

**2026
DEFENSE HEALTH INFORMATION
TECHNOLOGY SYMPOSIUM**

**AUGUST 11-13, 2026
HYATT REGENCY NEW ORLEANS
NEW ORLEANS, LA**

Transforming Medical Acquisition

RDML Ivonne Arena

Acting Assistant Director for Research, Development & Acquisition,

Component Acquisition Executive



Agenda

- 1** AD-RDA Overview: Responsibilities, Framework, and the Acquisition Transformation Landscape
- 2** Strategic Alignment: Connecting AD-RDA Initiatives to Enterprise Lines of Effort
- 3** AD-RDA as a Catalyst: Driving Change Through Data, Technology, and People
- 4** Panel Discussion: Organizational Missions, Challenges, and Target End State
- 5** Panel Discussion: Operational Cases – Real-World Impact

Learning Objectives

- 1** Define AD-RDA/CAE responsibilities for medical modernization
- 2** Explain the AD-RDA/CAE framework supporting data, technology, and people modernization
- 3** Connect AD-RDA initiatives to enterprise priorities
- 4** Reflect on the AD-RDA mission, challenges, and target end state
- 5** Understand operational use cases shared by panel speakers

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.

Modernizing Military Health for the Global Operator: Building the Foundation for a Combat-Ready Enterprise

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 Department of War's medical missions.

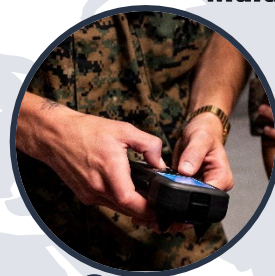
Deliver Fast & Accelerate Outcomes



Drive Decisive Action



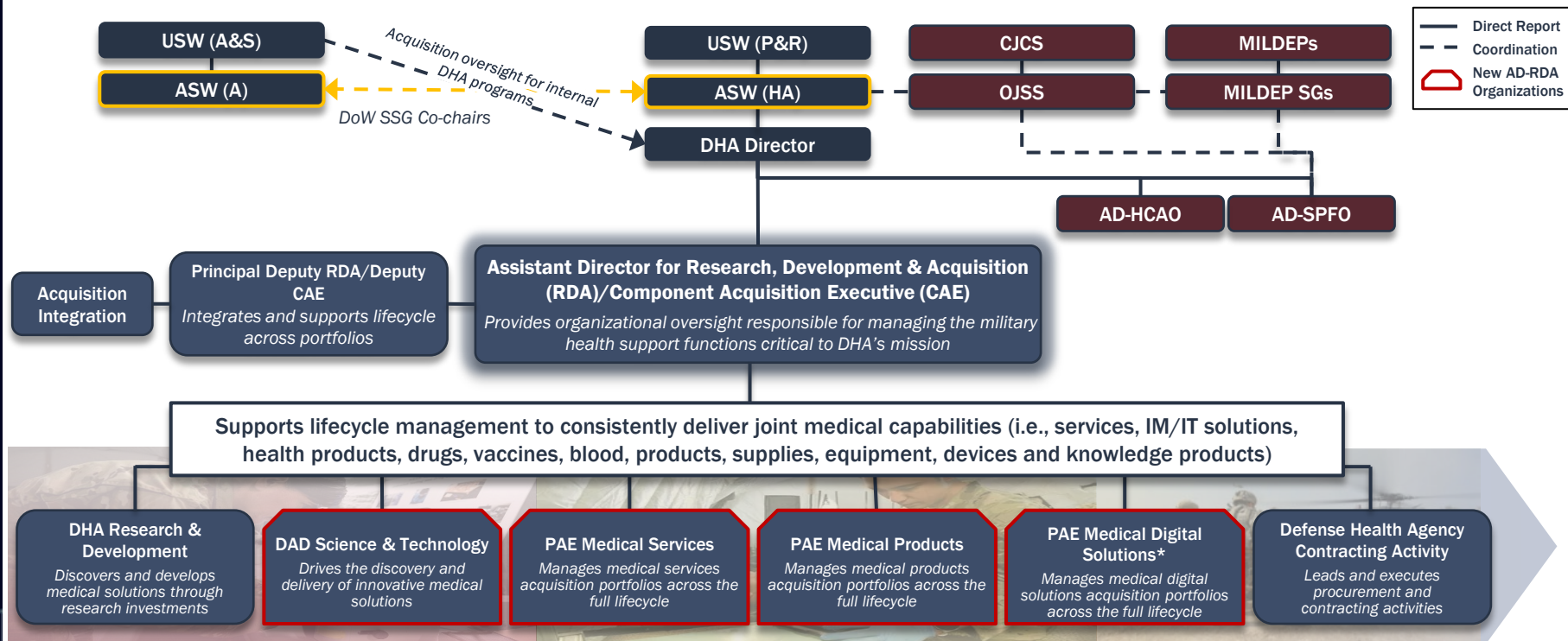
Multiply Impact with Technology and Data



