

Changes and drivers in the operating environment

From a war fighting perspective

The operating environment will be increasingly complex. A range of drivers for the changing character of warfare include geopolitics, technology, data and demographics. These changes will require the ADF to operate across a range of settings including in cooperation, competition and conflict in order to respond to emerging situations that threaten Australia's interests.

An increased focus on the Defence Health System will be necessary to generate the capacity and agility required to meet these challenges. A focus on our people must be at the forefront to ensure decision superiority on operations and at home. The Defence Health System, in collaboration with health industry and academic partners, will be critical in ensuring that our health capability is ready to meet these emerging challenges.

We will continue to explore options for harnessing rapid technological development to gain competitive advantage. The Defence Health System will be prepared to leverage opportunities in technology, as well as focus on changing operational health profiles, mental health and preventive health to remain in step with the requirements of the modern war fighter and changing paradigms across the operational environment.

From a health and technology perspective

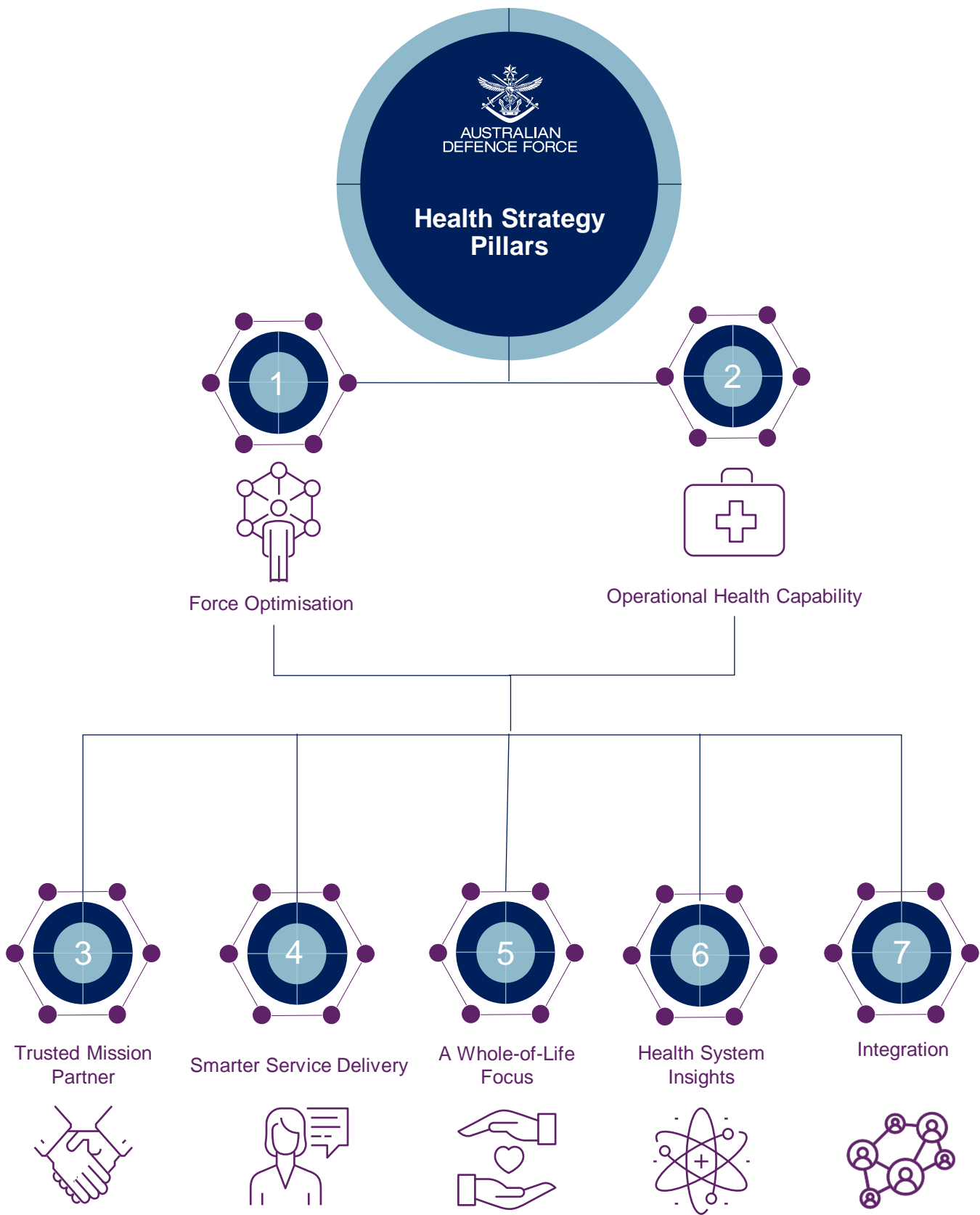
We will continue to see a shift towards digital and connected health care. Rising patient expectations, technological and medical advances, and financial pressures mean that major reforms to the delivery of health services will be necessary. The Defence Health System will need to be responsive to changes in technology, characterised by:

- advances in connected devices that enable patients and healthcare providers to monitor and manage health, anywhere, anytime within an increasingly aggressive cyber environment
- substantial increase in the use of precision medicine and the prevention and treatment of diseases by gene therapy
- increased focus on consumer-collected data and its role in prevention, diagnosis and treatment, resulting in improved partnerships between stakeholders
- human augmentation technologies enabling the enhancement of human abilities.

