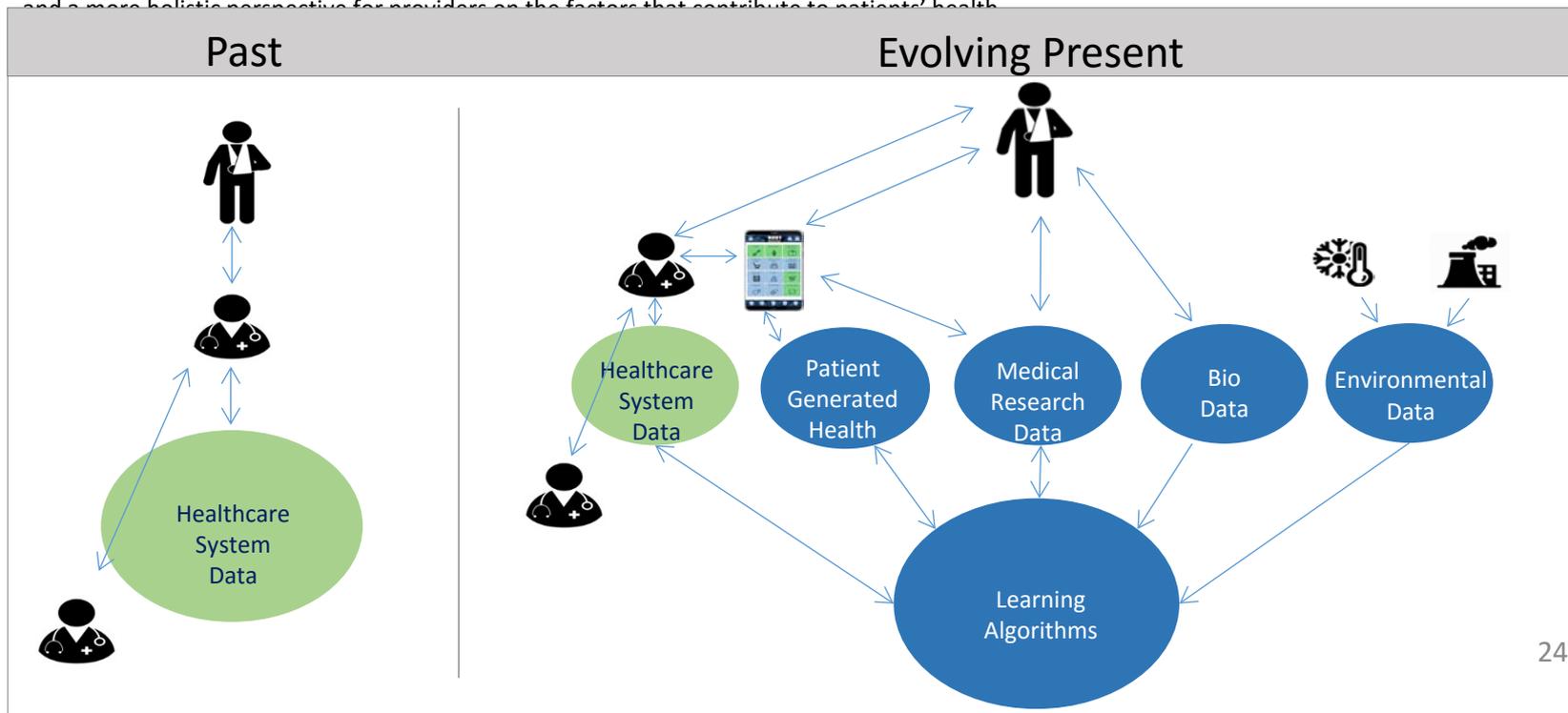
- Provide analytic tools and data for measuring variance and outcomes
- Facilitate the management of multidisciplinary episodes of care
- Inform continuous process improvement methodology for clinical practice, practice management, and implementation of new tools

## Provide tools for Improving Health

- Maintain health and minimize visits through patient education tools/portals
- Allow local portability/mobility with local development
- Stimulate patient activation in the improvement of their health
- Integrate readiness information into Line reporting systems

