



# A Plan for Excellence

*Mission: Provide Warrior focused oral health care with an exceptional team of professionals, dedicated to excellence and unified in service*

*Vision: America's Leader in Warrior Centered Oral Health*

Strategic Objective Owner	Strategic Objective	Strategic Objective Statement	Strategic Objective Performance Outcome	Strategic Objective Initiatives
SRDC COL Covington	CS 5.0 Improve Patient Satisfaction	Improve patient and stakeholder satisfaction by understanding, managing, and exceeding their expectations.	<ul style="list-style-type: none"> <li>• &gt;95% How did patient rate the amount of time they waited past their appointment time?</li> <li>• &gt;95% How satisfied the patient was with the clinic's OVERALL ability to take care of their dental needs?</li> </ul>	#1 Establish cross regional IMIT workgroup to recommend technology solutions to target & improve customer satisfaction #2 LSS BB Project: Improve patient satisfaction response process to increase completed survey rate
DENCOM HQ COL Miller	CS 7.0 Improve Dental Readiness	Achieve DoD dental readiness for Soldiers of all Army Components eligible for dental readiness care within the Active Army Dental Care System through the efficient and effective utilization of all resources. Effectively plan for a budgetary restrictive environment by managing risk/reward ratios for facilities, personnel and information solutions. Effectively manage dental readiness at First Term Dental Readiness (FTDR) program sites; at mobilization and deployment platforms; through the Reserve Components Demobilization Dental Reset; and through the continuous dental readiness maintenance of Active Component permanent party Soldiers.	<ul style="list-style-type: none"> <li>• &gt;95% COMPO I Dental Readiness</li> <li>• &gt;95% First Term Dental Readiness</li> </ul>	#1 Establish cross regional work group to work with MEDCOM to integrate Medical PHA appointment type with & Dental appointment types
ADL COL Windhorn	CS 8.0 Improve Army Dental Laboratory System	To provide the highest quality of inputs/ outputs for dental prosthetics, at all levels within the US Army Laboratory System, to attain the lowest turn around time (TAT), highest quality, and the highest customer satisfaction.	<ul style="list-style-type: none"> <li>•% Cases accepted by the lab</li> <li>•% cases processed pass internal quality processes</li> <li>•% Cases shipped are acceptable in quality to the provider</li> <li>•% of all E4 and below spend at least 100% of their time performing dental laboratory procedures</li> <li>•% of all SGT/E5 spend at least 75% of their time performing dental laboratory procedures</li> <li>•% Cases will ship in product specific TAT times</li> <li>•% Cases initiated at the clinic level are shipped to the ADL Lab within 5 days</li> <li>•% Providers satisfied with turn around time</li> <li>•% Providers satisfied with overall product quality</li> </ul>	#1 Fully develop CDA to effectively support the ADL System #2 Develop & implement standardized DENCOM lab technician training program (lab tech short course) #3 Develop standardized clinic level manpower/staffing policy guidance for high volume clinics with labs #4 Validate & update ADL/Clinic TDA's to support ADL System changes #5 Develop & implement standardized DENCOM distance learning lab training program
DENCOM HQ MAJ Gorski	R 21.0 Optimize Resources and Value	Effectively forecast requirements, program, allocate and execute all available resources to achieve the DENCOM Commander's priorities, and deliver maximum value to the American taxpayers. Promote a culture of effects-based results, fiscal stewardship and personal accountability.	<ul style="list-style-type: none"> <li>• Productivity PBAM/PEERS (In development)</li> </ul>	#1 Develop, implement and execute Performance Base Adjustment Model support program

