

USAMMA Global Reach "Team of Teams"



MISSION

To develop, tailor, deliver, and sustain medical capabilities and data in order to build and enable health readiness.

Strategic Priorities

- * Support Current Missions
- * Build Health Readiness and Medical Capabilities
- * Leader Development
- * Knowledge Management

STRATEGIC PLAN
FY2015-2018



US Army Medical Materiel Agency (USAMMA)



USAMMA Strategic Plan FY2015-2018

Message from the Commander

We promote and safeguard our Soldiers' health, to a great extent, with the equipment that we develop, procure, sustain and modernize today. The medical capabilities we provide enable the delivery of healthcare at garrison health readiness platforms and in operational environments. Therefore, the US Army Medical Materiel Agency's (USAMMA) first priority is to ensure our warfighters, medical providers, and supported organizations are equipped and ready to execute their missions.

It is no longer adequate to be effective—efficiency is paramount in today's environment. Resourcing decisions must reflect priorities given to us by higher headquarters, consistent with organizational values. **This strategy**

addresses challenges to be responsive and more cost efficient. In that regard, we must constantly ask ourselves two key questions as we transition into an era of unprecedented complexity: Are we doing all we can to build and enable health readiness? And, are we managing our limited resources efficiently in order to optimize readiness? I believe our team has provided remarkable support—however, I believe it is our culture of continuous improvement that makes USAMMA so extraordinary.



This strategic plan emphasizes our ongoing evolution as a Lifecycle Management Command (LCMC). It defines who we are; what we want to become; how we are going to get there; and how we will measure our progress. This document provides strategic guidance. It is not meant to be an exhaustive list of everything we do on a daily basis. Its intent is to outline the path to our future, while remaining focused on our current mission sets. As our organization continues to mature, this strategic plan will evolve to proactively deal with changing requirements and the inherently dynamic environment we experience. While this plan sets us on a course, flexibility is necessary to successfully deal with the uncertainties, consequences, and opportunities that lie ahead. Our strategy begins with our vision and mission, but its primary focus is to **achieve balance amongst our strategic imperatives to build and enable health readiness.**

"We are demanding greater effectiveness and efficiencies"
The National Military Strategy,
June 2015

There are several objectives outlined in this strategy that will enable USAMMA to achieve balance. First is the need to enable and enhance lifecycle management of medical materiel. Lifecycle management (LCM) is an inter and intra-organizational management process applied throughout the lifecycle of a piece of equipment for a system, including all activities associated with its acquisition, development, production, fielding, sustainment, and disposal. At its core, LCM is about ensuring technical, operational, and business user processes are integrated. **Ultimately, our goal is to ensure integration of efforts in order to produce highly reliable outputs to those we support—this is what makes USAMMA a Highly Reliable Organization (HRO).**

Service is a privilege!

COL David R. Gibson



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MISSION STATEMENT

To develop, tailor, deliver, and sustain medical materiel capabilities and data in order to build and enable health readiness.

VISION STATEMENT

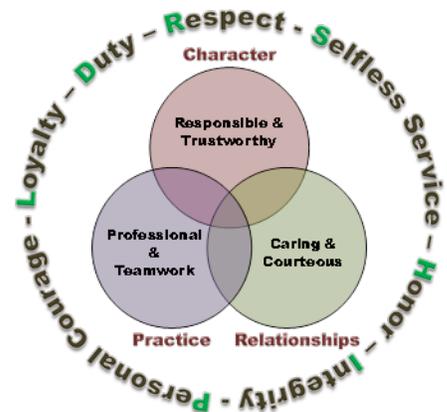
To be the premier DoD Medical Lifecycle Management Command improving health and saving lives with medical materiel solutions.

CORE VALUES

As an organization of talented individuals supporting Army Medicine and the Military Health System, we live the Army values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (LDRSHIP). We are committed to our mission, customer, stakeholder, and each other in all we do. We undertake important challenges and continually seek opportunities for improvement-- we engage and perform until we achieve mission success. Our hallmarks reflect the highest character, competent practice, and devoted relationships. We hold true to our motto, "Always Responsive!"

