

The MHS COVID-19 After-Action Review

Process and Status

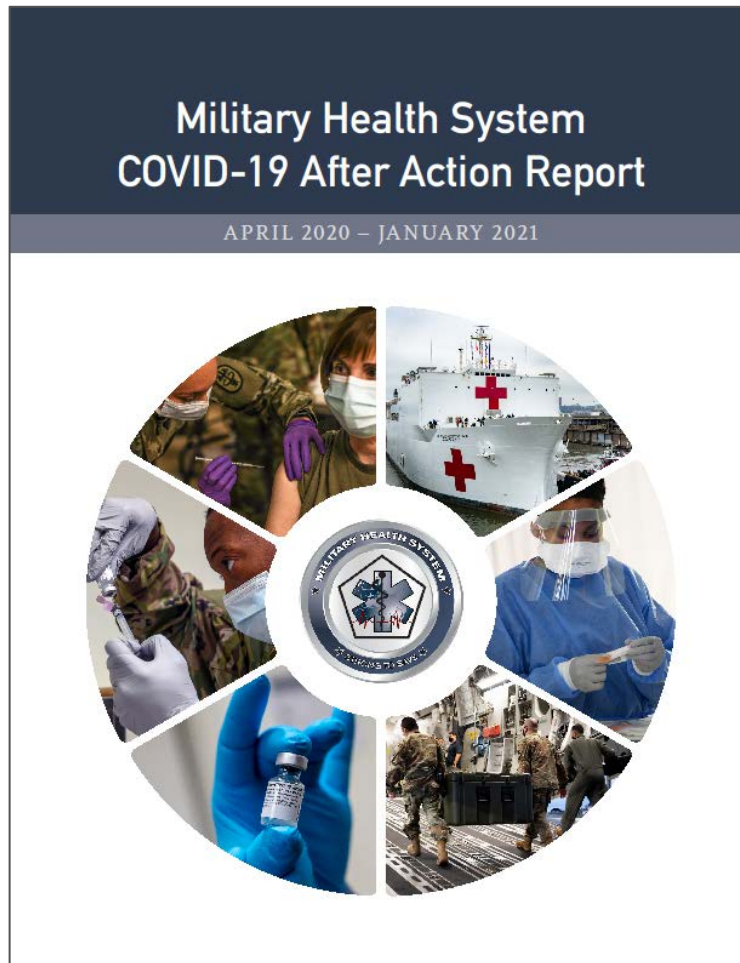


Background

- ASD (HA) LOI on MHS COVID-19 AAR: May 2020
- MHS AAR development: May-Dec 2020
- MHS AAR Final “Interim” Report: Jan 2021
- NDAA 2021, Section 731 enacted: Jan 2021
- Section 731 development: Feb-Apr 2021
- Section 731 RTC submitted: 7 May 2021
- OSD staffing/coordination: May-Sep 2021
- Submission to Congress: 21 April 2022
- 731 “Refresh” LOI issued: March 2022
- Final 731 RTC completed: Sep 2022
- Final 731 RTC in formal coordination process.



MHS COVID-19 Final Interim Report (Jan 2021)

