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Building the Infrastructure for Joint Medical Excellence: A New Chapter in DHA Research, Development, & Acquisition

AUG 2026

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MHSRS Question Submission



Submitting Questions During the Brief

- The quick response (QR) code will be displayed periodically on section breaks
- **Scan the code with your phone** to submit questions **at any time**
- Submitted questions will be used in a facilitated Q&A at the **end of the brief**

MHSRS Questions for DHA,
Assistant Director Research,
Development & Acquisition





Speaker Introduction



RDML Ivonne Arena

Acting Assistant Director for Research, Development & Acquisition (AD-RDA) /
Component Acquisition Executive (CAE), Defense Health Agency (DHA)

RDML Ivonne Arena serves as the Acting AD-RDA/CAE, bringing extensive expertise in health information technology, organizational leadership, and federal health operations. She previously served as the Deputy Chief Information Officer for the DHA, overseeing cyber security, emerging technologies, data and infrastructure standardization, functional integration, health informatics, and clinical and business applications supporting the global Military Health System (MHS). Her extensive leadership career includes, among other key roles, serving as the Deputy, Business Operations for Program Executive Office for Defense Healthcare Management Systems (PEO DHMS). RDML Arena is a United States Public Health Service officer with significant experience managing large-scale Information Technology administrative and operational activities and previously served ten years in the United States Navy. She holds a Master's in Health Informatics from George Washington University and a Master of Science in Health Care Administration from University of Puerto Rico, Medical Science Campus.



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Shaping the Future of Military Medicine: The DHA AD-RDA/CAE Role in Driving Readiness-Focused Innovation

AD-RDA/CAE is responsible for medical modernization across the continuum of readiness and care. We manage the lifecycle from cradle to grave - discovery, research, development, deployment, and sustainment/support, delivering the required products, services, and knowledge necessary to enable the DoW's medical missions.

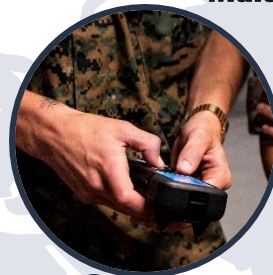
Deliver Fast & Accelerate Outcomes



Drive Decisive Action



Multiply Impact with Technology and Data



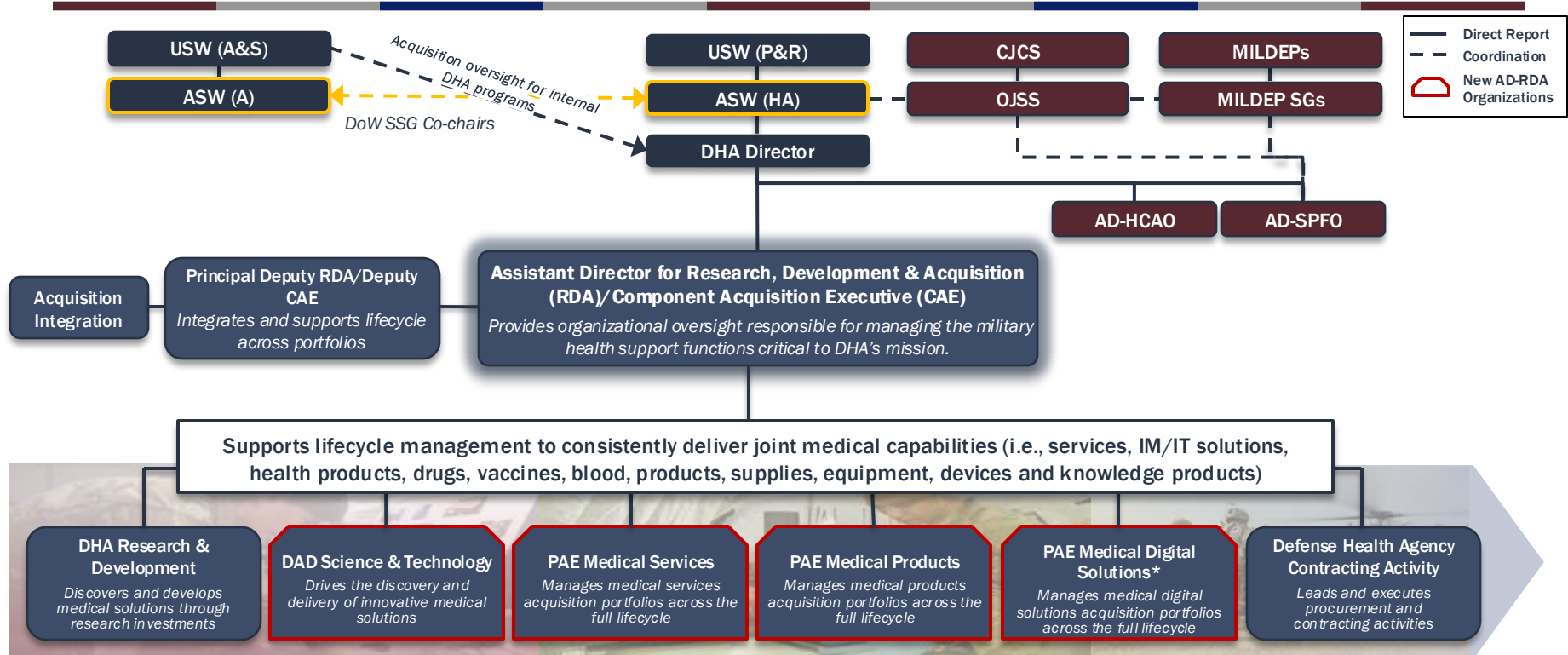
Take Care of Our People



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Enabling Joint Medical Excellence: Modernizing DHA's Acquisition Framework to Support the Warfighter



*Note: PEO DHMS and PEO MS are currently integrating into PAE Medical Digital Solutions.



