Navy Medicine Strategic Plan

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U.S. Navy Medicine Strategic Plan

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EXECUTIVE SUMMARY

This strategic plan charts the course of Navy Medicine's priorities now and for the future. It cascades accountability throughout the organization, and establishes a framework to improve the overall effectiveness and efficiency of Navy Medicine by identifying our strategic goals for the next three to five years and also by putting short-term goals and actions in place now that will allow us to reach those goals. This plan emphasizes Navy Medicine's mission, vision, and Concept of Care which define our core values and guiding principles. Our plan complements national and departmental strategic guidance and describes our vital role in national security.

Our Tier 1 Strategic Goals

Deployment Readiness

Agile Forces

Effective Force Health Protection

People

Quality of Care

Patient and Family-Centered Care

Performance-Based Budget

Research and Development

The foundation of Navy Medicine's strategic approach is our set of eight Tier 1 goals, which are high-level, strategic areas of priority supported by a number of Tier 2 goals that provide specific areas for action. Action plans have been developed for several of the Tier 2 goals, identifying specific tasks and timelines for achieving the goals. The real work to meet Navy Medicine's goals is done at each command by every member of Navy Medicine. Local planning activities will include development of Tier 3 goals to ensure that each command is in alignment with the strategic plan and that local activities support the overall goals.

Specific metrics were developed for each Tier 1 strategic goal, with the opportunity to further develop operational-level metrics for the Tier 2 goals as action plans are established. These measures translate our strategy into operations and offer transparency across our organization on how we are closing the performance gap of our strategic initiatives. Senior leadership monitors both the Tier 1 strategic measures and the Tier 2 action plans to track progress, identify areas in need of improvement, and celebrate success.

INTRODUCTION

Our strategic plan was born out of the Navy Surgeon General's priorities, and was further developed through a leadership-driven strategic planning process which resulted in a mission-focused organizational direction, well-defined goals, and strategy-driven metrics that align all levels of Navy Medicine. Our plan was shaped by an evolving military and health care environment posing new challenges for our Warfighters and their families. Our eight strategic goals are designed to keep us focused on fulfilling Navy Medicine's vision for an agile, flexible, ready, and professional medical organization that is committed to our mission of Force Health Protection and patient and family-centered care.

The strategic plan charts the course for Navy Medicine priorities now and for the future, cascades accountability throughout the organization, and guides decision-making.

NAVY MEDICINE MISSION

Our mission is to provide Force Health Protection. As the preeminent maritime medical force deployed with our Navy and Marine corps warriors throughout the world, we are capable of supporting the full range of operations from combat to humanitarian assistance. We are further capable of providing superior state of the art in-garrison health and preventive care for active duty personnel, our families and those who have worn the cloth of our nation—our retirees

Navy Medicine Vision

The United States Navy Medical Department will remain an agile, flexible, professionally anchored organization with the ability to execute Force Health Protection and all other aspects of expeditionary medical operations to support our Navy-Marine Corps warriors in any conflict, humanitarian assistance, disaster relief, or other operations in which medical is needed for sustainment and success. We will prevent injury and illness when possible, and always be capable of service to mitigate whatever adversary, ailment, illness, or malady may affect our warriors.

We must be capable of providing powerful assistance as a joint medical component with other services, the interagency community, allies and international partners, as well as medical non-governmental organizations and corporations.

We must be a superbly trained and led team of diverse Sailors and civilians, who are grounded in our medical ethos, core values and commitment to mission readiness and accomplishment.

This plan does not encompass everything we do in Navy Medicine. Our strategy provides the framework within which our short and long term priorities can be identified, evaluated, and improved. We should be able to see how our actions contribute to the desired results articulated in this plan. If not, we should be asking why we continue to support such efforts and functions. This plan remains a living document that can be reshaped to meet priorities as they evolve.

Aligning command activities in support of our strategic plan now will build a Navy Medicine enterprise capable of sustaining our mission in the future.

We have never failed to deliver health care in times of crisis and we remain committed to maintaining this proud legacy.