# Connected Health

The rapid evolution of digital capabilities coupled with the widespread use of personal smartphones has created opportunities for healthcare systems to expand their influence on health and readiness and to improve patient care delivery, access to care, and the overall patient experience. **Connected health** is an expanded approach to how data across various modes are leveraged in health and healthcare to capitalize on these digital opportunities. **Connected Health** brings together patients' personal devices, medical system issued devices, medical system data and non-traditional data sources, clinical research and best practices, and machine learning algorithms to develop a more integrated experience for patients and a more holistic perspective for providers on the factors that contribute to patients' health.





# What Navy Medicine Needs from DHA

- Management of the data
- Strong linkages between functional and IT communities
- Reasonable cycle times in product development
- Support of innovation in the field



# Headquarters U.S. Air Force

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*Integrity - Service - Excellence*

## Air Force Health Information Technology Way Forward



**U.S. AIR FORCE**

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**Brig Gen Robert I. Miller**  
**Air Force Medical Operations Agency**  
**02 August 2016**



U.S. AIR FORCE

# Air Force Medical Service (AFMS) Strategic Direction

- Health information technology is a key enabler of AFMS goals & focus areas
  - Full Spectrum Readiness
  - Integrated Operational Support
  - AF Medical Home
  - Trusted Care
- Leveraging shared services path to achieving goals

## AFMS Strategic Goals



*Trusted Care Anywhere*



**U.S. AIR FORCE**

# *Full Spectrum Readiness*

- **Medical Airmen ready to support the full spectrum of military operations**
- **Joint Operations Medical Information System (JOMIS)**
  - **360 degree view into expeditionary mission**
  - **Continuum of care into garrison and VA**
  - **Continuous enhancement of en-route care system**

**Current/Future Combat & Stability Operations**  
**Humanitarian Assistance**  
**Disaster Relief**



**Global Engagement**  
**Homeland Defense**  
**New & Evolving Mission Operations**



U.S. AIR FORCE

# *Integrated Operational Support*

- Medics providing care in non-traditional settings from operational units to virtual environments
- Enterprise expansion of Telehealth capabilities
  - Enterprise-wide infrastructure for synchronous visits and asynchronous teleconsultations
  - Remote patient monitoring from anywhere
- Avoidance of costs from referrals, inpatient admissions and patient transfers



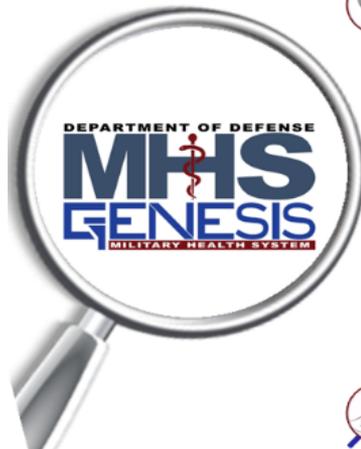
*Trusted Care Anywhere*



U.S. AIR FORCE

# AF Medical Home

- Support base-level human performance optimization
  - Tailored to base populations
  - Shaping human performance based on requirements
- MHS GENESIS will advance analytic capabilities
- Develop predictive plans to outcomes
- Avoid adverse events