WRDC COL Doran	IP 7.0 Maximize Dental Health Promotion and Prevention	Enhance dental disease and injury prevention and education efforts in order to improve dental wellness within the total Army. Promote a culture across DENCOM that focuses on Soldier's total dental care to include timely appointing and/or off-post referring to improve dental wellness. Change our Army culture to one in which the Soldier takes ownership of their dental health and seeks continuous care until all treatment is complete.	<ul style="list-style-type: none"> <li>• =&gt;5% Annual DRC 1 increase reaching goal of 65% (AD Compo I)</li> <li>• &gt;90% High Caries Risk (HCR) program participation</li> </ul>	#1 Develop & implement cross regional workgroup that clarifies roles & responsibilities of staff to maximize dental health promotion & prevention
ERDC COL Bachand	IP 8.0 Improve Quality, Patient Safety, Outcome-Focused Care and Services	Optimize patient safety protocols to promote and sustain a culture of trust and safety, and to eliminate preventable patient harm by engaging, educating, and equipping patient care teams to fully integrate evidence-based patient safety practices	<ul style="list-style-type: none"> <li>• # PSE per 1000 appointments</li> <li>• % PSE in any single category</li> </ul>	In development
PRDC COL Ball	IP 9.0 Improve Access and Continuity of Care	Improve access to and continuity of care by maximizing capacity, decreasing improper utilization, increasing provider team continuity and efficiencies, and simplifying appointment processes.	<ul style="list-style-type: none"> <li>• &lt;5% Unfilled appointment time</li> <li>• &lt;5% Failed appointment rate</li> <li>• &gt;90% Patient appointment requests booked within 21 day ATC standard</li> <li>• &gt;95% Patient satisfaction with how patient rates the number of DAYS they waited for an appointment?</li> </ul>	#1 Implement cross regional workgroup to establish clinical practice to model best clinical practices #2 Implement and establish cross regional workgroup to develop & implement access to care training
DENCOM HQ LTC Marks	IP 11.0 Improve Information Systems	Implement advances in technology and clinical information systems. Sustain D-DINPACS (Dental- Digital Imaging Network Picture Archive Communication System) infrastructure and enhance Digital Enterprise Viewing and Acquisition Application (DEVAA) to meet the needs of the dental provider. Refine CDA Corporate Dental Application (CDA) and seek out areas of synchronization within the DoD and VA healthcare networks.	<ul style="list-style-type: none"> <li>• % Increase in Active CDA Accounts</li> <li>• % Increase in Archived Digital Dental Images</li> </ul>	<ul style="list-style-type: none"> <li>• # 1 Revamp the current Army Dental Digital Repository</li> <li>• # 3 Create total auditing capabilities of CDA to be in compliance with DoD security standards</li> <li>• # 4 Fully enhance CDA to effectively support the ADL System</li> </ul>
NRDC COL Tempel	IP 14.0 Improve Communication	Optimize communication and reference systems to provide timely and effective information. Create an environment focused on objectives while reducing external obstacles and distractions.	<ul style="list-style-type: none"> <li>• &gt;95% Satisfaction with electronic (e-mail) communication protocols</li> <li>• &gt;95% Satisfaction with DENCOM Intranet w/&gt;750 hits per month</li> </ul>	#1 Establish cross regional workgroup to develop DENCOM communication training program #2 Establish cross regional workgroup to drive consistent marketing message in conjunction with MEDCOM
DENCOM HQ COL Dunn	IP 17.0 Optimize Facility Lifecycle Management	Foster and maintain a close working relationship with DENTAC XOs and CDRs, RDC XOs and CDRs, and MEDCOM facilities agencies to effectively forecast requirements for revitalization, renovation, or new construction of DTFs in the DENCOM inventory. Ensure modern/state of the art facilities to optimize efficient and world class oral health care for Soldiers.	<ul style="list-style-type: none"> <li>• Facilities Project types, phases, and % Completion</li> </ul>	# 1 – Establish working group across DENCOM Staff AOs, & HFPA to ensure accurate information is incorporated into HFPA Facilities Planning Tool. # 2 – Develop & implement educational tools for DENTAC CDRs and above regarding facilities maintenance, renovation, and planning. # 3 – Implement & establish cross regional working group to address state of the art technologies (CAD.CAM, CBCT, Lasers) to include education. # 4 – Implement & establish cross regional working group to address energy efficient technologies to incorporate into Dental Facilities.
DENCOM HQ Mr Heath	LG 17.0 Improve Recruiting & Retention of Personnel	Sustain a comprehensive outreach and marketing campaign to create awareness of DENCOM employment opportunities and increase available candidates. Foster a pleasant, professional working environment that encourages teamwork, customer service, and a long-term commitment to the DENCOM team.	<ul style="list-style-type: none"> <li>• &lt;5% Loss Rate</li> </ul>	<ul style="list-style-type: none"> <li>• #1 Implement outreach efforts to attract civilian clinical candidates</li> </ul>

DENCOM HQ Mr Hernandez	LG 19.0 Promote and Foster a Culture of Innovation	Promote and foster a culture of continuous process improvement to maximize quality, bring value, and inspire trust	<ul style="list-style-type: none"> <li>• % Green Belts certified by June 2012</li> </ul>	<ul style="list-style-type: none"> <li>#1 DENCOM LSS Deployment</li> <li>#2 Develop and implement DENCOM strategic/ yellow belt training program (Engagement Workshop)</li> </ul>
DENCOM HQ COL Bruce	LG 21.0 Maximize Human Capital	Effective and efficient management of personnel (i.e., Active Duty Officers and Enlisted, Department of the Army Civilians and Contract Service Providers) requirements at designate sites. Ensure personnel are efficiently and effectively recruited and placed.	<ul style="list-style-type: none"> <li>• % equitable distribution of resources</li> </ul>	<ul style="list-style-type: none"> <li>•#1 Equity review of DENTACs human resources</li> <li>•# 2 Application of USAMMA requirements model</li> </ul>