Advancing the Mission: How DHA Is Transforming Medical Acquisition to Strengthen Warfighter Readiness



DHA Director's Lines of Effort (LOEs) *(Guide the Mission)*

1. Medically ready warfighters
2. Medical warrior currency
3. Joint warfighting medical capability
4. High-quality beneficiary care

DHA Acquisition Transformation Pillars *(Set the Method)*

1. Industrial base revitalization
2. Workforce empowerment
3. Flexible acquisition
4. Technical excellence
5. Disciplined lifecycle risk management

AD-RDA

(Where Intent Becomes Action)



- Aligning readiness needs with smarter, faster acquisition processes
- Embedding data into acquisition pathways
- Strengthening the industrial base and acquisition workforce
- Ensuring technical excellence and lifecycle discipline



Deputy Assistant Director, Science and Technology Overview



Dr. Sean Biggerstaff
Chief, DAD Science and Technology

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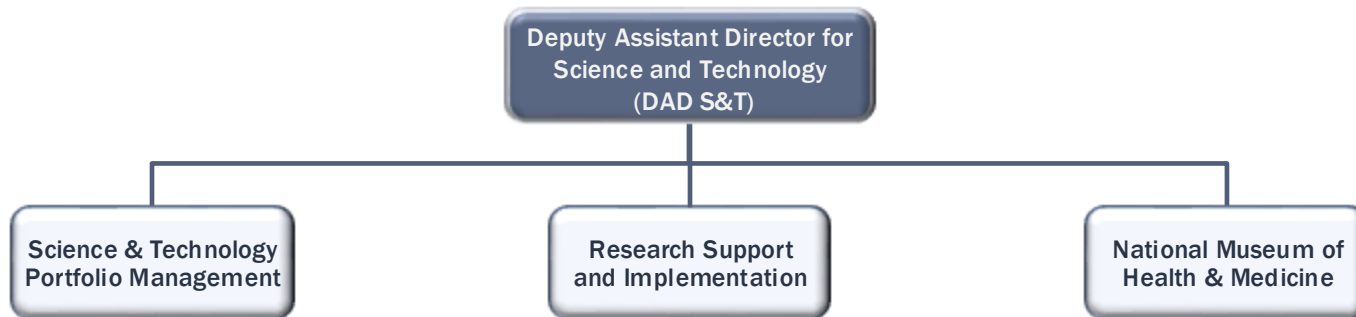
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Deputy Assistant Director Science & Technology



Dr. Sean Biggerstaff
Deputy Assistant Director,
Science & Technology

The Deputy Assistant Director for Science and Technology (DAD S&T) drives the discovery and delivery of innovative medical solutions to meet the needs of the Combatant Commands, the Military Services, and the Military Health System. S&T develops and oversees research strategies, plans, and policies; support the implementation of scientific advances; and manages investments to protect warfighter health and readiness.

