



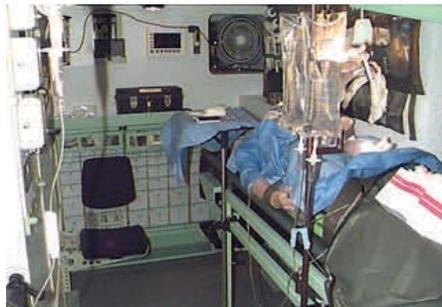
U.S. Army Medical Materiel Agency

Strategic Plan 2014



STRATEGIC THEMES

- ◆ Readiness of the Force
- ◆ Efficiency and Accountability
- ◆ Lifecycle Management
- ◆ Build the Team



FROM THE COMMANDER

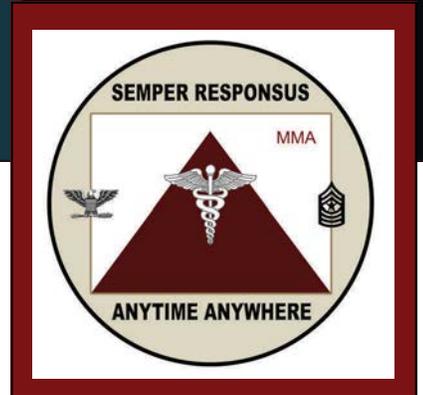
We safeguard our Soldiers' health, to a great extent, with the equipment that we develop, procure, sustain and modernize today. Therefore, the US Army Medical Materiel Agency's (USAMMA) **first priority is to ensure our Soldiers, medical providers, and formations are fully equipped to remain ready and deployable for their wartime mission.** However, 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 become both more responsive and cost efficient.** In that regard, I expect two questions will serve as guideposts to our path ahead: Will the Soldiers in years to come have the equipment needed to ensure health and readiness? Also, are we doing all we can to manage our limited resources more efficiently?

This strategic plan also 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 exhausting 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 set. As our organization continues to mature, this strategic plan will evolve to proactively deal with changing requirements and the inherently dynamic environment we are experiencing. While this plan sets us on a course, flexibility is necessary to successfully deal with the uncertainties, consequences, and opportunities that surely lie ahead. Our strategy begins with our vision and mission, but its primary focus is to **achieve balance among our strategic imperatives to maintain readiness and enhance efficiency.**

There are several objectives outlined in this strategy that will enable USAMMA to achieve balance. Principal among them is the need to enable and enhance lifecycle management of medical materiel. Lifecycle management (LCM) is an inter-organizational management process applied throughout the life of 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 processes are integrated. However, because LCM processes cross organizational boundaries (both inter and intra), "integration" is complex. Ultimately, the goal is to ensure the outputs of one business process are efficiently translated into inputs for others, and that this efficiency and consistency is applied throughout the life of the system. USAMMA, as the LCMC for the medical commodity, oversees a significant portion of the acquisition lifecycle model for medical materiel. Through the integration of all activities from advanced development, through acquisition, production, fielding, sustainment and disposal, **USAMMA is uniquely capable of enabling lifecycle management, both internally and across the Army and Military Health System (MHS).**

An important aspect of USAMMA's environment is our organizational alignment within several networks, including: Army Medicine (AMEDD) and the MHS; the Army Medical Logistics Enterprise (AMLE) and Defense Medical Logistics Enterprise (DMLE); and Army and Defense Logistics. This strategy is therefore derived and nested with a series of documents, including: The Army Medicine 2020 Campaign Plan; Army Surgeon General Priorities; Medical Research and Materiel Command Strategy; Army Equipping Guidance 2013-2016; 2014 Army Equipping Modernization Plan; AMEDD Equipping Strategy; and the AMLE and DMLE strategic planning documents.

Thank you for your attention and your service to this great Nation.