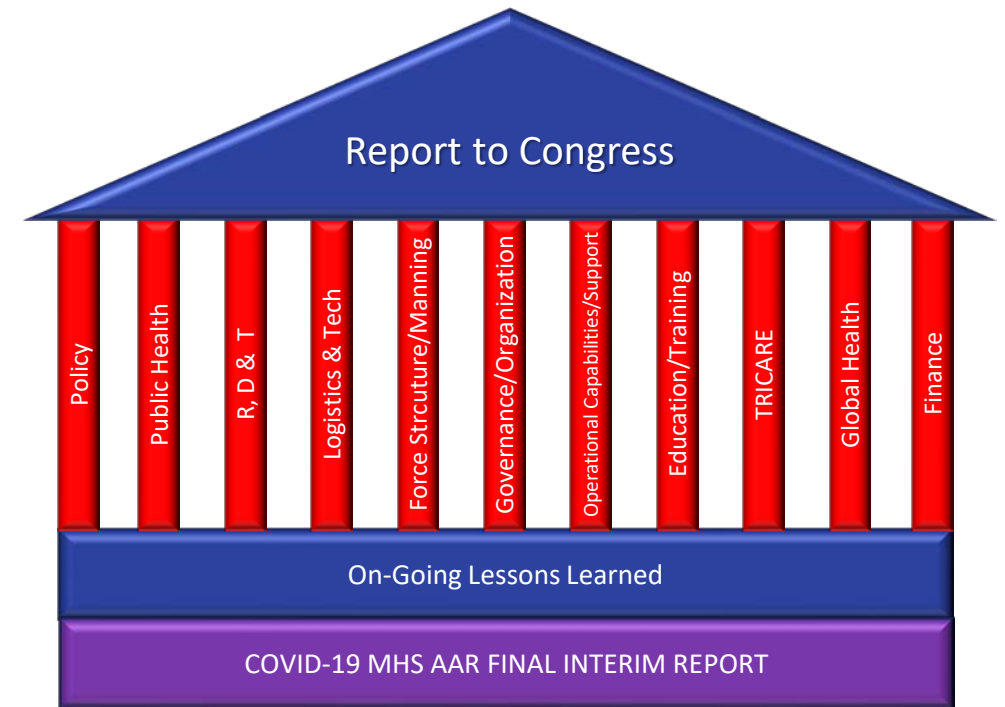


- > 2000 Component Lessons Learned
- 23 Key Lessons Learned
- 82 Associated Recommendations
- Priorities
- OPRs/OCRs
- Implementation Management Structure
- **Assumed 3-6 month pandemic**

Section 731 RTC – the Task

- Mandated by Section 731, NDAA 21
- Required both findings and recommendations
- Established structure and process
 - Chaired by President, USU
 - Senior Panel established:
 - Service SGs
 - Director, DHA
 - JSS
 - DASDs
 - 11 Element Reviews, with each component responsible for at least one.
 - Six Report Domains

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Section 731: Three Versions

Substantive Interim Report to the Congressional Defense Committees



Section 731 of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021 (Public Law 116-283)
“COVID-19 Military Health System Review Panel”
March 2022

The estimated cost of this report or study for the Department of Defense (DoD) is approximately \$772,000 for the 2021 Fiscal Year. This includes \$530,000 in expenses and \$242,000 in DoD labor.
Generated on 2021Jun25 RefID: 7-D891053

V1:

- Findings only (75)
- Submitted April 2022

Report to the Congressional Defense Committees



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V2:

- Findings + Recommendations (75 + 70)
- Melded May draft and Substantive Interim

Report to the Congressional Defense Committees



Section 731 of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021 (Public Law 116-283)
“COVID-19 Military Health System Review Panel”
December 2022

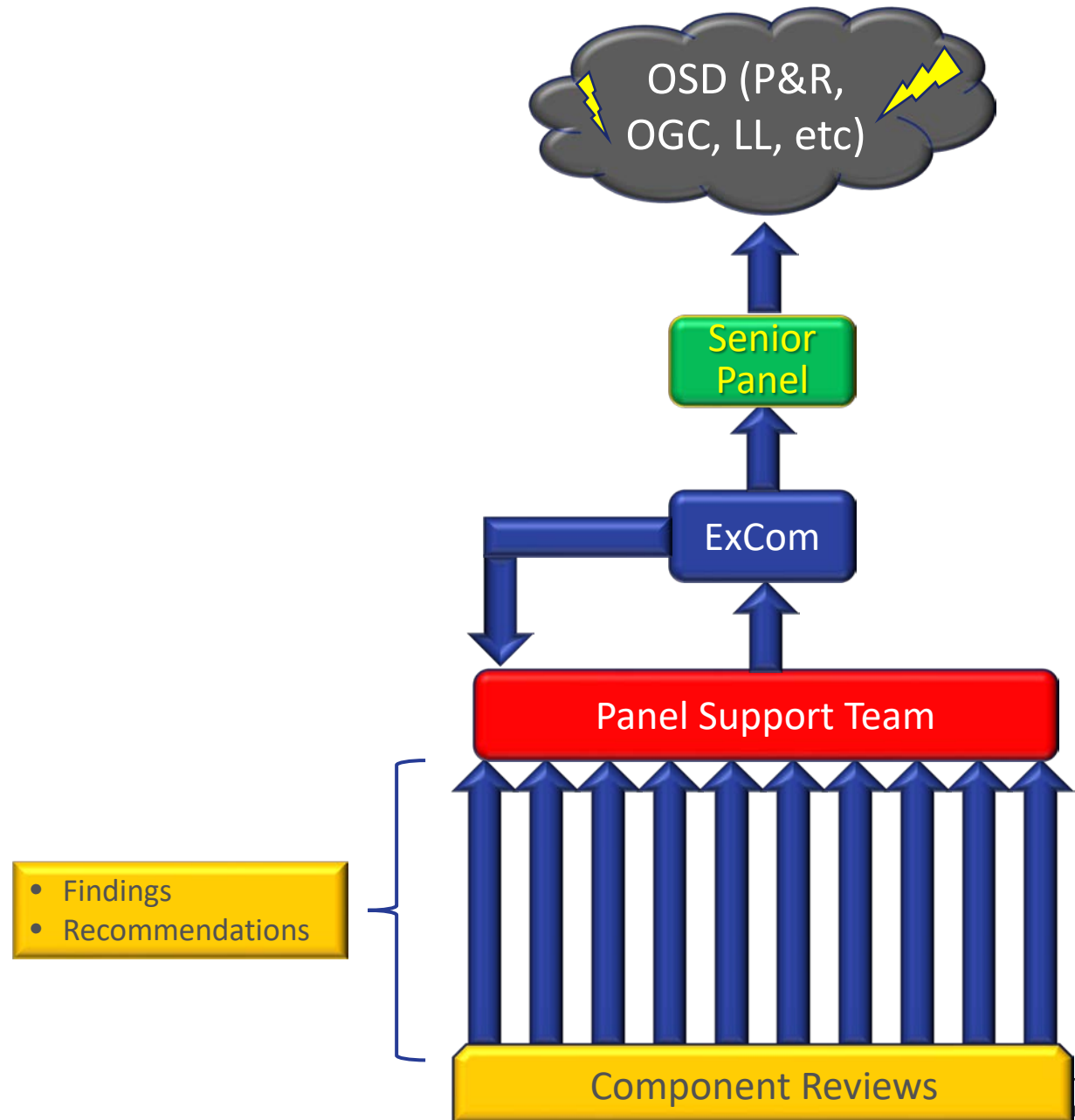
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Final RTC