Living the Army values, the USAMMA culture embodies:

- Responsible and Trustworthy character,***
- Professional and Teamwork in practice, and***
- Caring and Courteous relationships.***



CORE COMPETENCIES

Our core competencies reflect the unique, collective abilities shared across the USAMMA in support of the Army Health System primarily for the Active, National Guard, Reserve, and Army Prepositioned Stocks (COMPOs 1, 2, 3, and 6, respectively). They relate outwardly to the USAMMA contributions to Army Medicine and the Military Health System across the medical materiel acquisition-logistics continuum in support of unified land operations:

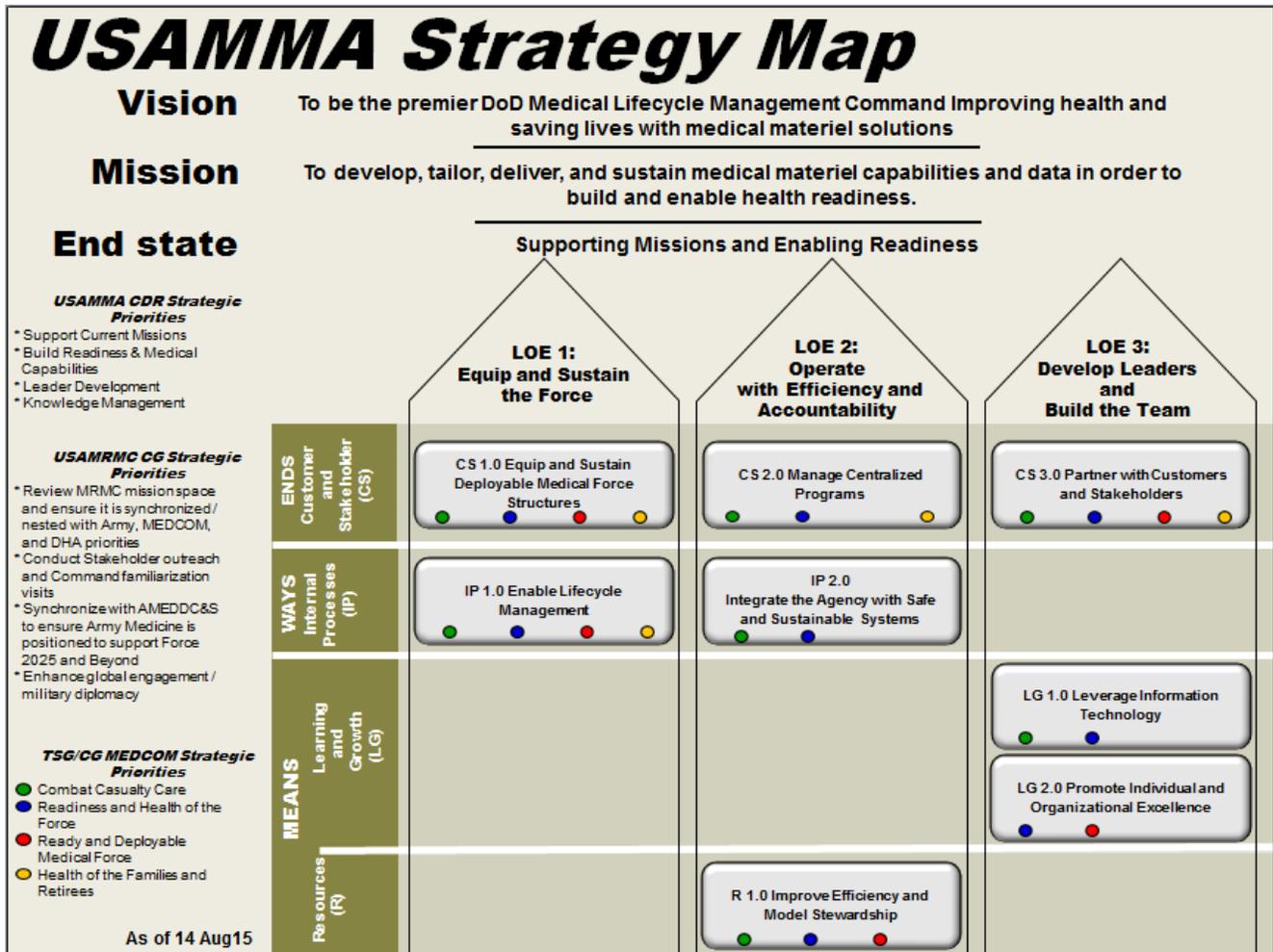
(1) **Equipping the Medical Force.** Forecast, plan and execute a variety of medical materiel readiness missions by providing a full-range of medical materiel solutions and support. Developing and procuring medical technologies and materiel, performing medical set assembly functions and materiel delivery or fielding for the operating and generating forces worldwide. Provide acquisition project management and related force management expertise as the materiel developer for commercial and non-developmental items, manager for medical cataloging, integrated acquisition logistics including maintenance, and medical materiel life cycle management in support of operating and generating forces.

