Exemplars of Excellence in HRPPs

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Army Medicine Strategy Map

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Mission

- Promote, Sustain and Enhance Soldier Health
- Train, Develop and Equip a Medical Force that Supports Full Spectrum Operations
- Deliver Leading Edge Health Services to Our Warriors and Military Family to Optimize Outcomes

Vision

America's Premier Medical Team Saving Lives and Fostering Healthy and Resilient People
Army Medicine...Army Strong!

Strategic Themes

- Maximize Value in Health Services
- Provide Global Operational Forces
- Build the Team
- Balance Innovation with Standardization
- Optimize Communication and Knowledge Management

SUSTAIN PREPARE RESET TRANSFORM

ENDS — Patient/Customer/Stakeholder

- CS 1.0 Improved Healthy and Protected Families, Beneficiaries and Army Civilians
- CS 2.0 Optimized Care and Transition of Wounded, Ill, and Injured Warriors
- CS 3.0 Improved Healthy and Protected Warriors
- CS 4.0 Responsive Battlefield Medical Force
- CS 5.0 Improved Patient and Customer Satisfaction
- CS 6.0 Inspire Trust in Army Medicine

WAYS — Internal Process

In Support of The Army Family Covenant

- IP 7.0 Maximize Physical and Psychological Health Promotion and Prevention
- IP 8.0 Improve Quality, Outcome-Focused Care and Services
- IP 9.0 Improve Access and Continuity of Care
- IP 10.0 Optimize Medical Readiness
- IP 11.0 Improve Information Systems
- IP 12.0 Implement Best Practices
- IP 13.0 Build Relationships and Enhance Partnerships
- IP 14.0 Improve Internal and External Communication
- IP 15.0 Leverage Research, Development and Acquisition
- IP 16.0 Synchronize Army Medicine to Support Army Stationing & BRAC

MEANS — Learning and Growth

- LG 17.0 Improve Recruiting and Retention of AMEDD Personnel
- LG 18.0 Improve Training and Development
- LG 19.0 Promote and Foster a Culture of Innovation
- LG 20.0 Improve Knowledge Management

MEANS — Resource

- R 21.0 Optimize Resources and Value
- R 22.0 Optimize Lifecycle Management of Facilities and IT Infrastructure
- R 23.0 Maximize Human Capital

Feedback Adjusts Resourcing Decisions

This is a dynamic, living document

UNC

For more information go to: https://ke2.army.mil/bsc

What is Excellence in HRPPs?

- *Excellence* refers to a quality that surpasses the defined threshold of meeting minimum regulatory requirements. *(The floor shouldn't be the ceiling…)*
- *Excellence* comes from actions consistently guided by our ethical principles & regulatory standards.
- *Excellence* results from developing the habit of excellence among all parts of the HRPP as the program of research protections matures over time.
- *Excellence* resonates among all parts of the Institution when there is a culture of human subjects protection. *(Putting a man on the moon…)*

Conditions for a Sound HRPP*

- *Accountability* to assure the quality & performance of the protection program
- *Adequate Resources* to assure that sufficiently robust protection activities are in place
- *Ethics Education Programs* to provide personnel and oversight committees with knowledge to carry out their obligation to conduct & oversee ethically sound research
- *Transparency* to ensure open communication & interaction with research participants, investigators, the local community and other stakeholders in the research enterprise

* *Responsible Research: A Systems Approach to Protecting Research Participants, Institute of Medicine, 2002.*

Accountability Exemplars

- The IO establishes a culture of research excellence that is pervasive and includes clear lines of authority and responsibility for human subjects protection.
- Roles & responsibilities of key HRPP personnel are described in such a way that role relationships can be clearly defined.
- There are established qualifications for key HRPP positions.
- Systems & processes are in place to hold all stakeholders accountable for their responsibilities.

Education Exemplars

- Education requirements for key HRPP personnel are established and met before individuals begin serving in a new role.
- There are ongoing continuing education opportunities to enhance the workforce knowledge base and develop additional onsite expertise in human subjects protection.
- Those who are more experienced in human subjects protection actively mentor staff with less experience.
- Education programs are extended to subjects and to the populations from which subjects are being recruited.

Transparency Exemplars

- There are open and effective communications among those involved in the HRPP.
- There is awareness across the Institution of the HRPP and a language that reflects a commitment to protection of research subjects.
- There are active HRPP quality assurance (QA) processes that ensure regulatory compliance and HRPP quality improvement (QI) processes that promote excellence.
- There are trust and respect among all parts of the HRPP.

Developing HRPP Excellence

- ***Shared Strategy***
  - How are you building and communicating a shared strategy of HRPP excellence within your organization?
- ***Teamwork***
  - How are you building trust & respect among all parts of your HRPP?
- ***Importance of People and the Values they Display in their Service***
  - How do you use your stories of HRPP heroes to help transform your organization's culture into one of HRPP excellence?

"As we consider the road that unfolds before us, we remember with humble gratitude those brave Americans who, at this very hour, patrol far-off deserts and distant mountains. They have something to tell us, just as the fallen heroes who lie in Arlington whisper through the ages. We honor them not only because they are guardians of our liberty, but because they embody the spirit of service; a willingness to find meaning in something greater than themselves."

President Barack Obama

Inaugural Address, January 2009