Take Care of Our People



How We Are Organized to Deliver: AD-RDA/CAE Framework Supporting Data, Technology, and People Modernization



Connecting AD-RDA Initiatives to Enterprise Priorities: Modernization, Readiness, Integration, and Performance

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

Driving Enterprise Change: How AD-RDA Transforms Data, Technology, and People into Decisive Combat Support Agency

AD-RDA is accelerating DHA modernization through investments in data infrastructure, interoperability, Artificial Intelligence (AI) decision-support, and innovation pathways—delivering faster decisions and stronger readiness.

Data Transformation

Build an Integrated Data Foundation



Technology Transformation

Deploy Secure & Modern Capabilities



People Transformation

Prepare the Workforce for Adoption



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Panel Speakers



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Panel Introduction (1/2)



**Dr. Sean
Biggerstaff**

Deputy Assistant Director,
Science & Technology



**COL Johnny
Paul**

Deputy Commanding Officer,
DHA Research &
Development



**Ms. Madeleine
Friedman**

Acting Portfolio
Acquisition Executive,
Medical Services



**COL Marcus
Moss**

Deputy Portfolio
Acquisition Executive,
Medical Digital Solutions

Panel Introduction (2/2)



**Mr. Rob
Bell III**

Project Manager, Medical
Simulation & Training Program
Management Office,
Portfolio Acquisition Executive for
Medical Products



**Mr. Robert
Brinkmann**

Deputy Director, DHA
Contracting Activity



**Mr. Brett
Scheideman**

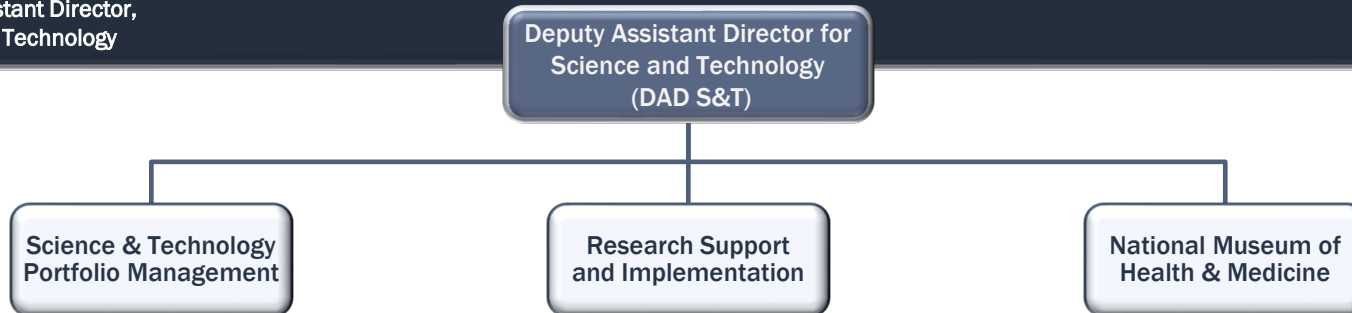
Acting Principal Deputy, Research,
Development, and Acquisition/
Deputy Component Acquisition
Executive

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. DAD S&T develops and oversees research strategies, plans, and policies; supports the implementation of scientific advances; and manages investments to improve warfighter health and readiness.



Operational Challenge – Advancing Medical Innovation at the Pace of Operations

As the operational environment evolves, DAD S&T must rapidly generate and align solutions to warfighter needs, ensuring the Joint Force has the capabilities required for decisive combat support.

