DEFENSE HEALTH AGENCY
7700 ARLINGTON BOULEVARD, SUITE 5101
FALLS CHURCH, VIRGINIA 22042-5101

DHA-IPM 18-006
August 7, 2019

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND
  RESERVE AFFAIRS)
  ASSISTANT SECRETARY OF THE NAVY (MANPOWER AND
  RESERVE AFFAIRS)
  ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER
  AND RESERVE AFFAIRS)
  DIRECTOR OF THE JOINT STAFF
  DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH
  READINESS POLICY AND OVERSIGHT)
  DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH
  SERVICES POLICY AND OVERSIGHT)
  DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH
  RESOURCES MANAGEMENT AND POLICY)

SUBJECT: Interim Procedures Memorandum 18-006, Deputy Assistant Director Information
          Operations/J-6 Enterprise Activity

References: (a) DoD Directive 5136.01, "Assistant Secretary of Defense for Health Affairs
                  (ASD(HA))," September 30, 2013, as amended
             (b) DoD Directive 5136.13, "Defense Health Agency (DHA),"
                  September 30, 2013
             (c) DHA-Procedural Instruction 5025.01, "Publication System," August 21, 2015,
                  as amended
             (d) Public Law 114-328, National Defense Authorization Act for Fiscal Year
                  2017
             (e) United States Code, Title 10, Section 1073c

        Purpose. This Defense Health Agency-Interim Procedures Memorandum (DHA-IPM),
based on the authority of References (a) and (b), and in accordance with the guidance of
References (c) through (e):

- Establishes the Defense Health Agency's (DHA) procedures for exercising Health
  Information Technology (IT) administration and management responsibilities for
  the Deputy Assistant Director Information Operations/J-6 (DAD IO/J-6) functions
  in the Military Health System (MHS).

- Is binding on DoD Components and supports the Director's, DHA, responsibility
  to develop appropriate administration and management models to maximize
  efficiencies in the activities carried out by the DHA and outlines high-level roles
  and responsibilities.

- Is effective immediately; it will be converted into a future DHA-Procedural Instruction. This DHA-IPM will expire effective 12 months from the date of issue.

Applicability. This DHA-IPM applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the DoD, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this DHA-IPM as the "DoD Components").

Policy Implementation. It is DHA's instruction, pursuant to References (a) through (d), that this DHA-IPM provides the overarching procedures to:

- Execute the mission of the DAD IO/J-6.

- Implement, manage, and sustain an integrated and protected medical information enterprise.

- Ensure the right information is accessible to the right personnel at the right time and in the right way.

Responsibilities. See Attachment.

Releasability. **Cleared for public release**. This DHA-IPM is available on the Internet from the Health.mil site at: www.health.mil/DHAPublications.

R. C. BONO
VADM, MC, USN
Director

Attachment:
As stated

cc:
Acting Assistant Secretary of Defense for Health Affairs
Surgeon General of the Army
Surgeon General of the Navy
Surgeon General of the Air Force
Medical Officer of the Marine Corps
Joint Staff Surgeon
Director of Health, Safety, and Work-Life, U.S. Coast Guard
Surgeon General of the National Guard Bureau
Director, National Capital Region Medical Directorate

ATTACHMENT

RESPONSIBILITIES

1. <u>DIRECTOR, DHA</u>. Under the authority, direction, and control of the Assistant Secretary of Defense for Health Affairs, the Director, DHA, will exercise administration and management responsibility for activities in the MHS, including DAD IO/J-6, and develop appropriate management models for particular DAD IO/J-6 functions and processes.