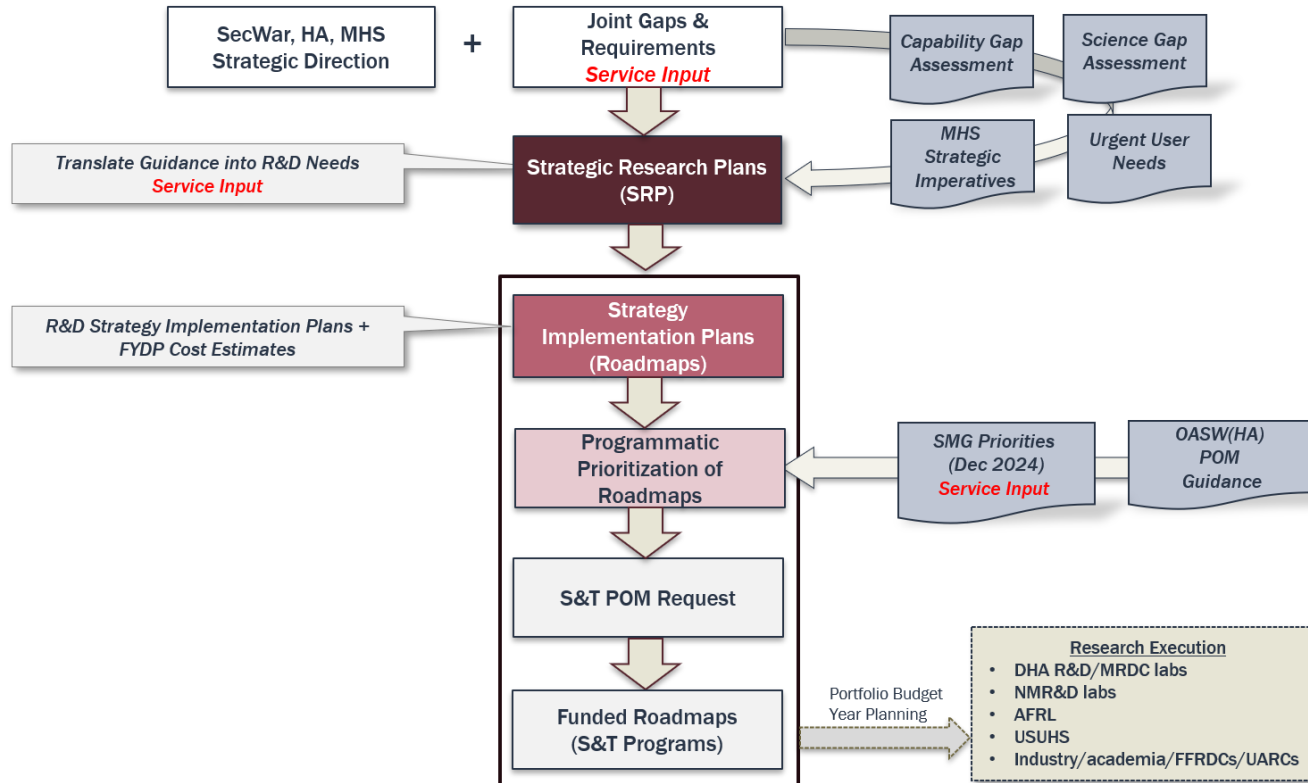


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DHP GDF S&T Overarching Strategic Planning Process

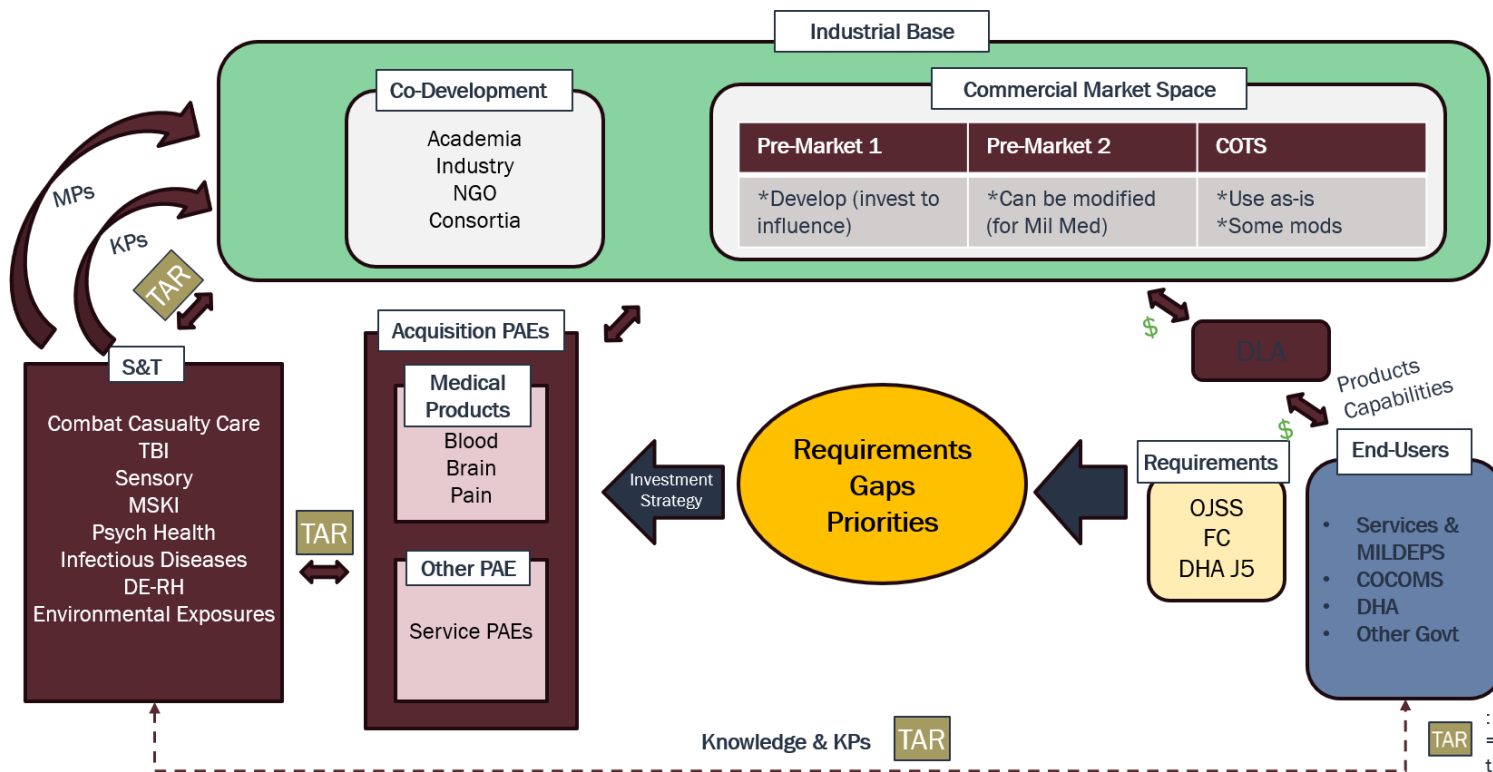
DAD Science and Technology





S&T Output Pathways

DAD Science and Technology



: Transition Alignment Record
= S&T tool to capture
transition partner engagement
& feedback