(2) **Sustaining the Medical Force.** Support wide-array of program elements for the medical Army Force Generation efforts across the force pools and centrally manage the Army Prepositioned Stocks (APS) and The Surgeon General (TSG) contingency program and other readiness support programs designed for all Army components during unified land operations. Deploy the medical logistics support team (MLST). Provide Army Medical Department National Maintenance Program (NMP) expertise and Sustainment Maintenance functions and technical proficiency. Develop policies and procedures to ensure medical maintenance supportability and training requirements, equipment reliability and maintainability, and maintenance repair and services of medical equipment and technologies. Deploy the Forward Repair Activity-Medical (FRAM) in order to provide support as far forward as possible.



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STRATEGIC PLAN FRAMEWORK



* This strategic plan contains the mission, vision, goals, measures, objectives, and outcomes. It covers three years but is updated annually as a living document.

* Progress toward meeting our strategic goals and fulfilling our mission is measured and reported monthly. Supporting operational and tactical objectives are measured and reported during internal Review and Analysis (R&As) briefs.

* Some objectives lend themselves to quantitative performance objectives while others require more qualitative assessment of progress. We assess progress toward achieving our strategic objectives in three ways:

- * Progress toward structural and process reforms
- * Milestone completion of strategic initiatives
- * Measurement of operational and strategic performance (outcome metrics)

* We will utilize the Strategic Management System (SMS) to translate strategic narrative into executable, measurable tasks, and metrics to allow performance tracking and measurement.

* Strategic Objectives may be viewed by perspectives (horizontally) or by Lines of Effort (LOE) (vertically). The remainder of this document is structured by LOEs.



USAMMA Strategic Plan FY2015-2018

LOE 1: EQUIP AND SUSTAIN THE FORCE

USAMMA's first priority is to ensure our Soldiers, medical providers, and formations are fully equipped and remain ready and deployable for their wartime mission. The objectives in this LOE are focused on the performance of our core competencies - equip and sustain. Also, they incorporate efforts to engage our customers, stakeholders, and partners to better understand and predict requirements, and challenge us to exploit our investments in, and use of, technology.

Strategic Objective - CS 1.0 Equip and Sustain Deployable Medical Force Structures: This objective focuses on USAMMA's role equipping the Army for unified land operations. Specifically, USAMMA provides products and services for customers to achieve, maintain, and sustain readiness in a timely, accurate, and high quality manner. We will achieve this by (1) developing, tailoring, procuring, delivering, and maintaining sustainable capabilities, and (2) actively monitoring and improving unit readiness based on their assignment in the Army Contingency Force, (3) managing and rapidly delivering strategic inventories, (4) decreasing variance with the Air Force and Navy for assembly management, (5) improving medical materiel data accuracy, leveraging appropriate surge capabilities, and capacity with industry.

We will achieve these goals by implementing the following strategic initiatives: CS 1.1 CSH Force Design Update is designed to allow USAMMA to deliver capabilities to the force within budget and on time. CS 1.2 Theater Enterprise-Wide Logistics System (TEWLS) Maintenance Implementation will integrate maintenance system of record within the depot TEWLS environment to improve readiness reporting, accountability, and equipment readiness status.