01 S&T Strategic Focus

- Integrated Strategic Research and Development
- Data-Driven, Outcomes-Focused Management

02 Key Challenges

- Identifying and Validating Medical Capabilities
- Expediting Evidence for Enterprise Decisions

03 Target End State

- Enhanced Medical Capabilities and Tools for Warfighter
- Accelerated Transition to Fielded Operational Readiness



Operational Case – Accelerating Point-of-Injury & Trauma Solutions

Mission Environment: A deployed unit encounters emerging weapon systems using parametric acoustic arrays, but commanders and clinicians lack clear medical guidance on the potential health effects for exposed personnel.



Action

S&T responds to priorities generated through the Joint Staff Surgeon, the MILDEPs, or OASW HA, designs research and testing, and evaluates the effects of the arrays.

Solution

S&T produces targeted knowledge products that inform Clinical Practice Guidelines, provision of healthcare, changes in tactics, techniques and/or procedures.

Impact

S&T enables the Joint Force to better understand emerging threats and transition solutions that improve survivability and treatment.

DHA Research & Development

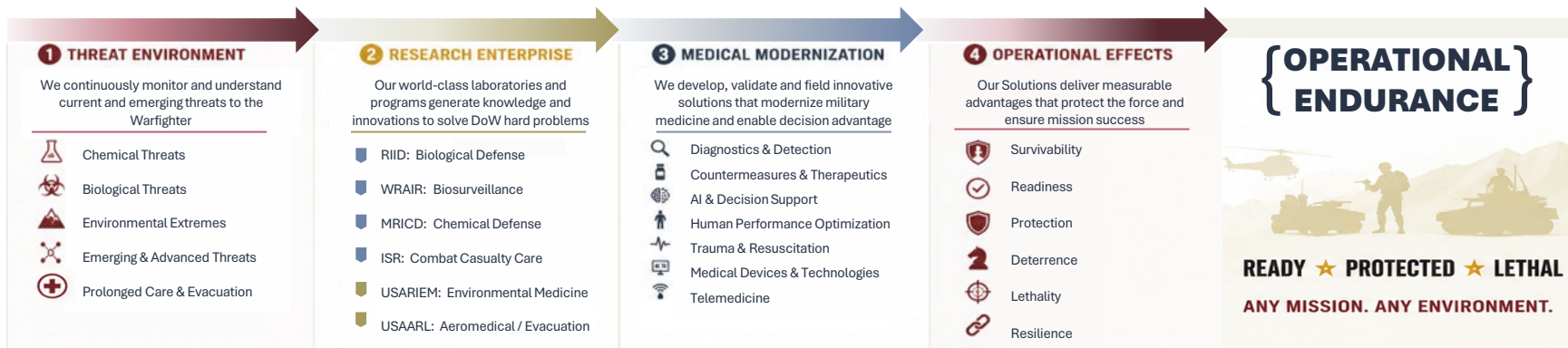


COL Johnny Paul
Deputy Commanding Officer,
DHA Research & Development

DHA Research & 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.



From Threat to Operational Endurance



GLOBAL PRESENCE

Strategically located to support the Combatant Commands with enduring presence and rapid response.

- USEUCOM & USCENTCOM
- USINDOPACOM
- USAFRICOM
- ★ Enduring Presence



FORWARD DIRECTORATES



- EUCOM & CENTCOM**
- Homeland Biodefense
 - Reachback Strategic Support
 - Bio-surveillance Research
 - Force Health Protection
 - GCC Exercise Support