Concept of Care

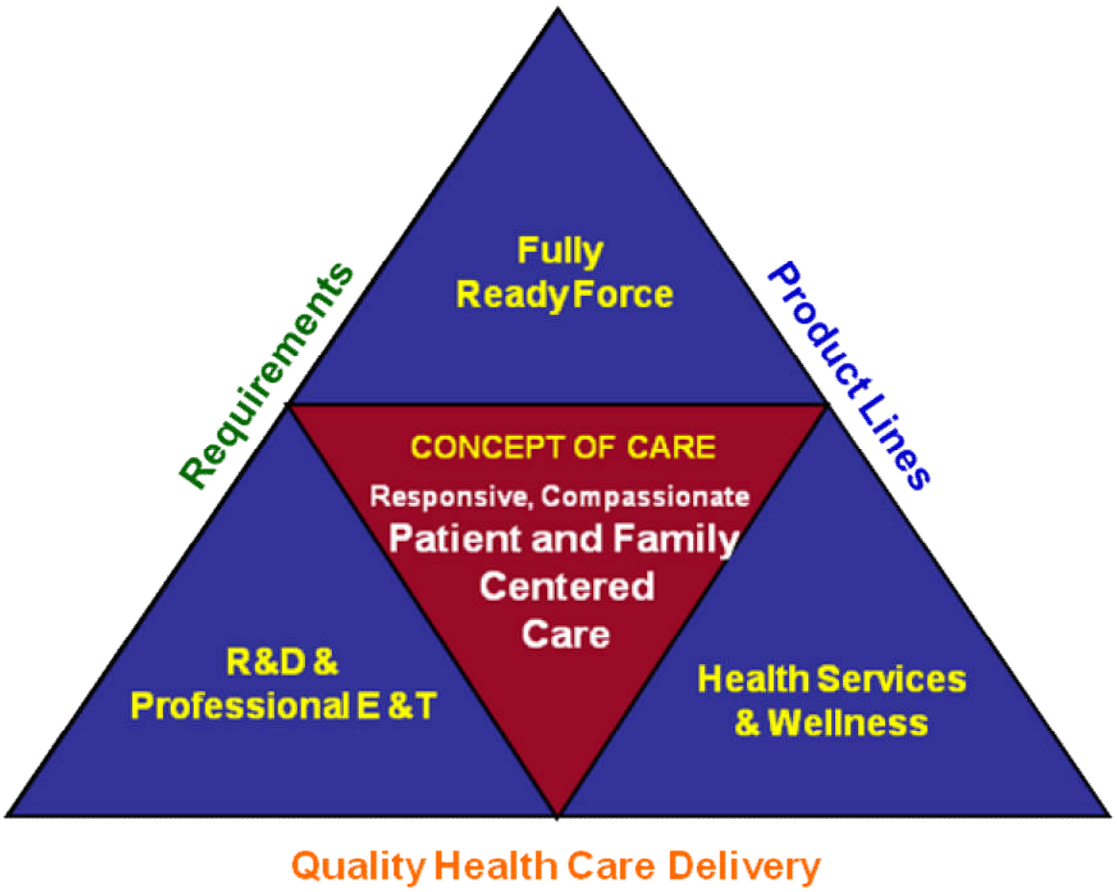
Our ***Concept of Care*** is patient and family centered care. We look at the health needs of the patient first, followed quickly by the needs of the family. These needs are paramount and the care issues surrounding them will be answered fully and completely. Administrative and process issues are not unimportant; however, these issues must support health care, they must support recovery and rehabilitation, and they must support our wounded warriors' lives.

Patient and family-centered care is the bedrock of our medical system and our bottom-line. It is the heart of Navy Medicine.

We will give our patients what they need to heal. Our Concept of Care requires us to gain insights from our patients and their families. By listening to and understanding the unique and individual needs of all concerned, Navy Medicine creates a personalized and a family-oriented care plan. This patient and family-centered approach, coupled with the insights gathered from health care providers, ensures the delivery of quality health care.

Our strategic goals lay a pathway to realign our human and materiel resources and develop fiscally-responsible business processes to ensure that we are delivering the right care, at the right time, and at the right place.

Concept of Care Framework



- Save lives and take care of people. Lowest battle mortality and disease non-battle injury rates in history.
- Highly skilled people that care for the Navy/Marine Corps Warfighter and their families.
- Education and training programs that attract and train our future force.
- The Joint Commission and other accrediting bodies have rated our quality of care as superior.
- Capability to simultaneously deliver combat casualty care and the benefit mission.
- Research and Development that saves lives.
- Exceptional benefit for retention of Navy and Marine Corps families.

Navy Medicine in the 21st Century

Our nation's leaders have established a clear mandate to protect our national security, maintain our forward presence throughout the world, and sustain our international interests in support of those nations across the globe that are connected by their commitment to the pursuit of self-governance, democracy, and freedom.

Navy Medicine has a key role in the National Security Strategy, operating with joint and maritime forces pursuant to "A Cooperative Strategy for 21st Century Seapower." The Maritime Strategy reaffirms the Navy's focus on its core capabilities of forward presence, deterrence, sea control, and power projection, expands the core capability of maritime security, and elevates humanitarian assistance and disaster response to core elements of maritime power.