Progress is evaluated through the following performance metrics: CS 1.1 Fill Rate measures our impact on unit-level readiness by assessing the effects of our fielding and sustainment programs on a unit's ability to meet equipment on hand and equipment serviceability. CS 1.2 Spend-to-Plan measures the readiness of centrally managed programs. The standard for both metrics is IAW AR 220-1 Army Unit Status Reporting and Force Registration-Consolidated Policies.



Soldiers loading medical equipment in the Battlefield



Soldiers setting up a Combat Support Hospital



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Strategic Objective - IP 1.0 Enable Lifecycle Management: The USAMMA will manage the lifecycle of medical devices and assemblages from requirement to retirement. The focus of this objective is to efficiently network and integrate people, organizations, data, internal and external processes, structures and business systems in order to provide a medical materiel framework for the Army's Operating Force and portions of the Generating Force. The result of this objective is the integration of lifecycle management processes, management of advanced development portfolio, and the assurance of viable sourcing solutions for current and future capability requirements. Our first goal is to enable lifecycle management within USAMMA directorates and across the Army and Defense Medical Logistics Enterprises by conducting process improvement initiatives wherein process inputs and outputs are better aligned across directorates and organizations. Second, the USAMMA Advanced Development process involves management of Army Acquisition activities following a Materiel Development Decision (MDD). Finally, a significant outcome of USAMMA's LCM efforts is improved sustainability of medical capabilities throughout the lifecycle. A key component of sustainability of commercial-off-the-shelf (COTS) medical products is our ability to ensure selected products are sourced (often referred to as 'manufacturing availability') during initial production of sets, and can be sustained by Theater Lead Agent for Medical Materiel (TLAMMs) located across the globe in support of global contingency missions. This requires inter organizational collaboration of sourcing data across USAMMA, TLAMMs, Defense Logistics Agency (DLA), and the Army's Logistics Support Agency (LOGSA).

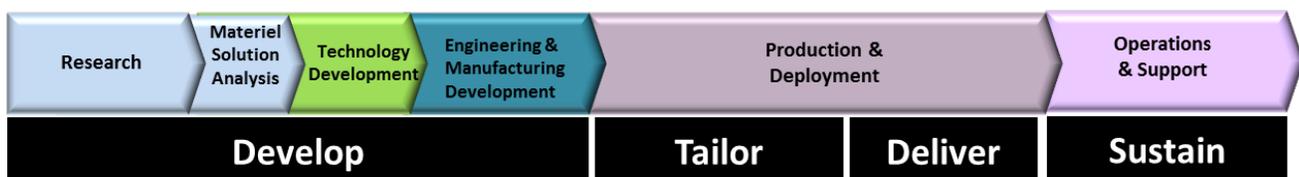


Medical Equipment (Operating Room)

We will accomplish our goals through the following strategic initiatives: IP 1.1 Explore updating process to determine what equipment items are "Pacing" or "Critical" intent is to develop the process to identify what equipment is determined to be pacing or critical. IP 1.2 Improve Equipment Master Data will improve product lifecycle management by having all medical equipment items with an assigned Line Item Number (LIN).

To monitor the effectiveness of this collaboration, both USAMMA and the Army Medical Logistics Enterprise (AMLE) will measure the objective progress through performance metric IP 1.1 Improve Medical Assemblage and Equipment Master Data which measures the percentage of maintenance significant medical equipment with a LIN assigned to Section 2 Associated Items of Equipment (ASIOE) and the Modification Table of Organization and Equipment (MTOE).

Integrated Medical Lifecycle Management Command



USAMMA Medical Lifecycle Management Command Framework



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LOE 2: OPERATE WITH EFFICIENCY AND ACCOUNTABILITY

This overarching LOE focuses on how efficiently we conduct our business (mission and support) processes to achieve organizational performance. Through a robust performance excellence program we will achieve efficiency and accountability, demonstrate to stakeholders how efficiently our resources and manpower are utilized, and provide our customers with quality, and cost effective products and services.