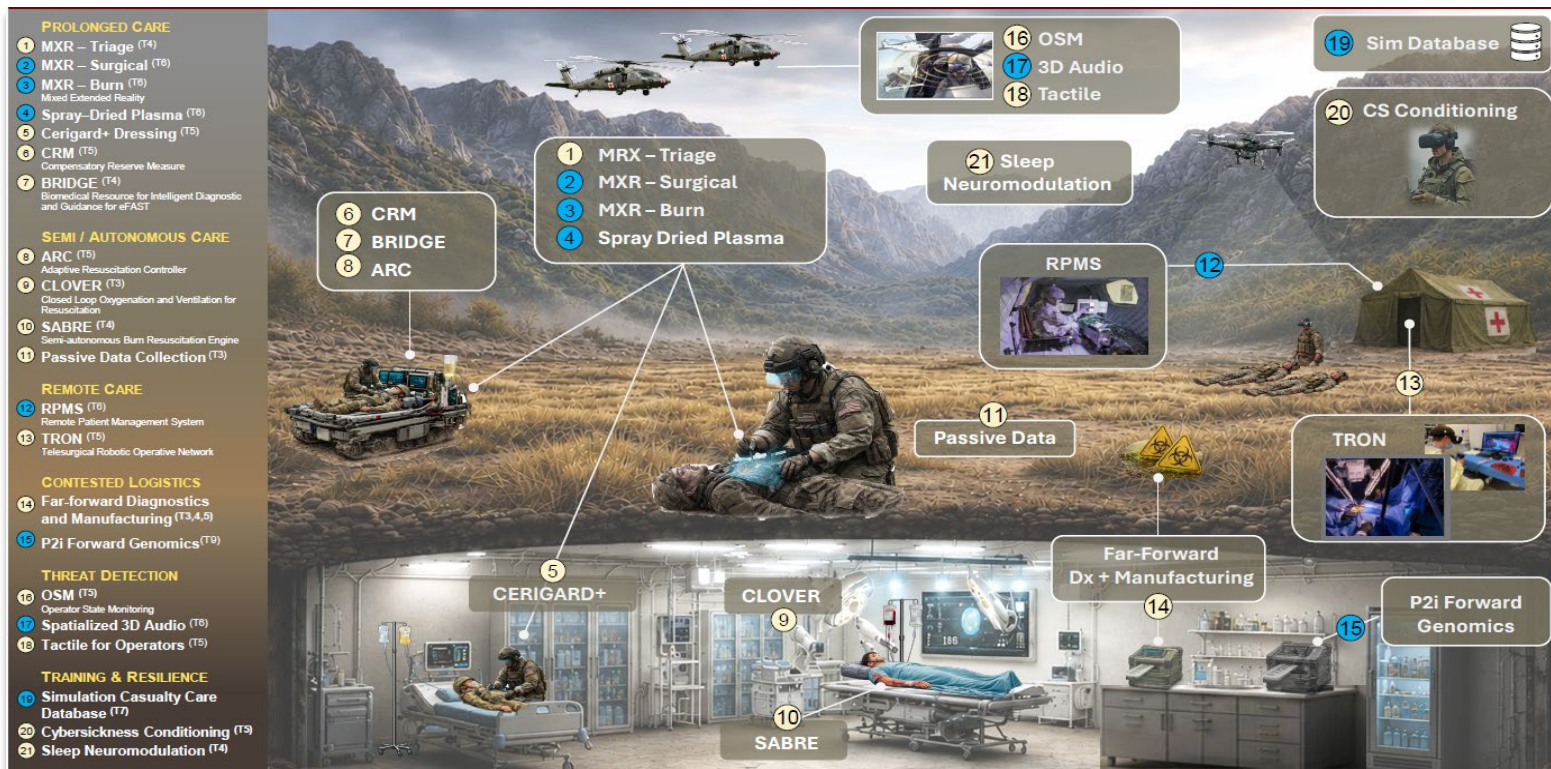


- AFRICOM**
- Disease Surveillance
 - PEPFAR
 - Global Health Diplomacy
 - AMR & Vector Surveillance
 - GCC Exercise Support



- INDOPACOM**
- Bio-surveillance Research
 - Operational Pathways
 - GCC Exercise Support
 - Force Health Protection

Reimagining Survival in Contested Environments



Portfolio Acquisition Executive Medical Services



Ms. Madeleine Friedman
Acting Portfolio Acquisition
Executive Medical Services

Portfolio Acquisition Executives for Medical Services (PAE MS) delivers 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

Remote Health
Readiness Program
Management Office

Virtual Health Program
Management Office

TRICARE Acquisition
Cell

Acquisition of Services
Center of Excellence

Operational Challenge – Ensuring Medical Services Work as One Backbone

As the operational environment evolves, PAE MS must optimize medical services so that medical and digital capabilities are delivered efficiently to support decisive combat operations.