A Cooperative Strategy for 21st Century Seapower

Navy Medicine plays an important part in supporting the six core capabilities of the Maritime Strategy:

- *Forward Presence*
- *Deterrence*
- *Sea Control*
- *Power Projection*
- *Maritime Security*
- *Humanitarian Assistance and Disaster Response*

When the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the

Marine Corps issued the Department of the Navy Objectives for 2008, they set a high priority on providing a total naval workforce capable and optimized to support the National Defense Strategy and a similar priority on providing high quality support services to all naval personnel and their families.

Navy Medicine is aligned with the three pillars of the Military Health System strategic plan:

- *Provide a medically ready and protected force and medical protection for communities.*
- *Create a deployable medical capability that can go anywhere, anytime, with flexibility, interoperability, and agility.*
- *Manage and deliver a superb health benefit.*

Navy Medicine's strategic goals are built on the solid foundation, proud traditions, and remarkable legacy that shape today's Navy Medical Department, and align with the Department of Navy priorities to improve current readiness and operational effectiveness while planning for the fleet and fleet marine force of the future.

Our eight goals work together to ensure our commitment to the uniformed service members who are selflessly serving our nation in times of peace and war, to patient and family-centered care that builds healthy families and communities, and to our unified focus to cultivate international partnerships that enhance global security and stability in the face of increasing humanitarian crises and disasters worldwide. These challenges and opportunities serve to highlight Navy Medicine's dedication to deliver the world's finest health care services anywhere, anytime, and for anyone charged to our care.

Cascading Goals

Navy Medicine's goals are organized into tiers that are designed to further cascade down the tiered chain of command. Tier 1 goals are overarching, strategic areas of priority. They are synchronized with the Surgeon General's priorities and provide the organizational foundation and strategic direction for specific, prioritized functional areas of Navy Medicine at the headquarters-level. Tier 2 goals translate the Surgeon General's direction into smaller, manageable operational tasks and activities that occur within regions and commands. Regional and local commands will use the Tier 1 and Tier 2 goals as a basis for developing their own annual plans. Annual local planning activities will include development of Tier 3 goals to ensure that each command is in alignment with the strategic plan and that local activities support the way ahead. As environmental and organizational changes occur, the Tier 1 and Tier 2 goals will be re-assessed and may be altered to continue to meet the emerging needs and evolving strategic direction of Navy Medicine.

What is My Role?

It is the responsibility of all Navy Medicine personnel to transform this plan from words into action.

Tier 1 Strategic Goals

Definition, desired outcomes, and supporting Tier 2 goals begin on page 12.

- Deployment Readiness
- Agile Forces
- Effective Force Health Protection
- People
- Quality of Care
- Patient and Family-Centered Care
- Performance-Based Budget
- Research and Development

Strategy Execution

After the Tier 1 and Tier 2 goals were approved by the Corporate Executive Board (CEB), Regional Commanders and BUMED leadership created action planning teams to develop action plans for the highest priority Tier 2 goals. These action plans translated the Tier 2 goals into actionable initiatives and steps to meet the desired end state/outcome. The action teams identified the rationale for each initiative, assigned leads, estimated needed resources, and established a measure of success to judge its impact and our ability to implement it as intended. These action plans were designed to drive implementation at various levels in the organization.

Metrics for each goal are tracked on the Navy Medicine Strategy Dashboard, and are reviewed weekly at the executive level along with Tier 2 action plan progress. With constant monitoring, we will track progress, focus in on areas of need, and acknowledge achievements.

Each strategic goal has multiple metrics, designed to measure our performance and monitor our progress in implementing the strategic goals. The CEB ensured strategy-focused metrics were developed to drive desired outcomes. The measures are displayed as a Navy Medicine strategy dashboard on MHS Insight. In addition, the Metrics Governing Board was established to oversee the metrics evaluation and reporting process on an ongoing basis.

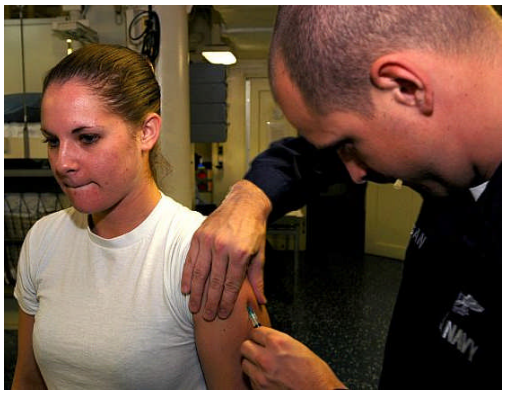
To promote organizational transparency and leadership accountability, the Surgeon General established a weekly reporting and monitoring process used by the CEB to oversee the implementation of the action plans and organizational alignment with the strategic goals. Each goal has a senior leadership champion who is accountable for achieving the performance measure targets. Each goal champion is responsible for briefing the CEB at regularly scheduled intervals on the progress of Tier 2 action plan implementation and current Tier 1 metrics status.