- Findings + Recommendations (96 + 143)

731 Process

- Senior Panel – Overall RTC/AAR
- ExCom:
 - Coordination of drafts
 - Resolution of issues
- Panel Support Team:
 - Integration of input
 - Preparation of draft documents
 - External research
 - Formal coordination process
 - Identification of issues
 - Collaboration with 732 and Biodefense Review
- Components:
 - Review of extant RTC and MHS AAR
 - Development of new/modified findings, recommendations, priorities, OPRs



Draft 731 RTC Summary

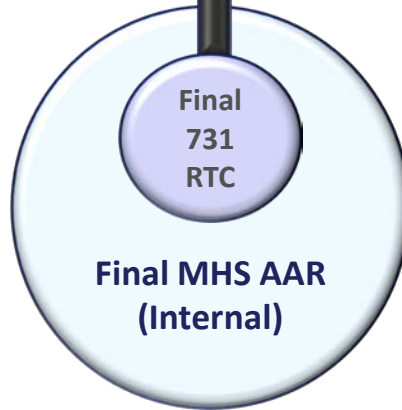
- Overall:
 - The MHS effectively responded to the pandemic—assessing, implementing, monitoring, and executing with skill, agility, and imagination.
 - The MHS COVID-19 response highlighted both weaknesses and strengths in the MHS.
 - The MHS is taking action to implement new or improved processes where needed, enhance our uniformity of efforts and optimize our solutions to current problem.
- 96 specific Findings:
 - 75 from 731 RTC V1 (Substantive Interim Report)
 - 21 new from internal MHS analyses and external reports
- 143 associated Recommendations:
 - 70 from 731 RTC V2
 - 73 new from internal MHS analyses and external reports



Sample Findings and Recommendations: Research

- Findings:
 - Early in the pandemic, the MHS research enterprise rapidly pivoted to intense COVID-19-focused research, impacting on other research priorities and programs.
 - The rapid initiation of new R&D in response to COVID-19 led to deviation from well-established requirements-based processes.
- Recommendations:
 - Assess the impact of shifting research priorities
 - Establish a governance structure for research decision making that is sufficiently nimble to rapidly develop and implement a plan with new requirements driven by the contingency and move at the speed of relevance to obligate funds against the highest priority Research, Development, and Acquisition (RDA) activities.
- Finding: Clinical laboratories located within the MTFs and supporting research reference laboratories lacked the infrastructure, capabilities, and materials to rapidly respond to the magnitude of testing required for DoD's testing needs during the pandemic.
- Recommendation: Evaluate alternative models, processes, and resources to accomplish field research and development (R&D) and operational testing in a timelier manner.

Beyond the RTC



Implementation

- RTC is appropriate for Congress but does not contain implementation guidance
- MHS needs to answer the “so what” and “what now” questions



Beyond the RTC - The Implementation Plan

- Overall objective: Make substantive and sustainable process improvements in the ability of the MHS to manage a major public health crisis.
- Inputs: MHS COVID-19 AAR + 731 RTC.
- Output: MHS COVID-19 Process Improvement Implementation Plan with:
 - Findings
 - Recommendations
 - OPRs/OCRs
 - Timelines
 - MHS management structure
- Getting Started: ASD(HA) Letter of Instruction



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