Strategic Objective - CS 2.0 Manage Centralized Programs: The USAMMA will effectively and efficiently manage centralized programs that provide value added materiel and services to customers. This objective focuses on USAMMA's ability to reduce Department of Defense (DoD) costs, increase standardization, support readiness, promote transparency, and enable healthcare organizations. Critical to this objective is maintaining a detailed common operating picture of current capabilities, requirements, and the necessary actions to timelines handoff of materiel to a customer in a fully functioning posture.

We will achieve our objective through the following strategic initiative: **CS 2.1 Operationalize the APS Sustainment Stock** is designed to transition Army Prepositioned Stocks (APS) sustainment to USAMMC-K in order to close the gap that precludes timely and efficient transfer of materiel including the physical configuration, systemic design, and process understanding.

Progress evaluation is performed by the following performance metrics: **CS 2.1 Index of Central Program Readiness Rates** measures the readiness of the Medical Materiel Readiness Program (MMRP), Unit Deployment Packages (UDP), and APS projects. **CS 2.2 Spend-to-Plan** measures USAMMA's performance in executing its production, maintenance, and delivery missions on schedule and cost.



Unit Deployment Packages (UDPs)



APS Containers



USNS Mercy



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Strategic Objective - IP 2.0 Integrate the Agency with Safe and Sustainable Systems:

The USAMMA will not function as separate business units and provide fragmented incomplete solutions; we must function as a portfolio of integrated capabilities. This objective seeks to improve internal operations through safe, validated, efficient, repeatable processes and procedures; improve effectiveness and efficiency through proven quality management assessments, continuous process improvement tools, and process mapping, network the organization through integrated data, people, processes and technology, employ external audits and accreditations to best "see ourselves", divest antiquated and non-value added actions, and formalize cross-functional relationships and processes. By building safe and suitable systems and networking the Agency, USAMMA's preeminence in defense medical acquisition and logistics will emerge and we will best postured for future endeavors. This objective does not have an end-state.

The following strategic initiatives are geared to improve compliance, safety, quality, and internal administrative support:

- * IP 2.1 Improve system of task completion to improve compliance and meet external suspense.
- * IP 2.2 Establish a system to improve and sustain administrative support at off-site locations.
- * IP 2.3 Establishing an Agency Quality Management System (QMS).
- * IP 2.4 Implementing ASHMS Agency-wide (Fort Detrick and M3D Depots).

Progress evaluation is conducted through the following performance metrics: IP 2.1 Number of task suspense met / by total number of tasks measures how well we are completing and answering external tasks and information requests. IP 2.2 Number of Internal USAMMA Staff Assistance Visits (SAV) conducted measures the compliance of our programs with Army Regulations, DoD Directives, and Federal and State laws. IP 2.3 Index of Agency achieving ASHMS Star status measures the progress in achieving ASHMS core functions. IP 2.4 Index of Safety messages sent to plan measures that all safety information is disseminated to the workforce on time.