Deployment Readiness

Tier 1 Goal: Deployment Readiness

Every uniformed member of Navy Medicine will be fully deployable based on successful achievement of all training, administrative, and medical readiness requirements.

The training that we deliver to our Corpsmen saves lives on the battlefield. We are experiencing the lowest battle mortality and disease non-battle injury rates in history due in large part to exceptional military medical personnel and their training. We must continue to provide the best possible support to our Sailors and Marines in all aspects of their training and development.



Navy Medicine is committed to one integrated inter-service education and training system, such as the Navy Medicine Training Center in Fort Sam Houston, Texas, commissioned in February 2008, that leverages the assets of all Department of Defense health care practitioners.

Individual Medical Readiness (IMR) is a high priority within the Navy and Navy Medicine. All Sailors and Marines are responsible to take an active role in maintaining his or her own individual medical readiness, with the support of Navy Medicine, ensuring they are able to deploy when they are needed.

Desired Outcomes

1. All active duty and reserve service members assigned to a component unit identification code have completed required operational training.
2. All active duty and reserve service members assigned to a component unit identification code have complete personal administrative records.
3. The medically deployable status of all active duty and reserve service members is known.

Tier 2 Goals

1. Execute expeditionary training plan.
2. Complete periodic administrative deployment reviews.
3. Complete Individual Medical Readiness (IMR - Navy Medicine forces) using Medical Readiness Reporting System (MRRS).

AGILE FORCES

Tier 1 Goal: Agile Forces

The Naval Forces will have the right capabilities to deliver consistent, appropriate, and timely health care services across the entire range of joint military operations.

The continuum of care that our medical professionals provide the Warfighter stretches across the boundaries of war, time, and geography beginning with the Corpsman in the field (level I), to forward resuscitative care (level II), to intra-theater care (level III), to definitive care facilities abroad (level IV), and finally culminating in care provided at world-class restorative and rehabilitative facilities on American soil. In terms of operational tempo, we're the best we've ever been. We are answering the call to service everywhere and every time: on hospital ships, with aviation squadrons, on surface ships, submarines, and carrier battle groups, and supporting the joint command in expeditionary medical facilities worldwide.

Desired Outcomes

1. Functional operating room and intensive care unit beds are in place to meet Warfighter requirements.
2. Active and reserve force structure is sufficient to support peak day casualty influx to meet theater combat operations.

Tier 2 Goals

1. Integrate the lessons learned process with capabilities and platform development to resolve capability gaps.
2. Establish future platform configurations to meet Warfighter requirements.
3. Align future afloat and ashore health services capability to Warfighter requirements.
4. Provide effective operational information systems networks.
5. Align future billet structure with all platform requirements.
6. Be able to ensure existing platforms and training meet current surge requirements.

Effective Force Health Protection

Tier 1 Goal: Effective Force Health Protection

Navy Medicine will promote healthy Naval Forces and ensure Warfighters are medically prepared to meet their mission.

Navy Medicine personnel deploy as a part of our nation's force to prevent and treat disease and injury. Our surgeons are pushing the boundaries of surgery. The Forward Resuscitative Surgical System provides surgical capability very close to the battlefield, decreasing time between injury, evacuation, and intervention to minutes. When combined with shock trauma platoons which provide immediate postoperative stabilization, and early rotary wing transport to level III facilities, we have seen the highest survival rate from combat wounds in the history of warfare.

Desired Outcomes

1. The medically deployable status of all active duty and reserve service members is known.
2. All Navy and Marine Corps active duty and reserve service members who are deploying to or returning from an Area of Responsibility (AOR) where completion of these assessments is required have completed the assessments within identified time frames:
    a. Pre-Deployment Health Assessment (PreDHA) within 60 days before deploying to theater.
    b. Post-Deployment Health Assessment (PDHA) within 30 days before or 30 days after return from theater.
    c. Post-Deployment Health Re-assessment (PDHRA) within 90-180 days after return from theater.
3. Minimize casualties in the deployed forces through the prevention of disease and non-battle injuries (DNBI).
4. Increased survival of severe battle injuries (Injury Severity Score > 9).

Tier 2 Goals

1. Capture and report all Individual Medical Readiness (IMR) data elements.
2. Provide expeditionary medical support and direct interaction with Combatant Commands (COCOMs).
3. Ensure current and future expeditionary medical platforms are prepared to support COCOM requirements.