"Today, the Department of Defense faces the significant challenge of conducting long-term planning and budgeting at a time of considerable uncertainty—both in terms of the security challenges we face around the world and the levels of defense spending we can expect here at home,"

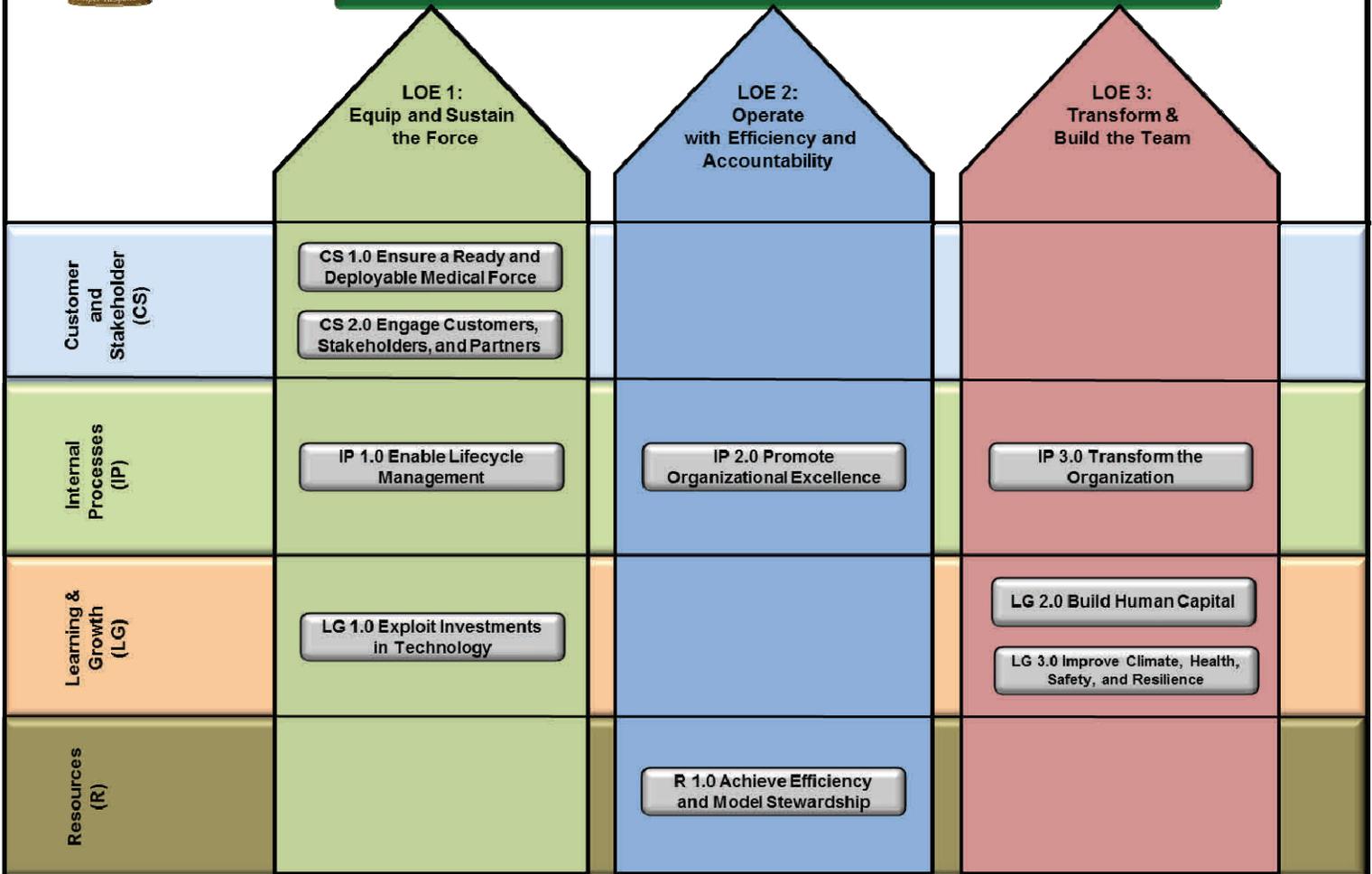
Defense Secretary, Chuck Hagel.



Vision: Lead the acquisition and sustainment of medical materiel, equipment and technology

Mission: To develop, acquire, provide, and sustain world class solutions and capabilities to enable medical readiness globally

Increase Readiness



- ◆ This strategic plan contains the mission, vision, goals, measures, objective 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 quarterly. Supporting operational and tactical objectives are measured and reported during internal Review and Analysis briefs.
- ◆ Some objectives lend themselves to quantitative performance objectives while others require more qualitative assessment of progress. We will 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 to aid and refine our assessments.
- ◆ Objectives may be viewed by perspectives (horizontally) or by Lines of Effort (vertically). The remainder of this document is structured by Lines of Effort (LOE).

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 Lines of Effort (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.