2. <u>CHIEF INFORMATION OFFICER, DAD IO/J-6, MHS</u>. The Chief Information Officer, DAD IO/J-6, MHS, will:

   a. Consolidate, standardize, and deliver authoritative enterprise IT services to Medical Treatment Facilities (MTFs) and scale to meet the needs of the MHS and other medical customers/organizations.

   b. Ensure customers have required lifecycle managed infrastructure, end user devices, and applications that are secure and reliable with timely available help-desk services.

   c. Ensure users are trained on and able to access required enterprise applications that support enterprise-standard workflows.

   d. Ensure automated processes and toolsets are available to order, resource, and deliver approved applications and services on-demand, within allowed application licensing limitations, if any.

   e. Assure robust configuration management, pre-implementation test, and notification processes exist to alert users of changes and patches that may cause downtime or customer impact.

   f. Host enterprise applications in and on a common reliable network and within enterprise defined data centers.

   g. Mitigate cyber risks to ensure that users and patients trust the providence and protection of their data.

   h. Combine and orchestrate services and products to eliminate unnecessary IT investment, enable patient/medical staff mobility, and promote care delivery standardization across the enterprise to decrease unwarranted variability, increase safety, improve health outcomes, contribute to increased readiness, and eliminate inconvenience for customers.

   i. Coordinate with Defense Healthcare Management Systems on responses to questions or items of concern to DAD IO/J-6.

j. Coordinate with Assistant Director, Combat Support Agency (CSA) and Special Staff on responses to questions or items of concern to DAD IO/J-6.

3. <u>CHIEF, SOLUTION DELIVERY DIVISION</u>. The Chief, Solution Delivery Division, will:

a. Provide user-oriented, value added, enterprise applications, data, and support services to the MHS' patients and staff.

b. Provide an informatics support structure to ensure workflows, deployment, and training are standardized, and the technology meets the documented needs of users.

c. Ensure stakeholders have a clear understanding of current and future application/system capabilities and support and are knowledgeable of the ways and means to provide input into the requirements process.

d. Optimize backend operations such as cyber, hosting, data exchange, and configuration management to ensure efficiencies are gained, to reduce duplication, cost, and improve reliability.

e. Explore and implement opportunities for savings and improved application reliability from emerging technologies, such as cloud services for platforms, infrastructure, and applications where practicable.

f. Ensure a mobile footprint has been expanded to appropriate applications and patient engagement tools.

g. Assure master data management principles are in place, and the redundant data stores are collapsed.

h. Ensure enterprise supported data, analytic tools and services, and visualization are available in a timely fashion to the appropriate user community.

i. Ensure the MHS has safely decommissioned and consolidated its electronic health record and appropriate supporting applications into one suite of tools—MHS GENESIS.

4. <u>CHIEF, BUSINESS OPERATIONS</u>. The Chief, Business Operations, will:

a. Enable greater efficiency of operations in support of the DAD IO/J-6 and Divisions to include more streamlined human resources and manpower processes to decrease the time needed to fill vacancies and smoothly transition teams moving into DHA.

b. Improve Service Delivery Management to include the MTF Toolkit: https://info.health.mil/hit/SitePages/toolKit.aspx.

c. Continue support for Congressional and Audit actions.

d. Ensure DAD IO/J-6 alignment to the evolving DHA Strategy Map: https://info.health.mil/staff/stratman/DHA-Strategic-Plan/Pages/default.aspx.

5. <u>CHIEF, PORTFOLIO AND RESOURCE MANAGEMENT DIVISION</u>. The Chief, Portfolio and Resource Management Division, will:

a. Enable the delivery of DAD IO/J-6 authoritative enterprise IT services through a streamlined organizational model (matrixed management), orchestrating efficient and effective management of the DAD IO/J-6 portfolio down to the MTFs through the coordination of activities associated with programming, budgeting, execution, and reporting of required resources, utilizing automated tools and standardized processes that conform to Federal laws and DoD policies, regulations, and standards.

b. Leverage proactive planning and partnering with supported organizations; emphasis is placed on transparency, customer service, responsiveness, teamwork, and adherence to life cycle management principles with the goal of expediting resourcing of approved capabilities, eliminating duplicate services, and continuously capturing and reinvesting efficiencies throughout the organization.