PEOPLE

Tier 1 Goal: People

Navy Medicine will maintain the right workforce to deliver medical capabilities across the full range of military operations through the appropriate mix of accession, retention, education, and training incentives.

The most important weapon system in the U.S. military is our people. Our military treatment facilities (MTFs) train the next generation of health care professionals to accomplish our Force Health Protection mission. Time and time again, the response to questions surveyed throughout Navy personnel is that the number one reason why our Naval forces stay on active duty is medical care. We recruit and treat individuals, but we retain and care for families.

Individuals maintaining a current state of good health with few risk factors and an improved state of fitness consume less health care and most importantly are constantly mission-ready.

Desired Outcomes

1. Correct number of people by corps accessed against accession goals established by N1. (Corps Recruiting Totals)
2. Complete manning by corps against authorized billets. (Corps Manning)

Tier 2 Goals

1. Attract, educate, and train medical professionals with skills to meet current and future missions.
2. Standardize officer graduate education and enlisted technical training programs.
3. Create an integrated collaborative learning strategy throughout Navy Medicine commands and other federal agencies.
4. Execute professional education and technical training competencies required for mission support.

Quality of Care

Tier 1 Goal: Quality of Care

Navy Medicine health services outcomes meet or exceed patient quality expectations. Our providers deliver the best and current practice complemented by convenient access, lasting results, preventive health, and mitigation of health risk.

The concept of quality is to satisfy the ever-changing needs and desires of our patients, their families, and our staff who provide the services. Navy Medicine never rests on its past accomplishments. We must constantly add value to our services, emphasizing our continuous commitment to excellence and satisfaction.

This is achieved by a never-ending process of open communication, education, evaluation, and constant improvement. Navy Medicine is committed to rigorous Quality Management Programs to evaluate excellence in our health care delivery services.