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|   <h2 style="text-align: center;">What is a High Reliability Organization (HRO)</h2>  | | |
| <p>Collective Mindfulness: Organizations that are considered HROs prize the identification of errors from careful analysis and remedies identified to strengthen protocols and reduce failure</p> | | |
| <h3>Imperatives of an HRO</h3> <ol style="list-style-type: none"> 1. Leadership Commitment <ul style="list-style-type: none"> - Leadership commitment is critical to drive any initiative for organizational change to succeed - Commitment that will require the inclusion of all organizational members - Leaders must focus on the journey by making it their highest priority 2. Culture of Quality & Safety <ul style="list-style-type: none"> - A culture that involves three mutually reinforcing imperatives: <ul style="list-style-type: none"> ❖ Trust, Report, and Improve 3. Continuous Performance Improvement <ul style="list-style-type: none"> - A systematic approach using performance improvement methodologies and change management principles to dissect complex safety problems and guide organizations to deploy highly effective solutions | <h3>USAMRMC</h3>  <ul style="list-style-type: none"> ❖ Unique people, partnerships, work and funding sources that rely upon HRO principles to excel at Mission/Vision: Create, develop, deliver and sustain medical capabilities for the Warfighter to Lead the advancement of military medicine ❖ HRO guiding principles and OCM components enhance each stage of the life cycle of medical materiel management, from RDT&E to logistics all in support specific Service medical requirements; advancements over the past 13 years contributed to unprecedented battlefield injury survival rate of 92% & priority to improve point-of-injury/pre-hospital care remains ❖ Other future focus areas from PACOM AOR (e.g. Infectious diseases & Telemedicine) to Inter-war relevancy (e.g. Brain Health to Systems Biology) to Force 2025 & Beyond (e.g. Human Performance Optimization & Megacities) requires HRO imperatives to deliver top results ❖ MRMC must comply with RDT&E standards, policies & regulations (OSHA / NEPA / BioSurety) as well as service requirements in continuous process improvement of medical materiel management ❖ Army Readiness Assessment Program (ARAP) / Army Safety & Health Management System (ASHMS) / Army Safety Management Information System – Revised (ASMIS-R): Existing programs exist to evaluate and enhance the culture of safety within Army organizations | <h3>Principles of an HRO</h3> <ol style="list-style-type: none"> 1. Proactive to Preventing Errors <ul style="list-style-type: none"> Goal is zero preventable harmful events 2. Reluctance to Simplify <ul style="list-style-type: none"> Create a complete and nuanced picture, subtle differences matter 3. Sensitivity to Operations <ul style="list-style-type: none"> Attentive to the front line where real work is done, small deviations are earliest indicators of threats to safety 4. Commitment to Resilience <ul style="list-style-type: none"> Not error-free, rather errors don't disable the organization, recognize errors quickly to reduce harm 5. Deference to Expertise <ul style="list-style-type: none"> Authority migrates to people with most expertise and not organizational hierarchy or rank |
| <p style="font-size: small;">Reference Article: High-Reliability Health Care: Getting there from here Mark R. Chassin and Jerod M. Loeb The Milbank Quarterly, Vol. 91, No 3, 2013 (pp459-490)</p> | | |

USAMRMC High Reliability Organization (HRO) Placemat



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Strategic Objective – R 1.0 Improve Efficiency and Model Fiscal Stewardship: The USAMMA must efficiently deliver medical capabilities by leveraging integrated unit level information, purposeful procurement operations, and deliberate materiel management. The USAMMA will model fiscal stewardship by improving how we obtain, utilize, and account for resources. In the long term, the efficiencies we achieve will manifest themselves in the form of fewer resource requirements to achieve the same or better standards of readiness.

We have implemented the following strategic initiatives to accomplish this objective goal of refining our requirements and budgeting processes to ensure USAMMA's efforts and resources are spent on the right thing, for the right customer, at the right time: R 1.1 Precision Fielding will enable us to achieve efficient utilization of resources through improved asset visibility and the elimination of unnecessary procurements. R 1.2 Accountable Process Establishment will institute model stewardship of Army Materiel and employ deliberate "Army-level" Materiel Management functions.

Progress evaluation is conducted through the following performance metrics: R 1.1 Leakage Rate measures Medical Maintenance Depot stock inventory leakage, adjustment rate, and inventory accuracy. R 1.2 Overhead Rate measures administrative costs to ensure optimized use of the dollar toward the delivery of materiel readiness. R 1.3 Percent Excess on Hand measures the control of the production of excess.



Fielding of Medical Equipment



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LOE 3: Develop Leaders and Build the Team

In the future environment, arguably more than ever, the competencies of our people, enabled by an organizational climate that fosters synergy amongst our teams, will be the most significant prerequisite for success. This overarching LOE focuses on USAMMA's alignment of structure and capabilities to core competencies, building human capital (military and civilian) skill levels and professional development, and improving the Command's climate by promoting health, safety, and resilience.