Future-Focused Solutions & Strategic Direction

DAD Science and Technology



Accelerating Point-of-Injury & Trauma Solutions

Operational Examples

- Funded Thrombosome Treatments
- Secured patent for mRNA-based wound antimicrobials
- Completed preclinical trials for peripheral nerve repair



Strengthening Force Protection & Rehabilitation

Operational Examples

- Parametric Acoustic Arrays – Produced Knowledge Products
- Electromagnetic Prosthetic Technology - Transitioned to Human Testing

Advancing Transition
Pathways &
Operational
Readiness

Planned Efforts:

- Integrate into the new DHA RDA Governance model
- Collaborate within DHA RDA
- Partner with the DHA Office of the Chief Scientist
- Facilitate a long-term (10-year) vision for medical research and development



DHA Research and Development Overview



Dr. Carrie Quinn
Deputy Director, DHA Research and
Development

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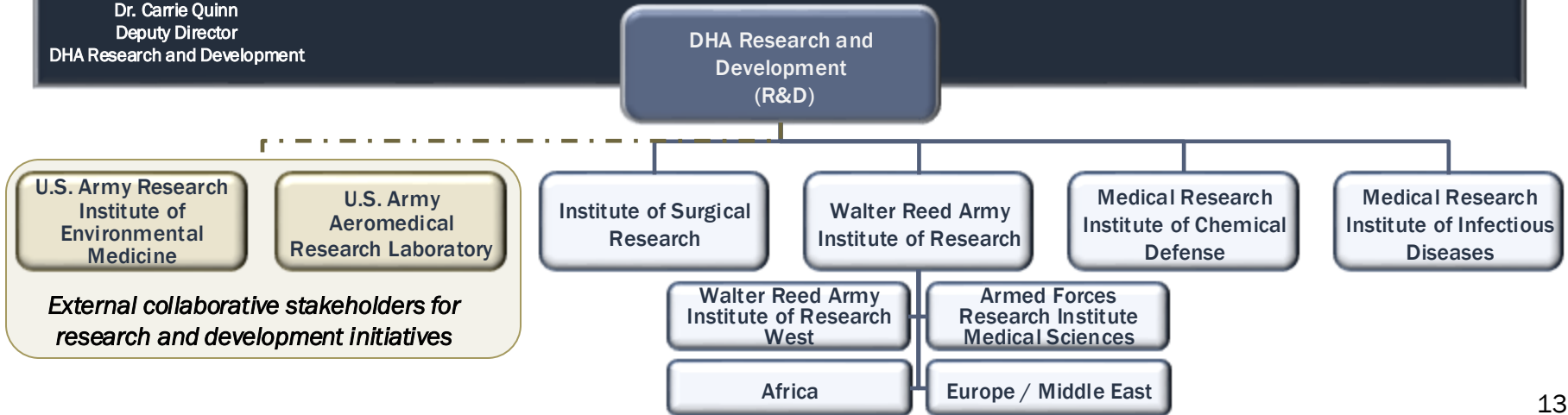


DHA Research and Development



Dr. Carrie Quinn
Deputy Director
DHA Research and Development

DHA Research and Development (R&D) is dedicated to advancing military medical research and innovation. DHA R&D executes cutting-edge biomedical research that directly supports Warfighter health, readiness, and resilience. DHA R&D operates under unified leadership with U.S. Army Medical Research and Development Command (MRDC) to deliver innovative medical solutions to operational challenges. Together, DHA R&D and MRDC ensure that research efforts are aligned with Department of War priorities, leveraging combined expertise to enhance readiness and operational effectiveness. The R&D enterprise is a network of six globally postured, specialized research institutes and laboratories.