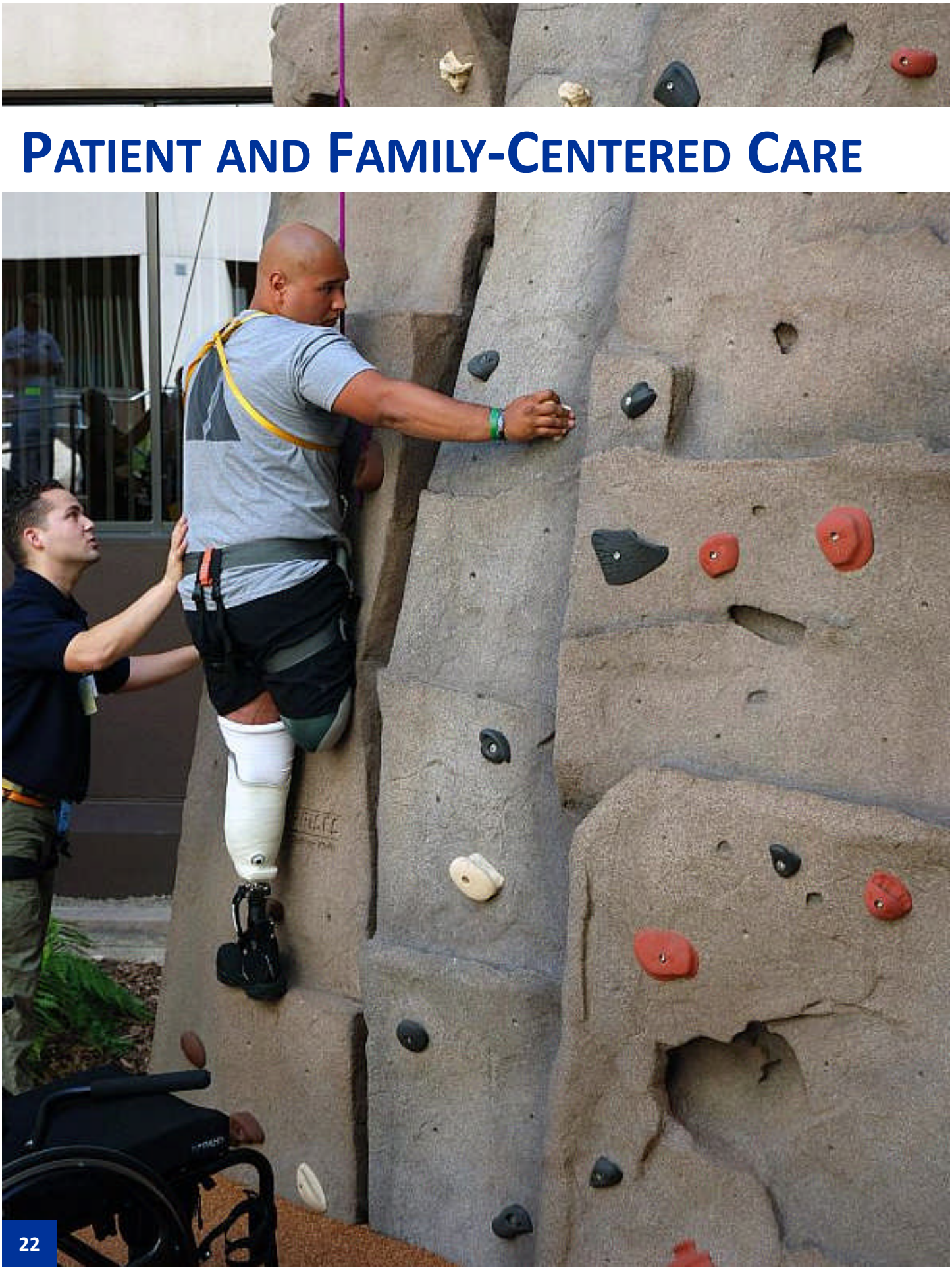
Desired Outcomes

1. Patients have access to medical care and services when they are needed.
2. As many people as possible report being satisfied with their medical care experience.
3. MTF (and regional) clinical services are focused to meet the mission and patient needs of their supported active duty and active duty family population.
4. Navy Medicine clinical staff members employ evidence-based tools in their clinical practice.
5. Navy Medicine is in full compliance with national Patient Safety standards.
6. The health of the general population is improved/optimized by focusing on important dimensions of health and health care service. (HEDIS Measures)

Tier 2 Goals

1. Policies and practices are rooted in evidence.
2. Patient safety is maximized.
3. Services are patient and mission focused.
4. Ensure activity is ethically infused.

Patient and Family-Centered Care



Tier 1 Goal: Patient and Family-Centered Care

Patient and Family-Centered Care is Navy Medicine's core Concept of Care. It identifies each patient as a participant in his or her own health care and recognizes the vital importance of the family, military culture, and the chain of command in supporting our patients.

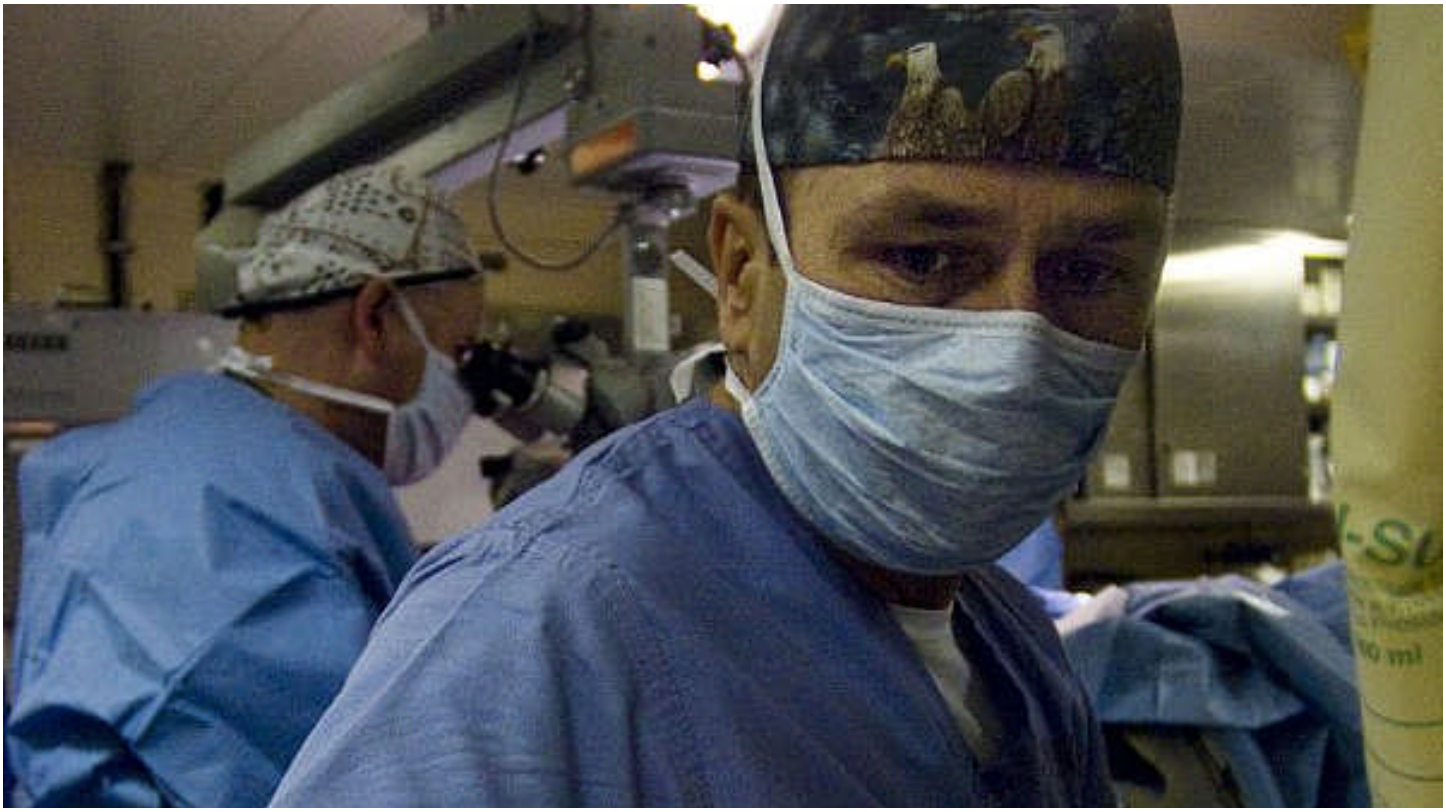
Navy Medicine has partnered with Safe Harbor, the Marine Wounded Warrior Regiment, and the Army Warrior Transition Units to ensure that wounded, ill, and injured service members receive appropriate, top quality medical care, family support, and transition services as part of a comprehensive recovery plan. Patient and Family-Centered Care builds on the principles established by the Institute for Healthcare Improvement for complex patients, from Neonatal Intensive Care Unit babies, to wounded warriors, to our elderly veterans. A current initiative centers on developing comprehensive case management services that ensure the full array of clinical, social, and military needs are met, with an initial focus on single, pregnant active duty service members.