01 PAE MS Portfolio & Focus

- Integrated Operational Support Portfolio for Medical Services
- Strategic Focus on Virtual Health and Readiness

02 Key Challenges

- Geographic and Operational Barriers to Deliver Timely Care
- Enterprise Sustainment

03 Target End State

- Expanded Access to Virtual Health
- Standardized Clinical Services and Lifecycle Acquisition Oversight



Operational Case – Advanced Medical Services Impact

Mission Environment: A forward-deployed medical team managing a complex casualty in an austere environment lacks immediate access to specialty expertise needed to guide treatment and determine whether evacuation is required.



Action

PAE MS delivers ADVISOR (Global Teleconsultation Portal) to provide emergency medicine and specialty consultation.



Solution

Providers use real-time virtual support to guide treatment decisions and manage complex cases.



Impact

PAE MS improves operational care, reduces unnecessary evacuation, and helps preserve combat power.

Portfolio Acquisition Executive Medical Digital Solutions

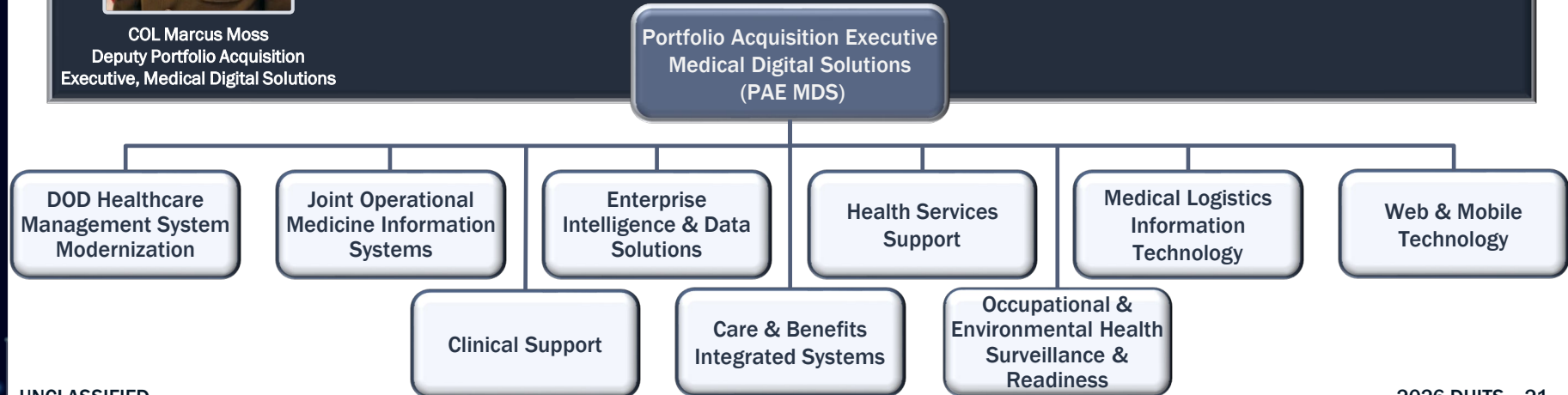


COL Marcus Moss
Deputy Portfolio Acquisition
Executive, Medical Digital Solutions

Portfolio Acquisition Executive for Medical Digital Solutions (PAE MDS):

Mission - Acquire and deliver healthcare technology solutions that maximize warfighter readiness.

Vision – Provide a trusted, integrated health ecosystem that delivers patient centered outcomes.



Operational Challenge – Turning Fragmented Data into Decision Advantage

As the operational environment evolves, PAE MDS must design, integrate, and sustain medical digital solutions to provide data, decision-support, medical surveillance, and virtual care capabilities at the speed of need.

01 PAE MDS Portfolio & Focus

- Integrated Enterprise Digital Support Portfolio
- Strategic Focus on Data and Operational Decision Support

02 Key Challenges

- Operational Data Gaps
- Enterprise Data Integration Complexities

03 Target End State

- Longitudinal Health Record for Enhanced Readiness
- Decision Advantage through Global Medical Intelligence



Operational Case – Advanced Medical Digital Solutions Impact

Mission Environment: A soldier is injured, and providers across multiple levels of care must rapidly document, transfer, and access accurate medical information to guide treatment from the point of injury through higher levels of care.