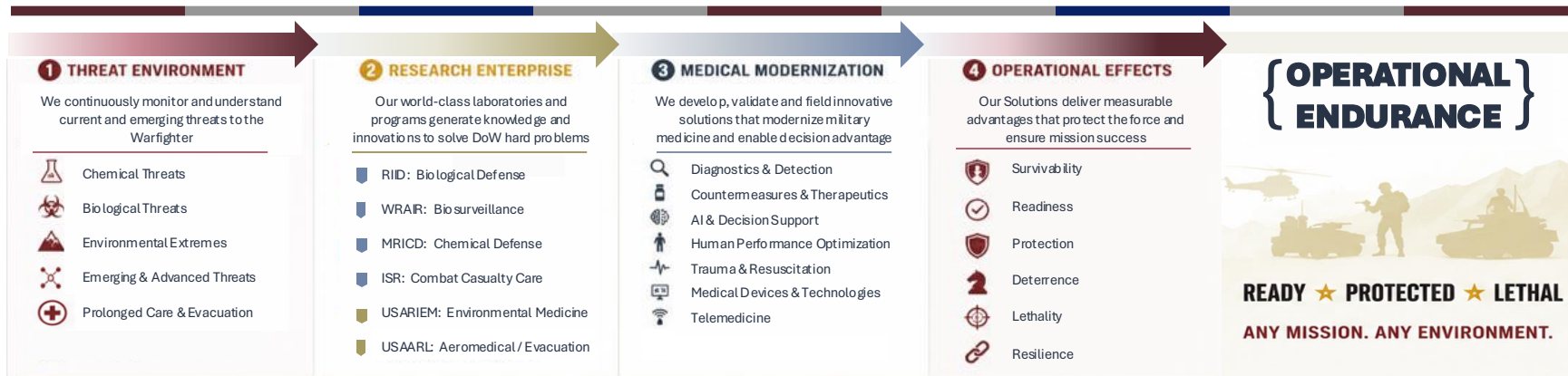




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From Threat to Operational Endurance

DHA Research & Development



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Reimagining Survival in Contested Environments

DHA Research & Development



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DHA Portfolio Acquisition Executive - Medical Products Overview



Ms. Caitlyn Felkoski
Acting Portfolio Acquisition Executive for
Medical Products

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Portfolio Acquisition Executive Medical Products



Ms. Caitlyn Felkoski
Acting Portfolio Acquisition
Executive for Medical Products

Portfolio Acquisition Executive for Medical Products (PAE MP) accelerates the delivery of medical products at the speed of relevance to enhance warfighter care and ensure mission outcome success through innovative and cost-effective acquisition solutions that advance urgent delivery timelines, optimize warfighter readiness, enhance warfighter lethality, enhance patient safety, and improve the quality of beneficiary care.

Portfolio Acquisition Executive
for Medical Products
(PAE MP)

Warfighter Readiness,
Performance, & Brain
Health Program
Management Office

Warfighter
Expeditionary Medicine
& Treatment Program
Management Office

Warfighter Protection
& Acute Care Program
Management Office

Force Health
Protection

Medical Simulation
& Training Program
Management Office

Medical Equipment
& Devices Program
Management Office

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Portfolio Impact Across the Enterprise

PAE Medical Products



Core Portfolio



**Far Forward
Survivability &
Lethality**



**Operational
Continuity & Rapid
Procurement**

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Operational Deployment of Medical Products

PAE Medical Products



Freeze Dried Plasma and French Freeze Dried Plasma (FFDP)

Operational Example

- Shelf-stable, immediate, life-saving transfusion capabilities directly to the point of injury
- Eliminates the stringent cold-chain logistics
- A shelf-stable treatment for far-forward traumatic hemorrhage
- 23 of 31 patients treated with FFDP at Point of Injury (POI) have survived to transfer of care



Analyzer Traumatic Brain Injury (ATBI)

Operational Example

- First ever blood test for the assessment of Traumatic Brain Injury
- Reduces unnecessary evacuations for head CT scan by 33%
- Partnered with the U.S. Army for fielding



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Future-Focused Solutions & Strategic Direction

PAE Medical Products



Ultrasound Field Portable

Operational Example

- Enables providers in far-forward environments to visualize, and diagnose injuries
- Better prioritization of evacuations and maximize return-to-fight
- Partnered with the U.S. Army for fielding



Role 4 Modeling and Simulation Tool

Operational Examples

- Allows medical planners to predict if Role 4 definitive care facilities can absorb large-scale patient load.
- Supports NDAA 2023 §714 - requires MTFs to function as core casualty receiving facilities for mass casualty events

Advancing Transition
Pathways &
Operational
Readiness

Key Opportunities for Industry:

- **Comprehensive Commercialization & Clinical Support:** Manages FDA licensure and commercialization strategies to ensure reliable medical supply for the DoW.
- **Austere & Dual-Use Product Delivery:** Develops rugged, temperature-insensitive, dual-use medical products for civilian and military trauma, ensuring scalable manufacturing and a resilient supply chain.

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DHA Portfolio Acquisition Executive - Medical Services Overview



Ms. Madeline Friedman
Acting Portfolio Acquisition Executive for
Medical Services

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Portfolio Acquisition Executive Medical Services



Ms. Madeleine Friedman
Acting Portfolio Acquisition
Executive Medical Services

Portfolio Acquisition Executives for Medical Services (PAE MS) Deliver high-quality, timely, and value-driven medical services acquisitions that support operational readiness, beneficiary care, and enterprise medical capabilities. Through the integration of requirements, resources, and acquisition strategy across the medical services lifecycle, PAE MS ensures responsible stewardship of public funds while improving outcomes for patients, clinicians, and mission partners.