Desired Outcomes

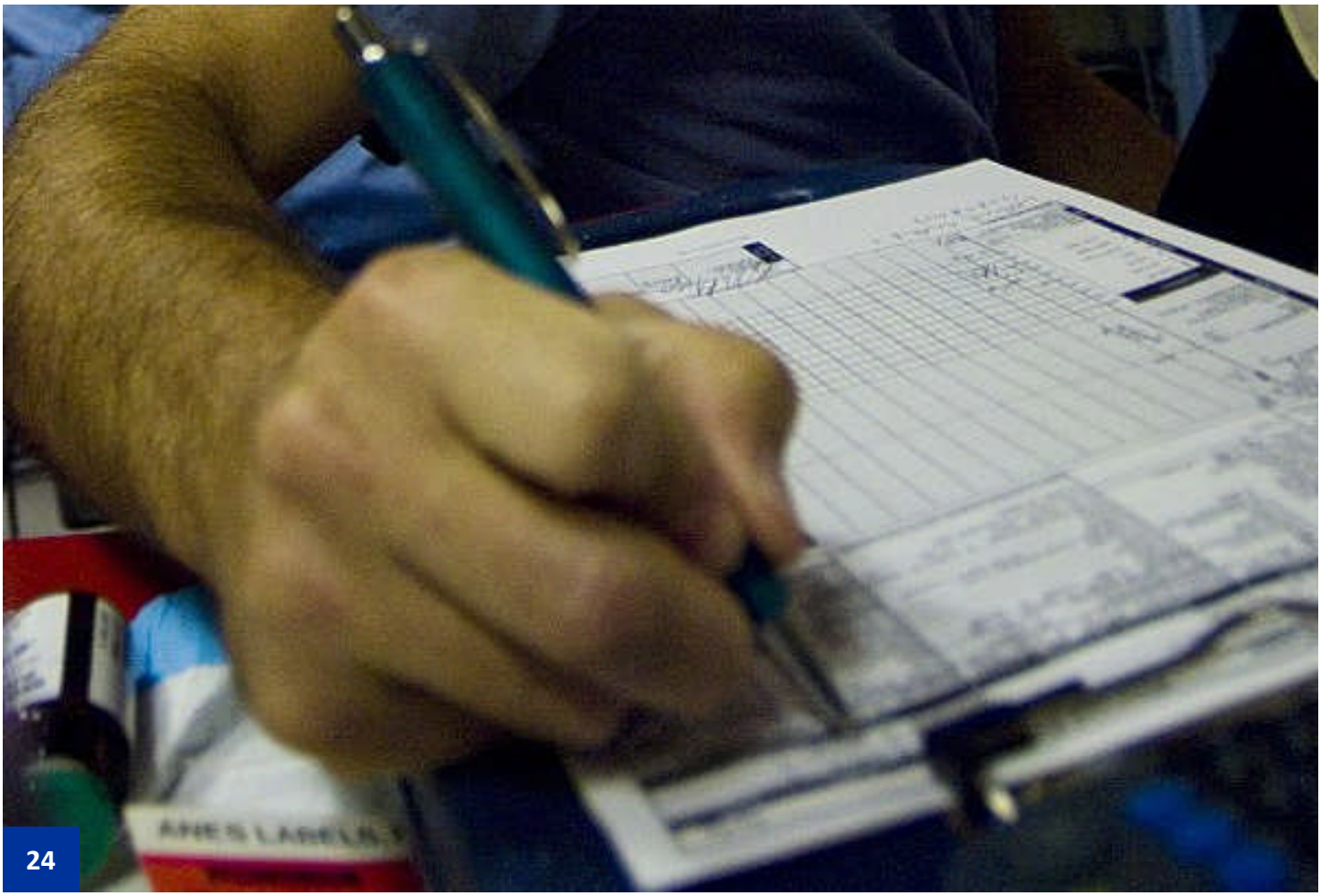
1. Demonstrated patient empowerment and advocacy through initiatives in shared health care decision making, utilization of current IT best practices to enhance access, and patient representation in unit planning processes.
2. A patient perspective that they are receiving patient and family-centered care.
3. A clear focus on promoting a respectful and healing patient care environment that is aligned with military culture.
4. PCM anchored comprehensive support services as the model for all seriously ill and injured patients, special at risk active duty service members, and selected disease management patients.