Action

PAE MDS delivers integrated health IT capabilities, (e.g., BATDOK-J), enabling medical data flow across operational and clinical environments.

Solution

Medics document the injury and the patient's information transfers across evacuation and treatment settings.

Impact

PAE MDS improves continuity of care and strengthens operational and clinical decision-making supporting force health protection, patient movement, medical logistics, and operational planning.

Portfolio Acquisition Executive Medical Products



Mr. Rob Bell III
Project Manager, Medical Simulation &
Training Program Management Office,
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

Operational Challenge – Creating a Coherent Digital Experience at the Point of Care

As the operational environment evolves, PAE MP must develop, evaluate, and deliver effective products so that emerging capabilities are available at the speed of need to support decisive combat operations.

01 PAE MP Portfolio & Focus

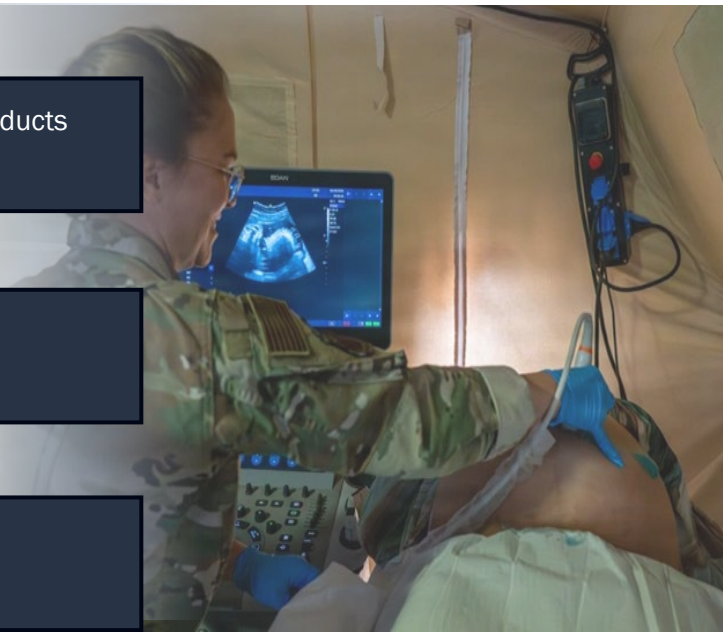
- Integrated Portfolio for Accelerating Delivery of Medical Products
- Strategic Focus on Critical Medical Support Areas

02 Key Challenges

- Overcoming Obstacles in Medical Product Delivery
- Addressing Critical Gaps in Medical Readiness

03 Target End State

- Rapid and Accessible Point-of-Injury Medical Solutions
- Enhanced Readiness, Survivability, and Continuity of Care



Operational Case – Advanced Medical Products Impact

Mission Environment: A deployed unit must assess a Service member with possible traumatic brain injury (TBI). Providers have limited access to advanced imaging and need to determine whether evacuation is needed.



Action

PAE MP delivers the Analyzer TBI capability, which is a blood test to support rapid assessment of TBI.



Solution

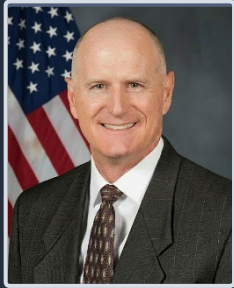
Medics diagnostic capability to assess potential brain injury to improve triage decisions.



Impact

PAE MP improves health outcomes by delivering medical products that strengthen Joint Force survivability.

Defense Health Agency Contracting Activity



Mr. Robert Brinkmann
Deputy 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.



Operational Challenge – Scaling Digital Health Securely and Coherently

As the operational environment evolves, leaders face a need to deploy multiple new digital health capabilities quickly to achieve enterprise-wide, secure support for warfighters and beneficiaries.