Portfolio Acquisition Executive
Medical Services
(PAE MS)

Enterprise Medical
Services Program
Management Office

Reserve Health
Readiness Program
Management Office

Virtual Health Program
Management Office

TRICARE Acquisition
Cell

Acquisition of Services
Center of Excellence

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Portfolio Impact Across the Enterprise

PAE Medical Services



Core Portfolio



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Operational Deployment of Medical Services

PAE Medical Services



Remote Health Readiness Program (RHRP)

Medical Services

- Off-site medical/dental assessments, immunizations, and readiness compliance services in remote settings



Enterprise Medical Services (EMS) Contracts

Medical Services

- Standardized, enterprise-wide clinical support and services



Advanced Virtual Support for Operational Forces (ADVISOR)

Medical Services

- 24/7/365 synchronous teleconsultation hotline



Tele-Critical Care (TCC)

Medical Services

- Remote, visual patient-monitoring networks



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Future-Focused Services & Strategic Direction

PAE Medical Services



Expeditionary Force Mobilization (Enabled by RHRP Contract Oversight)

Operational Example

Problem

Decentralized reserve forces faced massive, rapid mobilization requirements, risking backlogs and straining military treatment facilities



Solution

PAE MS utilized its contract structures and commercial network integration to execute a **rapid-response, high-throughput health readiness campaign**



Impact

Successfully cleared and immunized **over 40,000 Service Members** across 209 locations in 43 States and Guam in a single weekend

Advancing Transition
Pathways &
Operational
Readiness

Key Collaboration Opportunities:

- **Strategic Partnerships for Workforce Development:** Collaborate with academic and training institutions to professionalize the acquisition workforce and ensure compliance.
- **Leveraging Commercial Healthcare Networks:** Integrate with private-sector healthcare providers to expand medical service delivery and readiness capabilities.

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DHA Portfolio Acquisition Executive - Medical Digital Solutions Overview



Mr. James Perkins
Acting Portfolio Acquisition Executive for
Medical Digital Solutions

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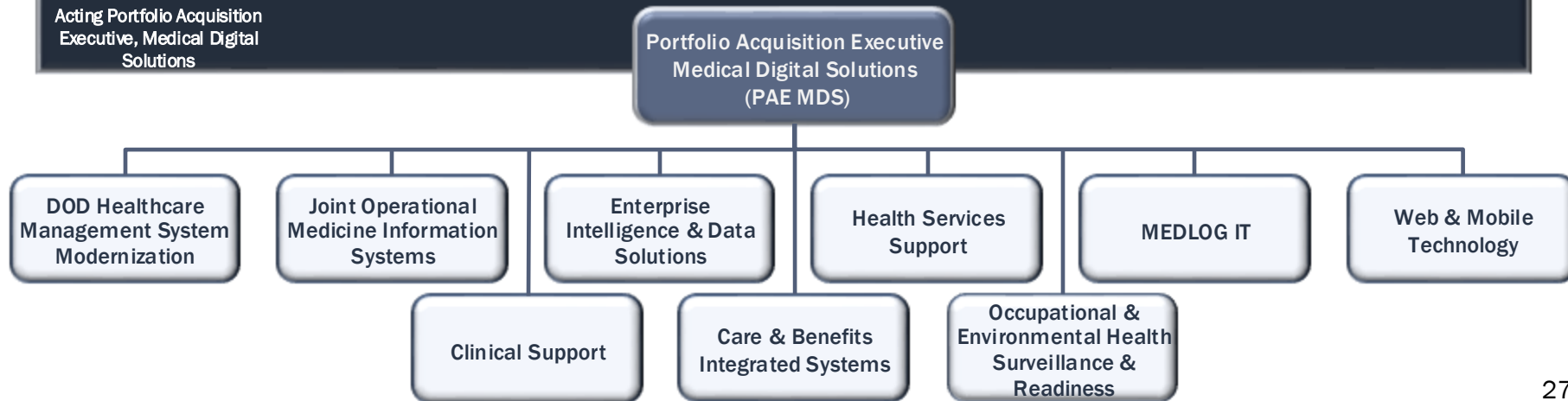
Portfolio Acquisition Executive Medical Digital Solutions



Mr. James Perkins
Acting Portfolio Acquisition
Executive, Medical Digital
Solutions

Portfolio Acquisition Executive for Medical Digital Solutions (PAE MDS): Mission - Acquire and deliver healthcare technology solutions that maximize warfighter readiness.

PAE MDS' vision is to provide a trusted, integrated health ecosystem that delivers patient centered outcomes.



