

# Defense Health Agency Strategic Plan Fiscal Years 2025 - 2030

## Overview

The FY25-30 Defense Health Agency Strategic Plan is the Agency's five-year strategy to improve health and build readiness. The August 2024 Strategic Framework summarizes current strategic initiatives and drivers supporting DHA's mission, vision, priorities, and core values across four focus areas: Quality & Safety, Patient Experience, Staff Experience, and Resourcing.

### STRATEGIC PRIORITIES

- Enabling combat support to the Joint Force in competition, crisis, or conflict
- Building a modernized, integrated, and resilient healthcare delivery system
- Dedicated and inspired teams of professionals driving military health's next evolution

### DHA MISSION/VISION

**Mission:**  
The Defense Health Agency supports our Nation by improving health and building readiness – making extraordinary experiences ordinary and exceptional outcomes routine.

**Vision:**  
Unrelenting pursuit of excellence as we care for our Joint Force and those we are privileged to serve.

**Anytime, Anywhere – Always.**

### DHA VALUES

**Dependability:**  
We are trustworthy, honest about our performance, and follow through on our commitments.

**Humility:**  
We focus on listening, we are compassionate, and we take an active interest in understanding the needs and concerns of our teammates, partners, and patients.

**Agility:**  
We adapt quickly and innovate effectively when presented with new opportunities and new challenges.

QUALITY & SAFETY	PATIENT EXPERIENCE	STAFF EXPERIENCE	RESOURCING
We prioritize holistic wellness by emphasizing safe, evidence-based care...	...while collaborating with the patient to improve their wellbeing...	...and fostering a workforce that is engaged, empowered and healthy...	...and remaining responsible stewards of our resources.
<b>Optimize Health Care Delivery</b>			
Patient Centered Care Model			
Culture of Both Wellness and Health	Improve Partnerships		
<b>Fully Leverage Technology In The Health Care Space</b>			
Patient and Staff Experience			
<b>Drive Decision Making At All Levels Of The Organization With Data</b>			
Data Governance and Strategy			
MHS GENESIS Optimization			
<b>Effective Management Of Agency's Total Workforce</b>			
Improve Performance of the Workforce			
<b>Implement Ready Reliable Care</b>			
Integrate High Reliability Practices Across the DHA			
			<b>Accelerate Modernization Of Medical Readiness And Care</b>
			Better Utilization of Resources
			Simplification and Standardization of Acquisition Elements
			<b>Provide Scalable And Agile Capabilities To Meet Validated Ccmd Requirements</b>
			Optimize Operational Planning

## TRANSFORMING THE MILITARY HEALTH CARE EXPERIENCE FOR ALL

The Military Health System is at a critical moment. Years of fiscal challenges have tested us in unique ways. We've had a relatively flat budget amidst rising inflation. To help reduce costs, the delivery of care within our military hospitals and clinics shrunk in favor of purchased care – yet, purchased care added to our costs.

*That's why we are transforming everything about our business and our care model. We are putting our patients and our workforce at the center of our decision-making. By doing so, we will generate more value and more impact, positioning ourselves to adapt and thrive for the long term.*

The DHA FY25-30 Strategic Plan enables the transformation of our care model by making investments to stabilize and modernize our healthcare system. To stabilize, we will focus on strengthening the foundation of our hospitals and clinics – ensuring we have the right policies, processes, and staffing in place to deliver the highest value. We will streamline our decision-making processes, ensuring everything we do ties to our Strategic Plan. Beginning in January 2025, we will increase the integration between purchased care and direct care in the next generation of TRICARE contracts.

Closely linked to stabilization is our modernization approach. We are moving to a patient-centered, value-based care model where patients have more options and flexibility to manage their health. We are offering enhanced virtual care so that we can meet patients where they are and when it makes sense. We are leveraging real-time business intelligence to enhance the overall patient experience. And empowering our health care teams to find innovative ways to reduce their administrative burdens.

*Health care should be there for our patients when they need it. Our investments in new tools will enable the same quality but faster, easier, and more convenient health care services.*

The successful execution of the strategy depends on every DHA team member to contribute to this new approach – where we take the right risks, innovate, test, and adapt. We encourage everyone to look beyond production and be clear-eyed as to what this is all about – making people's lives better. By doing so, we will continue to make extraordinary health care experiences happen every day. We will bring back joy to practicing medicine and caring for our deserved population. We will continue to deliver health care **ANYTIME, ANYWHERE – ALWAYS.**



*Lt. Gen. Telita Crosland*  
Director, DHA



*Chief Master Sgt. Tanya Johnson*  
Senior Enlisted Leader, DHA