c. Standardize, document, implement, and continuously improve internal processes to ensure compliance with DoD policies and regulations regarding financial management, defense business system certification and system registration, and appropriately streamline associated processes to minimize impact to solution providers and supported organizations.

d. Design processes to be agile, adapting to innovative resourcing strategies to support on-demand provision of applications and services.

e. Establish essential partnerships with the DAD, Component Acquisition Executive (J-4) and DAD, Strategy, Planning, and Functional Integration (J-5), to expedite governance/requirements approvals, and facilitate required acquisition strategies/contracts necessary to support essential IT systems and services essential to the administration and management of the MTFs.

f. Establish essential partnerships with the DAD, Financial Operations, and ensure compliance with guidance and direction from the DAD, Financial Operations.

g. Manage the DAD IO/J-6 Manager's Internal Control Program, and ensure appropriate controls are in place to ensure appropriate expenditure of IT resources and prevent waste, fraud, or abuse of government resources.

6. <u>CHIEF, CYBER SECURITY DIVISION</u>. The Chief, Cyber Security Division, will:

    a. Establish a premier cyber security and information assurance capability within DAD IO/J-6.

    b. Enhance enterprise culture of cyber discipline, and implement a streamlined, cost effective, enterprise-wide approach to security solutions.

    c. Communicate and facilitate compliance reporting to Joint Force Headquarters-DoD Information Network for cyber security issuances.

    d. Support the DoD's cyber security discipline implementation plan and scorecard, holding leaders accountable for hardening and protecting mission critical systems.

    e. Be responsible for Deputy Secretary of Defense Scorecard reporting.

    f. Implement, manage, and sustain an integrated cyber security program to defend the enterprise to ensure the right information is accessible to the right personnel at the right time.

7. <u>CHIEF, ARCHITECTURE, ADVANCED CONCEPTS, AND ENGINEERING DIVISION</u>. The Chief, Architecture, Advanced Concepts, and Engineering Division, will:

    a. Promote a cohesive strategy that modernizes, supports, and enables the DHA's role as a CSA.

    b. Serve as one of the entry-points for the execution of new and existing DAD IO/J-6 technology initiatives, including managing, monitoring, and ultimately transitioning IT infrastructure products to the MHS.

    c. Ensure the MHS has supportable IT services and capabilities, functionally aligned capabilities, a secure and stable infrastructure, and interoperability for efficient information exchange.

    d. Deliver successfully deployed IT capabilities, configuration packages, and status accounting and reporting.

    e. Manage the DHA's most challenging technical projects, reduce duplication of DAD IO/J-6 research Programs, Projects, and Initiatives, ensuring a joint first approach, standardization, and functionally-driven solutions, and foster a positive stakeholder experience to promote awareness.

    f. Ensure the MHS is prepared and has architected, engineered, and maximized the use of cloud technologies in the DHA technology portfolio and governance processes.

    g. Maintain a long-range technical architecture.

8. CHIEF, INFRASTRUCTURE AND OPERATIONS DIVISION. The Chief, Infrastructure and Operations Division, will:

    a. Provide the technical framework to sustain an IT infrastructure to enable our customers to collaborate and share information locally and globally.

    b. Partner to support delivery of services end-to-end and respond effectively to the evolving technology landscape.

    c. Deliver IT infrastructure service excellence in support of MHS GENESIS, Joint Operational Medicine Information Systems, MHS centrally managed applications, Medical Community of Interest, desktop as a service, desktop to datacenter, and other emerging capabilities.

    d. Operate a Global Service Center for standardized technical support.

    e. Implement tools and processes to monitor and report network, application, and performance measures to inform leadership, provide transparency, create priorities, establish accountability, and formulate success indicators.