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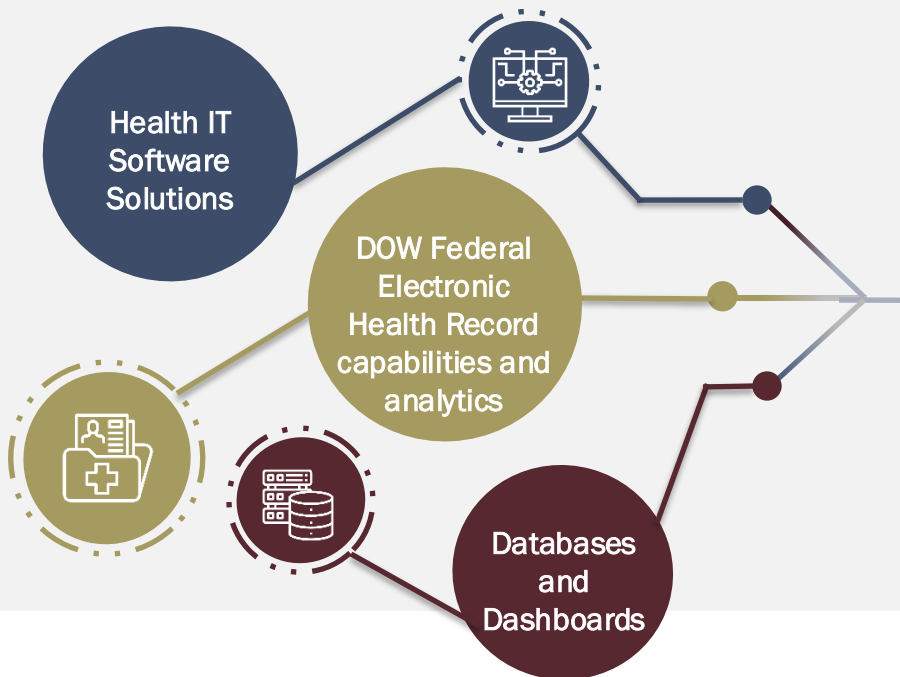
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Portfolio Impact Across the Enterprise

PAE Medical Digital Solutions



Core Portfolio



**Manages Extensive
Data to Support
Daily Operations**

**Data-driven Insights
Optimize Readiness
and Care**



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Operational Deployment of Digital Solutions

PAE Medical Digital Solutions



Warfighter Support Health IT Suite

Digital Solution

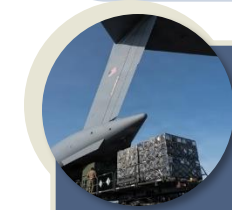
- Includes **BATDOK-J**, **OpMed Care Delivery Platform**, and **Theater Blood-Mobile**
- Provides fit-for-purpose healthcare documentation at all deployed environments
- Works in limited and no-comms conditions



Military Health System Information Platform (MIP)

Digital Solution

- DoW's central data repository
- Encompasses a collection of dashboards and databases that deliver clinical data capabilities



LogiCole

Digital Solution

- Cloud-based logistics system enabling supply ordering and inventory management
- Provides enterprise view of medical supply chains, facility management, and asset tracking



MedHub

Digital Solution

- Provide global medical views – command and control and situational awareness
- Allow commanders to make informed tactical and logistical decisions



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Future-Focused Solutions & Strategic Direction

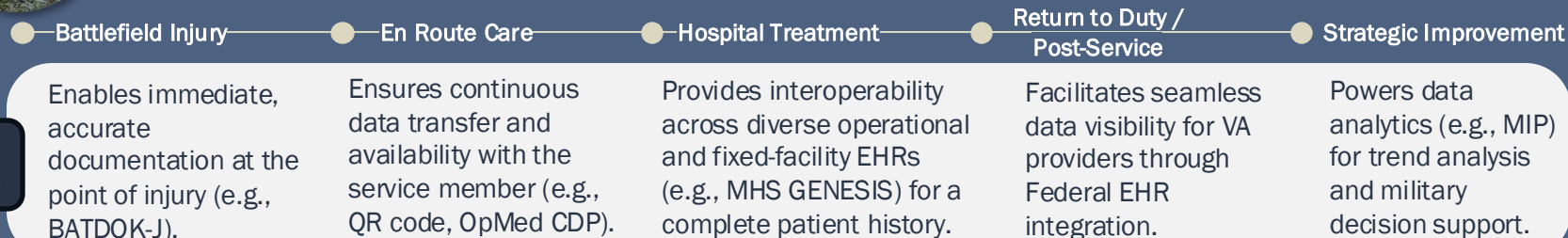
PAE Medical Digital Solutions



The Service Member's Journey: PAE MDS Enabling Seamless Care

Use Case

PAE MDS
Solutions



Advancing Transition
Pathways &
Operational
Readiness

Key Partnerships Opportunities:

- **Federal EHR Interoperability:** Foster key partnerships to advance Federal EHR adoption and ensure a unified longitudinal health record and interoperable digital health capabilities.
- **Tailored Operational Solutions:** Collaborate with military Services and Combatant Commands to deliver secure, interoperable, and mission-focused capabilities across the Joint Force.

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Defense Health Agency Contracting Activity (DHACA)



Mr. James Watkins
Head of the Contracting Activity
Director, DHA Contracting Activity

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Defense Health Agency Contracting Activity



Mr. James Watkins
Head of the Contracting Activity
Director, DHA Contracting Activity

Defense Health Agency Contracting Activity (DHACA) leads procurement, contracting, assistance activities and other agreements of supplies, equipment, services, information technology systems, and infrastructure to ensure DHA can accomplish its mission. DHACA provides superior procurement solutions at the best value to positively influence patient experience and the health and readiness of those entrusted to our care.



