ACKNOWLEDGMENTS

We would like to thank Ms. Jeanne B. Fites, Deputy Under Secretary of Defense for Program Integration for her assistance and guidance in monitoring this effort.

We conducted numerous interviews during this study, and we are indebted to those who gave their time and insights by participating candidly. They include members of the Defense Medical Oversight Committee as well as other current and former officials in DoD, the military services and the congressional staffs. Others provided us valuable information and assistance by answering our many questions. For this we thank Captain Vince Musache, USN, of the Navy Surgeon General’s Staff; Captain Richard Cocrone, USN, Major Elmo Robison, USAF, Major Michael Bouchard, USAF, and Lieutenant Commander Dave Killingsworth, USN, of the Medical Readiness Division in the Joint Staff J-4; and Colonel Herbert Coley, USA (retired).

We are grateful to the many individuals in the TRICARE Northwest Region who gave freely of their time and deserve our thanks for the information and discussions they provided. We are particularly indebted to Colonel Terry Carter, USA, the acting lead agent of the region at the time, and Colonel George Cargill, USAF, the regional director, for hosting our visit and arranging for discussions with region and MTF managers.

We also thank the representatives of Kaiser Permanente, Sutter Health, Tenet Healthcare Corporation, and UnitedHealthcare who shared with us their valuable insights about civilian health-care organizations. RAND colleagues Ross Anthony, Barbara Wynn, Lauren
Sager, Catherine Jackson, and Robin Meilli participated in these visits, which also provided information for a related RAND project on managed-care budgeting methods.

Lauren Sager also provided invaluable support by identifying and screening many of the articles and books that we drew on in the report. We are indebted to Roger Brown and Harry Thie for assistance on various aspects of joint organizations. Leslie Lewis deserves a special thank-you for sharing her work and insight on the Unified Command Plan, which contributed substantially to the descriptions of military organizations in this report. This report also incorporates numerous valuable suggestions made by its RAND reviewers—David Chu, Jack Zwanziger, and Leslie Lewis. However, the content, conclusions, and any errors are the sole responsibility of the authors.