Strategic Objective - CS 3.0 Partner with Customers and Stakeholders:

This objective focuses on promoting USAMMA interaction with customers, stakeholders, and partners to improve collaboration, communication, and processes. This objective results in well-informed and educated customers, stakeholders, and partners regarding USAMMA's core competencies. This objective guides USAMMA internal processes affecting information sharing with customer, stakeholders, and partners. To achieve this, we need to improve our USAMMA Customer- Stakeholder-Partners Relations Management program and develop the processes necessary to meet customer needs, stakeholder expectations, and partners' opportunities. Additionally, USAMMA must recognize and quantify the services provided to customers. The USAMMA cannot solely consider materiel as the sole service. We must recognize the inherent value and opportunities for improvement in our business intelligence, master data, and institutional access.



USAMMA receives the AMEDD Wolf Pack Award in recognition of team excellence

Progress evaluation is conducted through the following performance metrics: CS 3.1 STRATCOM Messages Released-to-Plan measures how well USAMMA is educating and shaping stakeholders, customers, partners, and mission outcomes.



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Strategic Objective - LG 1.0 Leverage Information Technology: Logistics and the application of effective information technology are interdependent. The USAMMA must constantly seek methods of applying computers and telecommunication equipment to optimally retrieve, store, transmit, and manipulate data. This objective encompasses all forms of information technologies to include software, hardware, and any other mode related to computing technology. Improved organizational capacity is achieved by exploiting IM/IT capabilities through change management resulting in innovative, efficient and effective business processes. Specifically, we will leverage the Joint investment in the Defense Medical Logistics – Enterprise System (DML-ES) to change long-standing, inefficient processes into efficient, effective, repeatable processes that are utilized across the command and across the enterprise. We will pursue a depot level medical maintenance capability in TEWLS. Identify, optimize, and automate manual processes whose end product will have a high return on investment. We will achieve this objective through a deliberate methodology, adequate resources, and infrastructure.

The following strategic initiatives are geared to close identified gaps within this objective. LG 1.1 Eliminate utilization of Legacy, Stovepipe functions, and systems is designed to automate and streamline manual and stove piped process within the Agency. LG 1.2 Share Point / Automation migration will improve knowledge, collaboration, and access to data. LG 1.3 USAMMA Network Access will ensure that all USAMMA employees assigned worldwide will have access to the USAMMA network.

Progress evaluation is conducted through the following performance metrics: LG 1.0 Number of migrations of manual processes to Share Point or other Automation measures the number of migrations to SharePoint or other automation system. LG 1.2 Number of USAMMA employees with full Network Access measure the total number of employees with full network access.

Defense Medical Logistics – Enterprise System (DML-ES)
Theater Enterprise Wide Logistics System (TEWLS)

TEWLS Web Portal LogOff

Enter Transaction Code

Customer Transactions MedLog Transactions Assem Mgmt Favorites

- Customer Order Form
- Sales Order Status Query
- Material Master Query
- New Item Request
- Supply Discrepancy Report
- Repair Parts/Consumables Query

DEFENSE MEDICAL LOGISTICS
ANYTIME ANYWHERE

Defense Medical Logistics-Enterprise System (DML-ES)