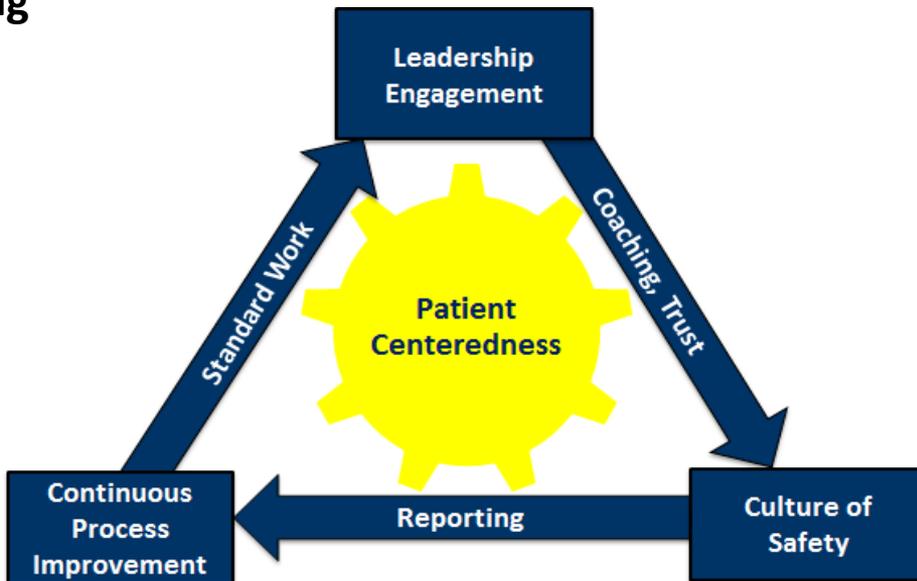
## mission

- Drive safer, pro-active, reliable care
- Better target patient engagement
- Pop-health tools in Medical Home
- Embedded decision support
- Apply evidence-based care
- Track interventions
- Measure outcomes/determine value

*Trusted Care Anywhere*

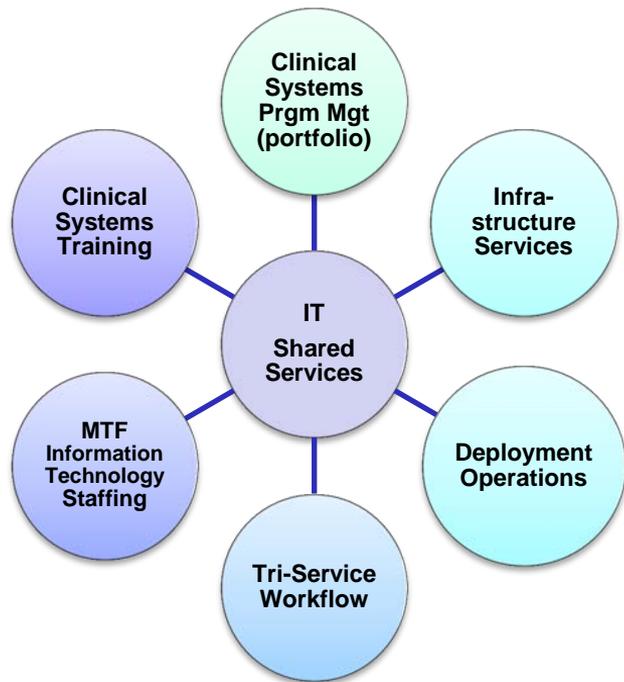


- Create a continuous learning and improving organization
- Develop a single minded focus of safety
- Be a high reliability organization
  - Reengineered processes
  - Reduced variation
  - Improved efficiency
  - Achieve Zero Harm





- Health Information Technology / DHA is now AFMS Service Provider
- AFMS will leverage shared services
  - Efficiencies in delivery of services
  - Improved care for all medical beneficiaries



*AF Services invested into the DHA Shared Services*

# Questions



A large diamond-shaped graphic with a metallic, brushed-metal border. Inside the diamond is a globe divided into four quadrants, each showing a different scene: top-left shows a soccer player in a white jersey kicking a ball; top-right shows a medical professional in a white coat using a handheld device; bottom-left shows a person in a military uniform standing in a hospital or clinic; bottom-right shows a person in a white lab coat interacting with a patient. The globe is set against a background of a blue and white striped ribbon. The text 'BETTER HEALTH' is written in blue, 'BETTER CARE' in red, 'BEST VALUE' in yellow, and 'TRUSTED CARE, ANYWHERE' in blue. The word 'READINESS' is written vertically in green on the left side of the diamond.



# The Road Ahead

## *Setting Expectations*



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- Opportunity to improve health and health care across the Department
- Address legacy systems with enterprise perspective
- Recognize there will be challenges
  - Productivity is a known risk, mitigation plans being implemented
  - Other Concerns / Safety Issues should be elevated quickly
  - We will support you, and work through issues