CS 1.0 Ensure a Ready and Deployable Medical Force:

USAMMA impacts the readiness of our Army and Army Medicine at the tactical unit-level as well as strategically. First, through our core competencies of equipping and sustaining, we enable unit readiness through direct engagements with units, including fielding and then maintenance of medical equipment and materiel. Second, our centrally managed programs ensure a ready and deployable strategic capability in support of the Geographic Combatant Commanders' (GCC) Operational Plans (OPLANS) around the world. The outcome of this objective is to improve unit-level and strategic readiness by optimizing how we modernize, field, sustain, and project medical capabilities. We will ensure units are equipped for their missions when needed, to the level needed; maintain depot-level maintenance programs that meet standards for technical inspections, repair and calibration; and ensure our centrally-managed programs are resourced, maintained and ready.

We will measure 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 standards IAW AR 220-1. Likewise, we measure and report readiness of centrally-managed programs based on AR 220-1 standards.

CS 2.0 Engage Customers, Stakeholders, and Partners:

The Army's equipping guidance is to field and sustain in a manner that ensures equipment and materiel are delivered at the correct time in the correct quantities, and in a manner that is affordable, sustainable, and cost-effective. Likewise, the Surgeon General (TSG's) priority of "Ready and Deployable Medical Force" includes the element of "equip units based on the Army Priority List and synchronize with the Army Force Generation (ARFORGEN) cycle." In light of this strategic guidance, USAMMA will lead an initiative to improve its ability to execute "surgical fielding." That is, we will achieve more efficient fielding processes by fielding only those equipment items that are required in order to

achieve directed readiness levels, moving away from the more liberal wartime fielding policies of the past.

USAMMA's ability to adopt efficient fielding processes, including surgical fielding, depends on our ability to "see" the status of medical equipment at the unit level, and to engage with Army and US Army Medical Command (USAMEDCOM) staff elements to synchronize equipping priorities. Simply put, efficiency can only be achieved if we increase multi-echelon asset visibility of wholesale and retail stocks. Currently, data integrity and accuracy gaps preclude asset visibility and data driven fielding decisions. Strategic Objective LG 1.0 addresses the technical component of this known capability gap. However, we must also improve how we directly engage with our customers and stakeholders, providing two-way flow of information that will inform our equipping methods. This objective seeks to emphasize that better customer engagement will improve visibility of requirements and improve customer satisfaction.

We will measure customer engagement through feedback at the "touch-points" of our customer-facing sections. Also, we will track the impact of the Surgical Fielding Initiative by measuring the cost to field each unit to within the 90% equipment on hand standard. The purpose of this metric is to measure our ability to lower the cost of fielding events while maintaining unit readiness.

IP 1.0 Enable Lifecycle Management: Integrated lifecycle management processes are critical to achieving synchronization among advanced development, acquisition, production, fielding, sustainment and disposal processes. We will enable Lifecycle Management through focus on three specific areas: (1) Integration of Lifecycle Management processes, (2) Management of the USAMMA Advanced Development Portfolio, and (3) Ensuring viable sourcing solutions to meet approved capability requirements.



Lifecycle Management Process Improvement Initiatives:

- 1) MTOE/TOE Change Process
- 2) Pacing Item Determination
- 3) Readiness Reporting (026) Requirements
- 4) AAC Y (Terminal Item) Management
- 5) Recapitalization Determination
- 6) Non-Standard LCM Process

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. We have identified six priority initiatives (above) to focus our efforts in the next 18 months.

Second, the USAMMA Advanced Development process involves management of Army Acquisition activities following a Materiel Development Decision (MDD). Currently, the USAMMA Program Managers for Medical Devices are shepherding 12 products through the decision gate process from MDD through sustainment. As a key indicator of USAMMA's performance as the medical LCMC, we will measure progress against cost, schedule and performance baselines for each product in post-MDD phases.

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 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 GCC missions. This requires inter-organizational collaboration of sourcing data across USAMMA, TLAMMs, Defense Logistics Agency (DLA), and the Army's Logistics Support Agency

(LOGSA). To monitor the effectiveness of this collaboration, both USAMMA and the AMLE will measure "sourceability" of National Stock Numbers (NSNs) from Electronic Catalog (ECAT)/Prime Vendor, and from the TLAMMS, respectively.