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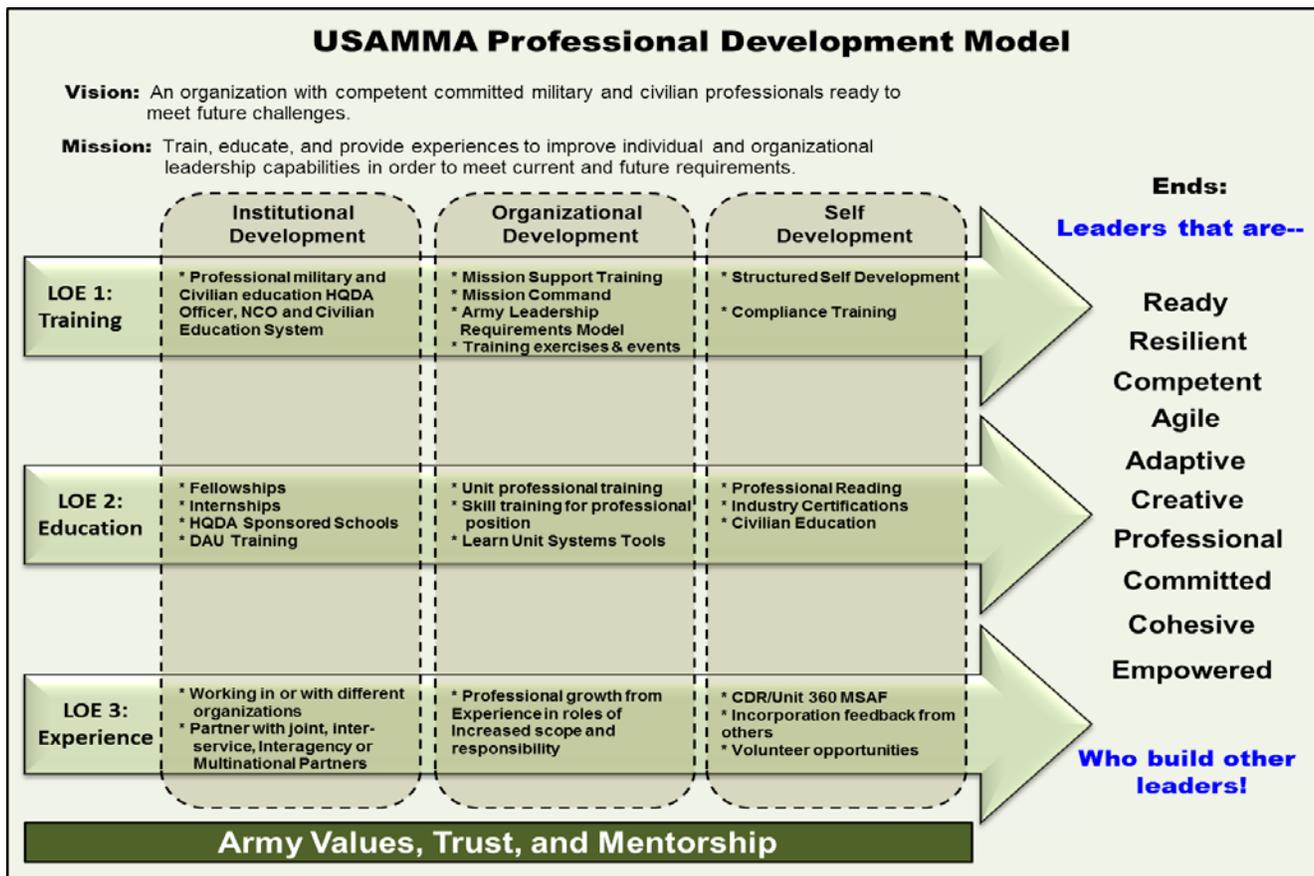
Strategic Objective - LG 2.0 Promote Individual and Organizational Excellence:

Exceptional people are the key! This objective is designed to attract, develop, reward, and retain the best. The USAMMA will invest in quality leadership programs, provide professional growth and training opportunities; facilitate career enriching assignments; and celebrate excellence. The USAMMA will ensure organizational alignment and unity of effort by ensuring every employee understands the strategy. We will establish an awards program and assess our performance against goals to appropriately recognize civilian and military personnel.

The following strategic initiatives are designed to close known gaps within this objective: LG 2.1 Establish a USAMMA On-Boarding Program seeks to establish a robust on-boarding program that provides new USAMMA employees with a broad understanding of the Agency Mission, functions, and Directorate and Program Management Offices relationships. It will enable new employees to have the knowledge, skills, and abilities to immediately contribute to their assigned functional area.

LG 2.2 Align Strategy to Human Capital (workforce) will align employees to the Agency's strategic direction.

Progress evaluation is conducted through the following performance metrics: LG 2.1 Index of USAMMA employees with Performance Objectives linked to the Balanced Scorecard (strategy) measures the quantity of USAMMA civilian and military personnel who have measurable and quantifiable performance objectives linked to their annual evaluations. LG 2.2 Index of SOH mandatory training completed measures agency-wide safety training compliance.



USAMMA Professional Development Model