Tier 2 Goals

1. Promote patient empowerment and advocacy.
2. Ensure patient satisfaction with military health care experience.
3. Create healing environments respectful of military culture.
4. Ensure Primary Care Manager (PCM) anchored comprehensive support services.



Performance-Based Budget



Tier 1 Goal: Performance-Based Budget

Performance-Based Budgeting transforms Navy Medicine from historically-based fiscal planning and execution into a process which links resources to performance goals. This properly aligns authority, accountability, and financial responsibility with the delivery of quality, cost effective health care.

The cost-effective delivery of health care services is vital to supporting the Navy's mission to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas.

Rising health care costs divert valuable resources away from this mission. Navy Medicine is focused on implementing the active management of health care delivery processes, applying new technologies where appropriate, and providing a cost-effective health care benefit founded on evidence-based practices to active duty members, their families, and our retired beneficiaries.

Desired Outcomes

1. All MTFs meet performance targets that are directly linked to Navy Medicine's strategic goals for:

   - Individual Medical Readiness
   - Production Targets
   - Evidence-based Health Care
   - Public Health

Tier 2 Goals

1. Resources are linked to business plan cost and efficiency strategies.
2. Resources are adjusted based on mission performance and quality delivery of health care.

Research and Development

Tier 1 Goal: Research and Development

Navy Medicine will conduct relevant research, development, testing, evaluation, and clinical investigations which protect and improve the health of those in our care.

Abundant evidence in modern scientific literature demonstrates that Navy Medicine research serves a vital strategic role to develop Naval-unique solutions that improve the health, fitness, and performance of Warfighters in all environments. Research partnerships ensure joint interoperability, enhanced international diplomacy, and esteemed standings among academic communities. We are taking the lead in surveillance and characterization of SARS and avian influenza, vaccine development for dengue, malaria, infectious diarrhea, and anthrax, and behavioral and medical advances in aerospace, undersea, and tropical medicine. Battle-driven advances lead to improved tools in civilian settings, such as vacuum-assisted wound closure devices, advanced prosthetics, and quicker acting homeostatic agents.

Desired Outcomes

1. For Navy Medicine Research & Development (NMR&D) to be engaged in a sufficient number of Work Units/ Projects to adequately meet all customer needs.
2. Expand the research and surveillance capacity of NMR&D by partnering with agencies/institutions whose goals and objectives align with those of BUMED.
3. Delivery of the maximum number of significant publications, technical papers, or procedural advancements (PTPPA) possible with available NMR&D resources.

Tier 2 Goals

1. Produce required research products that preserve, protect, treat, rehabilitate, or enhance the performance of Navy and Marine Corps personnel and health care services.
2. Engage in partnerships to enhance efficiencies and project Navy Medicine pertinence in the research and academic communities.
3. Achieve and maintain a national and international reputation as a high-quality, high-performance biomedical research enterprise.

03/09

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NAVY MEDICINE
World Class Care...Anytime, Anywhere

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