

Contents

Foreword I by Daniel K. Inouye	vii
Foreword II by Anthony J. Principi	ix
Foreword III by Henry W. Foster, Jr.	xi
Series Preface	xiii
Preface	xv
Acknowledgments	xix

PART 1 THE EMERGING FEDERAL SECTOR HEALTHCARE MODEL

CHAPTER 1	The Longer View: Moving Toward Population Health in the Federal Sector	5
	<i>David Beaulieu</i>	
CHAPTER 2	The Future of U.S. Military Health Care	17
	<i>Col. (Ret.) Robert A. Leitch and Peter Ramsaroop</i>	
CHAPTER 3	Federal Support for Healthcare Information Systems	28
	<i>Morris F. Collen</i>	
CHAPTER 4	Enhancing Private Biomedical Technology: The Role of Federal Programs	40
	<i>Steven J. Phillips</i>	
CHAPTER 5	The Parthenon Strategy in Military Medicine	52
	<i>Lt. Gen. (Ret.) Charles H. Roadman II</i>	

- CHAPTER 6 Alignment in a Large Enterprise: Department of Defense Military Health System 63
Brig. Gen. Klaus Schafer, CAPT C. Forrest Faison III, Col. Leo Cousineau, Lt. Col. (Ret.) Harry Young, and Peter Ramsaroop
- CHAPTER 7 Reengineering the Veterans Healthcare System 79
Kenneth W. Kizer
- CHAPTER 8 Shaping Future Healthcare Professionals 97
Vice Adm. (Ret.) James A. Zimble and Marion J. Ball
- CHAPTER 9 Optimizing the Military Healthcare System 117
CAPT William M. Heroman, Col. Michael D. Parkinson, Kathryn A. Burke, COL Thomas Broyles, COL Frank Berlingis, RADM(s) Donald C. Arthur, COL Raymond Burden, COL Daniel Blum, CDR Wyatt Smith, COL James D. Fraser, CAPT Charles Davis, and COL Sandra Wilcox

PART 2 APPLYING NEW MODELS FOR IMPROVEMENTS AND COST CONTAINMENT

- CHAPTER 10 Building the Knowledge-Enabled Organization: Beyond IT Infrastructures to IM Infostructures 143
Maj. Detlev Smaltz, Maj. Roger Price, Col. Paul Williamson, and Peter Ramsaroop
- CHAPTER 11 Assessing and Achieving Value in Information Technology 156
Martin Belscher and William L. Sheats
- CHAPTER 12 Improving Provider Performance: An Integrated Approach and Case Study on Privileging and Credentialing 170
Lt. Col. James Williamson, LT Edwin Rosas, and Lori B. Blades
- CHAPTER 13 Cost Containment: A New Approach and a VA Case Study 183
Cyndi Kindred, Don Pratt, and Kimberly Miller

- CHAPTER 14 **Process-Oriented Strategic Information Management Planning** 199
Col. Sue Chiang, Col. Bruce Oksol, Col. Patricia Lewis, Maj. J. Zarate, Barbara Hoehn, Beth Ireton, and Alex Mustafaraj
- CHAPTER 15 **Data Quality Case Study** 217
Wendy Carter and Cynthia Fodor
- CHAPTER 16 **Resource Allocation Dilemmas in Large Federal Healthcare Systems** 236
W. Paul Kearns III, Maj. Julie Hall, W. Todd Grams, and Gina Barhoumy

PART 3 ENABLING TECHNOLOGIES

- CHAPTER 17 **Infrastructure and Architecture** 263
Lt. Col. Edward Kline, Jim Demetriades, and John Manson
- CHAPTER 18 **The Future of GCPR: A Hybrid Approach** 287
Peter Groen, CAPT James McCain, Robert Kolodner, CAPT James Garvie, Lt. Col. Janet Martino, and Ginny Houghton
- CHAPTER 19 **Force Health Protection Through Global Medical Surveillance** 303
Brig. Gen. Klaus Schafer, Lt. Col. Edward H. Kline, Col. Robert L. Williams, Capt. Robert Hardie, Maj. David Parker, MSgt. James Mendes, Todd A. Ritter, and David Beaulieu
- CHAPTER 20 **Global Expeditionary Medical Surveillance (GEMS) Support of Domestic Preparedness** 316
Col. John S. Silva
- CHAPTER 21 **Eliminating Disparities in Minority Health** 325
Selina Smith and Mary Walker
- CHAPTER 22 **Telehealth** 338
CAPT C. Forrest Faison III, Jay Sanders, James Smith, and David Dimond

CHAPTER 23 E-Health: Future Implications 351
*Lt. Col. (Ret.) Fred Peters, Lt. Col. Michael Perry,
Stephen O'Dell, and David Pedersen*

Index 373

Contributors 383