

## TriWest Healthcare Alliance



### Company Information:

*Highest Ranking Official:*  
David J. McIntyre, Jr.  
President & CEO

*Contact Person:*  
Mindy Rice  
Project Manager, Quality &  
Performance Improvement

*Type of work:* TriWest Healthcare Alliance partners with the Department of Defense to provide access to cost-effective, high quality health care for our nation's active and retired uniformed service members and their families.

*Workforce:* 1617 Total Employees  
801 in Arizona

### Testimonial of Value of Arizona State Quality Awards Program

“We’re very proud to win this award and we accept it on behalf of those we serve, the men and women who wear our nation’s uniform. They’re the reason we strive for excellence in everything we do. This award is confirmation of the exceptional quality of work that everyone in our organization does every day. I’m extremely proud of the entire TriWest team.”

-David J. McIntyre, Jr., President & CEO, TriWest Healthcare Alliance

### Highlights of Organizational Process:

#### Quality & Performance Results:

- The most recent major success indicator of TriWest’s strategic planning process was the award of the expanded West Region managed care contract, which nearly doubled the size of the company. The new West Region expanded into five new states, including Alaska, California, Hawaii, Oregon, and Washington and more than doubled the beneficiary population to over 2.6 million. TriWest is now among the top 10 Department of Defense (DoD) contractors and the largest DoD contractor based in Arizona.
- Preparing to provide services that meet the requirements of the new TRICARE contract on day one of health care delivery in each area of the West Region was the most important goal for 2004. Because successful start-up is predicated on solid planning, TriWest made an up-front investment to initiate implementation planning for the West Region transition prior to the award of the contract.
- As evidence of TriWest’s success in serving its Military Treatment Facility (MTF) customers, TriWest has the distinguished honor of being the recipient of two “Heroes of TRICARE” awards. The Heroes of TRICARE program recognizes individuals, facilities, organizations and contractors that have enhanced TRICARE’s success through the use of a best practice, innovation or initiative. These awards are particularly special because MTF Commanders personally nominate TRICARE Service Centers for the award.

- As TriWest strives to achieve start-up objectives, the commitment is on the operational planning necessary to better integrate strategic and operational planning process with budget planning, Balanced Scorecard monitoring, individual performance planning and evaluation, and company-wide leadership assessment processes, to assure the building of more effective processes and successful outcomes through the advancement of the West Region.

Processes:

- Following the West Region contract award in the summer of 2004, TriWest's senior leadership recognized the need to continue its efforts on strategic and operational planning. Developing and maintaining a company-wide line of sight on the future has been an important factor in TriWest's success to-date, and is critical to TriWest's continued long-term success.
- TriWest's strategic planning process is built on a foundation of innovative leadership, vision and experienced Board of Directors' input, breathing life into a dynamic strategic plan that clearly communicates to TriWest's management and staff the future of the company. The resulting annual plan describes TriWest's mission, vision and values; organizational design and ownership; current operations; the organization's performance to date; the organization's strategic initiatives and objectives; the risks facing the organization and how they are being managed; and the organization's prospects for growth.
- TriWest has built a comprehensive strategic planning process over time that drives the company to clearly visualize its five-year strategic horizon, define its three-year strategic objectives, and guide its annual operational planning and performance.
- Although TriWest's strategic planning process has evolved since the inception of the company, the President and CEO has never wavered from his guiding principles for the organization which have continued to serve as the foundation for planning and operations throughout TriWest's history: "Success does not simply happen, success is earned...but you can't earn it without the best structure, people, attitude, and plan." Today's strategic planning process is led by the President and CEO and supported by the Executive Leadership Team. It includes critical and ultimate approval from the Board of Directors as well as input from the middle management team of the organization (Executive Council).
- TriWest believes success for the MHS begins with the beneficiary – every beneficiary, every interaction, and every point of contact. TriWest measures its success by the success of the system as a whole – a commitment taken very seriously. TriWest is focused on outcomes, results and performance. TriWest consistently fulfills its motto, "Whatever It Takes," by walking in the shoes of its customers every day.