01 DHACA Strategic Focus

- Enterprise Contracting Support for Medical Services, Products, and Digital Solutions
- Rapid Contracting and Acquisition Enablement

02 Key Challenges

- Complex Operational Needs
- Requirements/Portfolio Management

03 Target End State

- Aligned and Accelerated Contracting Support
- Strategic Acquisition for Enterprise Modernization



Operational Case – Contracting Impact on Medical Capability Delivery

Mission Environment: A new field-portable imaging device is identified as a needed capability to improve diagnosis and treatment decisions, but it must move through the right acquisition and contracting pathway before it can be delivered.



Action

PAE develops acquisition strategy in coordination with DHACA to satisfy operational requirements.



Solution

DHACA develops acquisition plan in coordination with all stakeholders to deliver requirements in a timely and cost-effective manner.



Impact

PAE receives the contracting support needed to acquire, deliver, and sustain the capability.

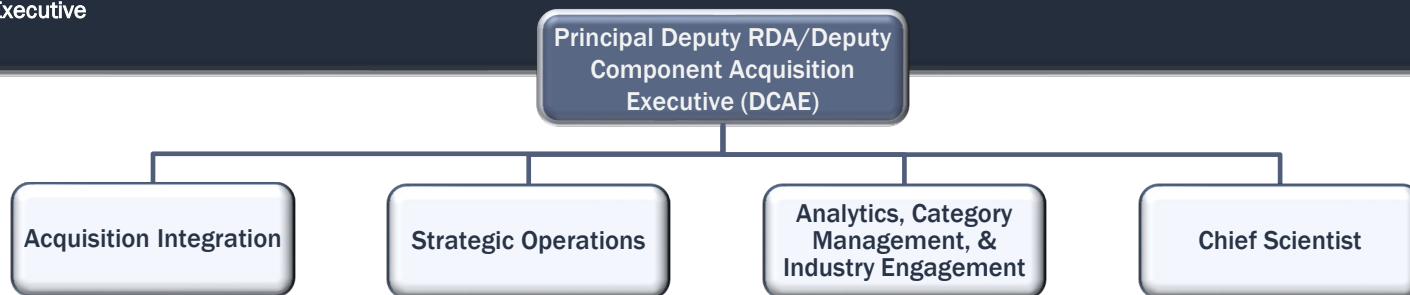
Principal Deputy RDA/Deputy Component Acquisition Executive



Mr. Brett Scheideman
Principal Deputy,
Research Development
and Acquisition/Deputy
Component Acquisition
Executive

The Office of the Principal Deputy for Research, Development, and Acquisition (PD RDA) and Deputy Component Acquisition Executive (DCAE) supports the acquisition enterprise by integrating scientific innovation, managing acquisition policy and operations, providing robust governance, and leveraging data-driven insights to ensure the timely execution of well-governed programs and the development of a highly-skilled acquisition workforce.

Mission - Support the acquisition enterprise by integrating scientific innovation, managing acquisition policy and operations, providing robust governance, and leveraging data-driven insights to ensure the timely execution of well-governed programs and the development of a highly-skilled acquisition workforce.



Principal Deputy RDA/DCAE Support

Principal Deputy RDA/DCAE supports the CAE and the AD-RDA enterprise by spearheading the following functions:



Office of the Chief Scientist: Strategic **scientific integrator**, providing advice on the enterprise's **scientific opportunities**, direction, investments, and **outcomes** across the **full acquisition lifecycle**, from foundational and applied research through advanced development, acquisition, and sustainment.



Acquisition Integration: Manages **acquisition policies** and **operations** by overseeing **acquisition processes**, aligning cross-functional efforts, and facilitating **acquisition decision milestones** to ensure timely, well-governed program execution. Supported by the Policy and Operations functions.



Governance Support: Provides **governance support** across Military Health System (MHS) and Joint Staff governance forums and **coordinates processes** across the Warfighter Modernization and Support Integration Board (WMSIB).



Analytics, Category Management, Industry Engagement: Leverages **data insights** to evaluate acquisition performance, identifies **category management opportunities**, and manages industry **engagement** to ensure informed, aligned decision-making.



Acquisition Career Management: Ensures the acquisition workforce is properly **trained, equipped** with necessary skills, and **supported** with clear growth pathways to **strengthen readiness** and **mission execution**.

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Questions



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Thank You!



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