LG 1.0 Exploit Investment in Information Management Technology: USAMMA will exploit the capabilities resident in our information and communications technologies. While an aspect of this objective is to provide our workforce with a robust and highly reliable technology infrastructure, this objective is not about the technology alone. Rather, the goal is to transition new technologies into operational capabilities. 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), which includes the Enterprise Resource Planning - Theater Enterprise-Wide Logistics System (ERP TEWLS), to change long-standing, inefficient processes into efficient, effective, repeatable processes that are utilized across the command and across the enterprise.

The USAMMA Business Support Office (BSO) will lead efforts to develop and field five major DML-ES capabilities. These include:

- 1) Item Unique Identification (IUID)
- 2) Medical Maintenance Management
- 3) Medical Master Catalogue
- 4) Medical Assemblage Management Capability (MAMC)
- 5) Vaccine Distribution System.

We will measure and report the status of these capabilities over the next 24 months. Once these capabilities are fielded, we will transition our metrics to measure the resulting return on investment.



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.

IP 2.0 Promote Organizational Excellence: This objective is focused on improving internal processes (i.e. how we manage, promote and improve organizational excellence and performance through validated, efficient, repeatable internal business processes and procedures). This objective has several outcomes. First, quality management assessments will improve auditability and transparency in accordance with DoD policy. Second, it will enable Succession Planning to aid in transition of activities from one employee to another. Finally, we document workload requirements that can be used when external stakeholders assess various options for USAMMA's future within the Defense Health Agency (DHA), USAMEDCOM, and US Army Medical Research Materiel Command (USAMRMC).

Our directorates will use and apply various quality management assessments, continuous process improvement tools, process mapping, and other techniques. We will sustain internal controls and audit programs to assess, determine, rectify, standardize, and improve the effectiveness of our internal processes and to validate and demonstrate how we efficiently deliver value to our stakeholders and customers.

To assess the impact of this objective, we established composite metrics to measure our compliance and responsiveness to external audits, including Organization Inspection Program (OIP) inspections, Staff Assistance Visits (SAV), Inspector General (IG), Army Audit Agency (AAA), and Government Accountability Office (GAO) inspections. A second composite metric measures our compliance with Internal Control and Command Supply Discipline Program (CSDP) evaluations.

R 1.0 Achieve Efficiency and Model Fiscal Stewardship:

Efficiency, more than ever, is paramount to our business. 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 standards of readiness. We must find ways to manage our limited resources more efficiently by reducing unnecessary fielding's, eliminating waste, assessing redundancies, and streamlining processes. There are three components to this objective.

(1) The Surgical Fielding Initiative described above will enable us to achieve efficient utilization of resources through improved asset visibility and the capability to use that visibility to offset the need to procure or repair additional assets.

(2) We will reduce the amount of inventory at our depots without degrading support to customers. The guidance for inventory management is simple: We will avoid new buys when it is cost-effective to do so by returning, refurbishing and redistributing material to and from our depots. We want to stock materiel that enables us to avoid a "new buy" when it is cost-effective and appropriate, but we don't want to spend inventory costs unnecessarily. To do this, we must make data-informed decisions about our inventory. Again, this will require cross-functional, inter-departmental cooperation.

(3) Finally, we will refine our funds execution processes to ensure timely and accurate obligation of funds in accordance with more accurate forecast plans.



LOE 3: Transform and Build the Team

In the future environment, arguably more than ever, the competencies of our people, fueled by an organizational climate that enables synergy of 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.

IP 3.0 Transform the Organization: In order to propel USAMMA into the future, we must no longer consider ourselves a collection of business units/directorates, but as a portfolio of capabilities that provide our core competencies. USAMMA will align capabilities of its business units/directorates to those core competencies that bring value, internally and externally. This may require divestiture of some capabilities that no longer align, as well as investments in other skill sets in order to fill capability gaps. We will critically assess ourselves against DoD and industry partners. Finally, we will continuously engage with AMEDD, Army, and DoD to ensure our transformation is in concert with external changes, including changes within the Army, and the Military Health System (specifically the Defense Health Agency - DHA). Recognizing the efficiencies gained through an integrated lifecycle approach, we must ensure that any transformation strengthens the integrated lifecycle management model rather than breaks it apart.

There is not a known end-state of this transformation. Rather, this objective is an ongoing effort to posture USAMMA to adapt to change, align structurally with stakeholders and partners, and endure as a lifecycle management command. To that end, we will measure our effective participation with any study, assessment or initiative that influences USAMMA's structure or resources. We will appropriately devote time and effort to ensure those who shape USAMMA's future are informed about who we are and what we do.