9. DIRECTOR, IT, INTERMEDIATE MANAGEMENT OFFICE. The Director, IT, Intermediate Management Office, will:

    a. Function as the Single Point-of-Accountability for the satisfactory delivery of enterprise DAD IO/J-6 services and solutions across the region.

    b. Provide oversight and facilitation of all Health Information Management/IT functional activities occurring at or on behalf of MTFs in the respective region.

    c. Communicate goals to regional and MTF leadership, IT team, and customers.

    d. Notify MTFs and local commands of major project schedules and/or program changes and impacts for each site.

    e. Assist with schedule changes based on site feedback.

    f. Establish working liaison relationships with applicable local MTF IT support and functional staffs and assist with problem resolution through service desk and network operations.

    g. Work closely with DAD IO/J-6 senior leaders and branch chiefs to best position information systems to support enterprise goals and champion the enterprise vision.

    h. Train MTF staff to report system issues and problems using the Global Service Center.

i. Train MTF staff how to request services and products in accordance with the guidelines published in the nesting procedures promulgated by DAD IO/J-6.

j. Assist MTFs immediate response to data calls and information requests from DAD IO/J-6 needed to further inform planning, programming, and budgeting activities, or standardization of applications. Provide the reach-back to the MTFs for data calls related to DAD IO/J-6 Congressional and Audit actions.

k. Participate in DAD, Strategy, Planning, and Functional Integration (J-5) lead requirements identification teams, as needed.

l. Ensure MTFs comply with cyber security guidance, instructions, and submission process.

m. Ensure MTFs identify and communicate potential areas of DAD IO/J-6 modifications to enable greater patient/medical staff mobility, promote care delivery standardization across the enterprise, decrease unwarranted variability, increase safety, improve health outcomes, contribute to increased readiness, and eliminate inconvenience at the MTF level.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

CSA	Combat Support Agency
DAD	Deputy Assistant Director
DAD IO/J-6	Deputy Assistant Director Information Operations/J-6
DHA	Defense Health Agency
DHA-IPM	Defense Health Agency-Interim Procedures Memorandum
IT	Information Technology
MHS	Military Health System
MTF	Medical Treatment Facility

PART II. DEFINITIONS

analytic tools and services. Something used to take a closer look at something, normally a way to review the effectiveness of something.

backend operations. Behind the scene operations of a business with which the customer rarely comes in contact.

cloud services. Any service made available to users on demand via the Internet from a cloud computing provider's servers.

configuration management. A systems engineering process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design, and operational information throughout its life.

CSA. Designation by the DoD of those agencies that provide department-level and tactical support to the U.S. military during combat operations.

data centers. A facility used to house computer systems and associated components.

data exchange. Process of taking data structured under a source schema and transforming it into data structured under a target schema, so that the target data is an accurate representation of the source data.

data management. All the disciplines related to managing data as a valuable resource.

desktop as a service. Software that provides on demand data to the user regardless of geographical or organizational separation of provider and consumer.

end user devices. A personal computer, consumer device (e.g., smart phone), or removable storage media (e.g., Universal Serial Bus flash drive or writeable compact disk) that can store information.

hosting. Owning and overseeing infrastructure, software, and administrative tasks and making the system available to customers.

J-6 portfolio. The investments, projects, and activities of enterprise IT.

Joint Operational Medicine Information Systems. Office whose mission is to develop, deploy, and sustain MHS GENESIS and other integrated operational medicine information systems for the delivery of comprehensive health services to the deployed forces across the range of military operations.

Medical Community of Interest. An enterprise virtual private network that provides DoD and the Department of Veterans Affairs a secure, logical, medical enclave to serve as a key enabler for full personal health care information interoperability between the DoD and the Department of Veterans Affairs to support delivering health care by both Departments.

MHS GENESIS. Commercial-off-the-shelf electronic health record system for the MHS; integrates inpatient, outpatient, and dental solutions that will connect medical and dental information across the continuum of care.

mobile footprint. In IT, a footprint is the amount of space a particular unit of hardware or software occupies; however, here "mobile footprint" means the number of capabilities that can be available via a mobile device.

Service Delivery Management. Making sure all customers and clients receive the same services and treatments across the board.