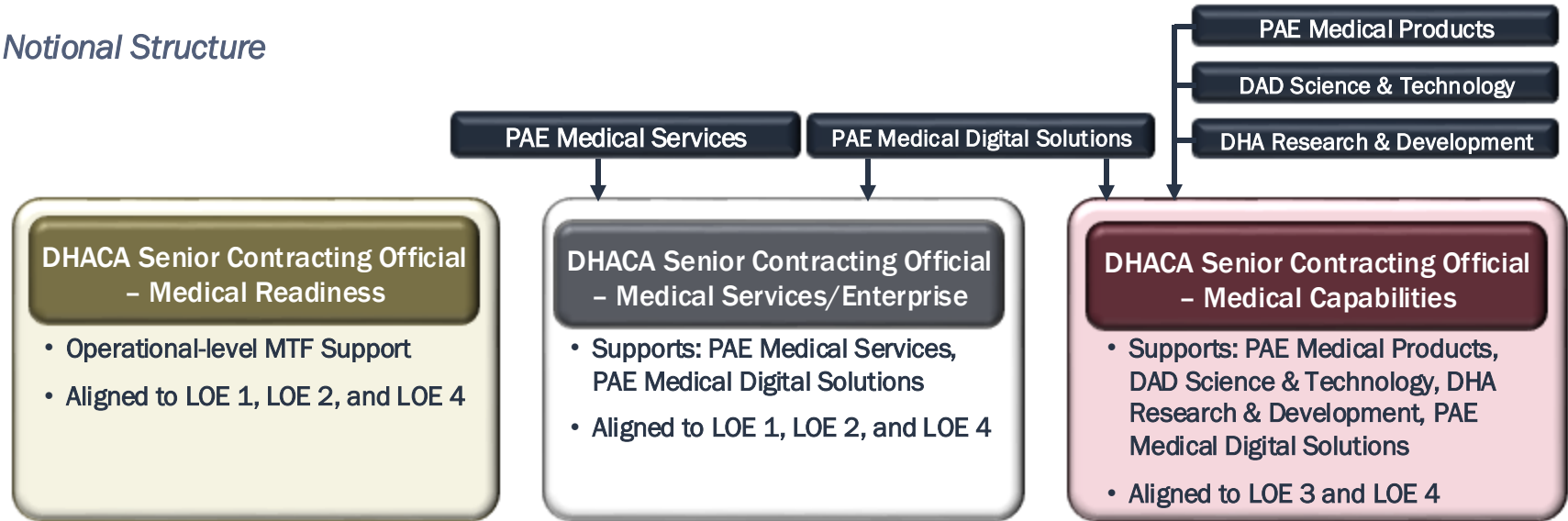


Emerging DHACA Impact on Warfighter Outcomes

Defense Health Agency Contracting Activity



Notional Structure



DHA Lines of Effort





Future-Focused Collaboration & Strategic Direction

Defense Health Agency Contracting Activity



Advancing Capabilities

Collaboration Opportunities

- SAM.gov
- Grants.gov
- SBIR.gov
- Military Health System Research Program (MHSRP)

Advancing Transition
Pathways &
Operational
Readiness

Planned Efforts:

- Revolutionary FAR Overhaul (RFO)
- Completion of transfer of workload and personnel from US Army Healthcare Contracting Activity (USAHCA) to DHACA
- Alignment to and support of PAE structure



Questions & Answers



Scan QR code to submit
questions





Acronyms



Acronym	Definition	Acronym	Definition
ADMSOR	Advanced Virtual Support for Operational Forces	NDAA	National Defense Authorization Act
AD-RDA	Assistant Director for Research, Development, and Acquisition	OPMED	Operational Medicine
BATDOK-J	Battlefield Documentation - Joint	PAE MDS	Portfolio Acquisition Executive, Medical Digital Solutions
CAE	Component Acquisition Executive	PAE MP	Portfolio Acquisition Executive, Medical Products
CDP	Clinical Data Platform/Presentation	PAE MS	Portfolio Acquisition Executive, Medical Services
DAD	Deputy Assistant Director	PEO DHMS	Program Executive Office, Defense Healthcare Management Systems
DCAE	Deputy Component Acquisition Executive	PEO MS	Program Executive Office, Medical Systems
DHA	Defense Health Agency	POI	Point of Injury
DHACA	Defense Health Agency Contracting Activity	PMO	Project Management Office
DoW	Department of War	QR	Quick Response
EHR	Electronic Health Record	Q&A	Question and Answer
EMS	Enterprise Medical Services	RDA	Research, Development, and Acquisition
FDA	Food and Drug Administration	RFO	Revolutionary FAR Overhaul
FFDP	Freeze Dried Plasma	RHRP	Remote Health Readiness Program
LOE	Lines of Effort	R&D	Research and Development
MHSRP	Military Health System Research Program	S&T	Science and Technology
MHSRS	Military Health System Research Symposium	TCC	Tele-Critical Care
MIP	Military Health System Information Platform	USAHCA	US Army Healthcare Contracting Activity
MTF	Military Medical Treatment Facility	VA	Veterans Affairs