The Defence Health System needs to leverage opportunities in emerging technology and medical approaches, and identify where and how to apply them to the force for maximum impact.

ADF Health Strategy

Ready | Responsive | Resilient



The Defence Health System

Current state

People are a fundamental input to Defence capability. The Defence Health System enables the Defence mission by ensuring the force is healthy, fit and ready to deploy and provides a continuum of quality health care to Defence members in deployed and garrison environments.

The Defence Health System relies on connectedness and shared responsibility. Members are empowered to manage their own care; Service Chiefs are responsible for the health and wellbeing of their members; and the Services, Joint Operations Command and Joint Health Command deliver care, regardless of where the member serves. This partnership between individuals, command and health elements enables a proactive Defence Health System.

Future state

The Defence Health System is responsive to the changes in the operating environment and healthcare ecosystem and delivers the capability required by Government.

Informed by research and health system insights, we use data to support decision-making across the Defence Health System – from informing enterprise planning processes to enabling commanders to make decisions about preparedness and capability based on the health of their workforce.

We apply individualised and precision medicine to improve the resilience of our members and proactively prevent any decline in their health. As individuals and as a force, our members are supported to withstand, recover from and grow in the face of physical and mental challenges.

Defence continues to meet its obligation to care for those who have experienced a setback in the course of duty, both in service and through transition. The Defence Health System is trusted to care for serving members and those in transition, and a recognised partner in a member's health and wellbeing journey.

ADF Health Strategy

Led by Joint Health Command, the ADF Health Strategy is a collaborative effort across Defence, other Australian Government departments, industry and academia.

The ADF Health Strategy has two leading Pillars, Force Optimisation and Operational Health Capability, with five Pillars supporting the achievement of the two lead Pillars. This ensures alignment of the Strategy with Defence's mission, Defence Corporate Plan and Defence Planning Guidance. These combine to achieve a ready, responsive and resilient Defence Health System. The two lead Pillars have stated end states, which if achieved would result in the Pillar objective being achieved. Seven key enablers are integral to supporting the achievement of the Strategy.

Operational Health

Working in partnership with whole-of-government and coalition health agencies, Defence has the capability to deliver the full scope of operational healthcare. This is inclusive of clinical services, health planning, force health protection, own and partner force training and medical logistics.

The ADF Health Strategy will ensure the Defence Health System is ready to contribute to the Defence mission by delivering a joint health effect that enables the joint force in peace and war. This will be achieved through:

- a swift response with innovative solutions
- an agile, scalable and resilient health workforce
- adaptability to pressures and challenges in the operating environment
- application of operational lessons

Monitoring and Evaluation

The ADF Health Select Committee is accountable for:

- setting the strategic direction for the Defence Health System to align with the capability requirements of the ADF
- ensuring health projects and programs efficiently align with the ADF Health Strategy to achieve a ready, responsive and resilient Defence Health System
- monitoring and evaluating the performance of the Defence Health System to assure appropriate departmental investment in the ADF health portfolio
- setting organisational risk parameters for the Defence Health System on behalf of the Chief of the Defence Force
- collaborating on the programming of health projects and programs to ensure effective delivery of ADF Health Strategy outcomes
- promoting collaboration across Defence and with external stakeholders
- ensuring appropriate control and monitoring systems are in place to manage portfolio risks
- driving changes to the ADF Health Strategy to ensure it remains current and fit for purpose
- exploring opportunities for consideration of health and wellbeing aspects related to the wider Defence workforce



Pillar 1 Force Optimisation

Optimising force readiness through increasing the overall health and performance of ADF members.

Supporting Pillars and Method

Pillar 3. Trusted Mission Partner. Providing world-class military health services that are valued and trusted by Commanders and ADF members.

Pillar 4. Smarter Service Delivery. Harnessing opportunities for ongoing service delivery improvement and innovation to improve access and value in care.

Pillar 5. Whole of Life Focus. Improving health and wellbeing outcomes of ADF members across their career and beyond military services.

Pillar 6. Health System Insights. The use of research, health data, information and insights to inform decision-making, policy and practice.

Pillar 7. Integration. (i) A robust health surveillance and intelligence program that is accurate and timely (within Australia and overseas). (ii) A connected approach to single Service occupational conditioning programs.

End States

Command is enabled by health to achieve its mission.

Reduction in injury occurrence, severity and impact.

Increasing rates of training completion and force readiness.

An increase in the overall health status of Defence members.

The Defence Health System is sufficiently capable and flexible to meet changing and emerging circumstances.

Pillar 2 Operational Health Capability

Generating, training and sustaining the operational health capability necessary for the ADF to be operationally effective.

Supporting Pillars and Method

Pillar 3. Trusted Mission Partner. Develop a Common Operating Picture of the ADF's overall health capability and capacity.