LG 2.0 Build Human Capital: Our success can only be achieved if we have the right people, with the right tools, in the right jobs. We must attract, develop, reward and retain highly skilled and effective individuals. We will invest in leadership programs; provide opportunities for



training and education, professional development, and career enriching assignments; and appropriately recognize and reward excellence. We will develop a culture of accountability to ensure all employees are appropriately trained and meet certification requirements. We will encourage professional and functional certification programs

for the entire workforce, measuring progress against required and non-required certifications. Finally, we will establish an awards program and assess our performance against goals to appropriately recognize civilian and military personnel.

LG 3.0 Improve Climate, Health, Safety, and Resilience:

Empirical evidence supports the premises that organizational climate, health, and resilience are causally related to effectiveness of a team. The human dimension of USAMMA, not technology, remains our decisive ingredient for success. The purpose of this objective is to monitor and assess ourselves, both organizationally and individually in order to maintain a positive command climate in which the synergy of our teams is maintained. The Army requires routine climate assessments for every unit. These routine assessments provide feedback about those areas we must dedicate resources and leadership focus. We will continue this approach and respond to any deviations from acceptable standards. We will focus on communication up, down, and across the command, as this has been a common topic of concern. We will improve partnership through our Labor and Management Employee Relations Council in which senior leaders and union partners routinely meet to share



information and work toward solutions.

Also, we will strive to improve safety across the command by implementing a Safety and Occupational Health Strategic Plan with its own assessment program. Finally, we will implement health and resilience programs to build a ready and resilient workforce in concert with the Army Surgeon General's Performance Triad—Sleep, Activity, and Nutrition.

Performance Measures (1 of 2)

*Pending Final Approval



Perspective	Lines Of Effort (LOE)	Strategic Objective Name	Strategic Objective Owners	Performance Measures Name
Customer & Stakeholder	LOE 1	CS 1.0 Ensure a Ready and Deployable Medical Force	John Meirose	CS 1.1 Impact on Unit Readiness at time of Fielding CS 1.2 Depot Repair/Return Turn Around Time (Composite) CS 1.3 Central Program Readiness Rates (Composite)
		CS 2.0 Engage Customers, Stakeholders, and Partners	John Meirose	CS 2.1 CRM Customer Response Time CS 2.2 Unit Level Fielding Efficiency CS 2.3 AMLE / DMLE / DHA Engagements
Internal Processes	LOE 2	IP 1.0 Enable Lifecycle Management	John Meirose	IP 1.1 Integrated Lifecycle Management Processes (Composite) IP 1.2 USAMMA Advance Development Product Portfolio IP 1.3 National Stock Numbers (NSN) Source-ability
		IP 2.0 Promote Organizational Excellence	Ruben Gueits	IP 2.1 Percent of External Audits & Inspections Rectified Outside the Suspense Period IP 2.2 Percent of MICP & CSDP Evaluations completed as Scheduled (Composite) IP 2.3 Percent of M3D ISO 9000 Audits Rectified within Suspense Period

Performance Measures (1 of 2)

*Pending Final Approval



Perspective	Lines Of Effort (LOE)	Strategic Objective Name	Strategic Objective Owners	Performance Measures Name
Internal Processes	LOE 3	IP 3.0 Transform the Organization	LTC Sean O'Neil	IP 3.1 Managed Attrition of Department of the Army Civilians (DAC) CS 2.3 AMLE / DMLE / DHA Engagements
Learning & Growth	LOE 1	LG 1.0 Exploit Investment in Information Technology	LTC Brandon Pretlow	LG 1.1 Technology Transition Initiative (Progress against Plan)
	LOE 3	LG 2.0 Build Human Capital	LTC Sean O'Neil	LG 2.1 Manage Mandatory Certification Levels (Composite) LG 2.2 Military and Civilian Award Program (Composite)
		LG 3.0 Improve Climate, Health, Safety, and Resilience	SGM Leo Anderson	LG 3.1 Safety LG 3.2 Labor Management and Employee Relations (LMER) LG 3.3 Climate (Composite) LG 3.4 Ready and Resilience Campaign (Composite)
Resources	LOE 2	R 1.0 Achieve Efficiency and Model Fiscal Stewardship	LTC Brandon Pretlow	R 1.1 Cost of Inventory R 1.2 Index of Operations and Maintenance Army (OMA) CS 2.2 Unit Level Fielding Efficiency