Pillar 4. Smarter Service Delivery. Harnessing opportunities for digitally enabled, technologically advanced health capabilities (service delivery improvement and innovation).

Pillar 5. Whole of Life Focus. Collaboration with the Department of Veteran Affairs and civilian partners to inform whole-of-life perspective.

Pillar 6. Health System Insights. The use of health data, information and insights to inform decision-making.

Pillar 7. Integration. (i) Leveraging CJHLTH appointment as the Joint Workforce Sponsor and Learning Management Authority to address health workforce supply, training, retention and governance. (ii) Operational health capabilities and the knowledge and skills of the health workforce are interoperable across the Services.

End States

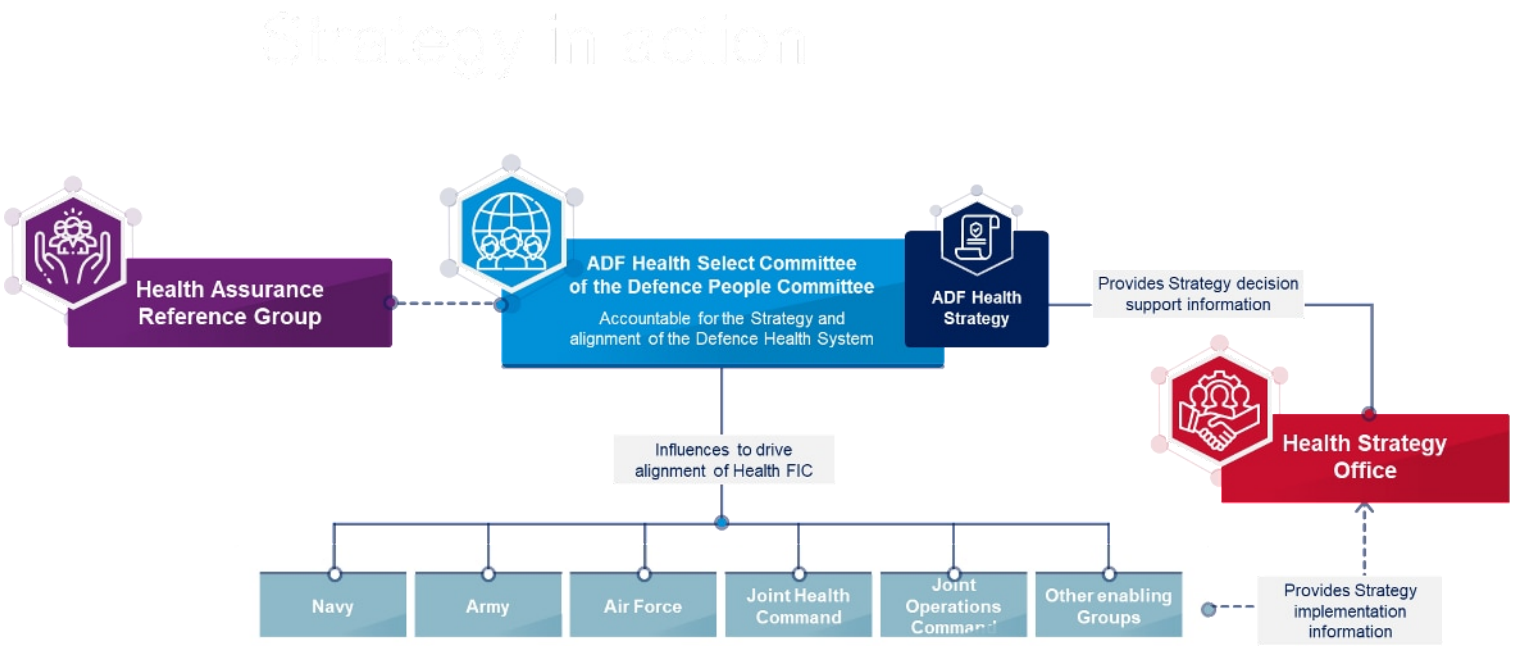
Operational health capabilities operate under an accountability framework and integrated health operating concept (that leverages the Surgeon General's technical authority to deliver the required health effect).

Operational health capabilities meet preparedness requirements.

Operational health capabilities are able to support the activities and operations the joint force conducts.

Operational health capabilities are same by default, separate by necessity and similar by exception.

Strategy in Action



KEY ENABLERS



Culture

Trust through better customer service for commanders and Defence members. A preventive health and force optimisation healthcare model.



Data

Increased use of data to improve health services and support command decisions through real-time actionable information.



Technology & Tools

Enhanced joint force capability and capacity through increased efficiency, effectiveness and innovative ways of delivering health services.



Communications

Shared understanding of the purpose and strategic direction of the Defence Health System.



Governance

Joint approach to managing the Defence Health System's overall performance.



Workforce Capability

Interoperability of health knowledge and skills across the Services and civilian health system. Defence health personnel adapt to different health technology environments.



Research

Unified, targeted and timely approach to research with feedback mechanisms to Defence planning processes.

