



DEFENSE HEALTH AGENCY
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DHA-IPM 18-007
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 18-007, Service Delivery Management Program

References: See Attachment 1.

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 implementing and managing high quality information technology (IT) services by the Chief Information Officer (CIO), Deputy Assistant Director Information Operations (DAD IO/J-6), Military Health System (MHS). The DHA Service Delivery Management program provides customers requesting IT services from the DAD IO/J-6 or Defense Information Systems Agency service catalogs with an on-demand, automated system that provides a single-entry point to submit service requests. The automated system enables DAD IO/J-6 to align business needs and use repeatable and scalable processes to holistically track, manage, and report on customer submitted requests for IT services from submission to fulfillment.
- Is binding on DoD Components and supports the Director's, DHA, responsibility to develop appropriate management models to maximize efficiencies in the activities carried out by the DHA.
- This DHA-IPM is effective immediately; it will be converted into a DHA-Procedural Instruction (DHA-PI). This DHA-IPM will expire effective 12 months from the date of issue.

Applicability. This DHA-IPM applies to the DHA; MHS organizations, departments, Components; and all Medical Treatment Facilities (MTFs) within the DoD and Defense Health Program (DHP)-funded MHS IT systems, services, and capabilities.

Policy Implementation. It is DHA's instruction, pursuant to References (a) through (f), that this document provides the interim procedures and guidance to execute the mission of the DAD IO/J-6, to consolidate, standardize, and deliver efficient and effective IT services for MTFs and DHP-funded organizations that support the delivery of healthcare across the MHS while making better IT investment decisions.

Responsibilities. See Attachment 2.

Procedures. See Attachment 3.

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

Attachments:
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 1

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) National Defense Authorization Act for Fiscal Year 2017
- (e) DoD Instruction 8440.01, “DoD Information Technology Service Management (ITSM),” December 24, 2015
- (f) DHA Health Information Technology Catalog of Services, June 14, 2016, as amended¹

¹ The reference is available from the DAD IO/J-6 Request Portal for download via the following URL:
https://info.health.mil/hit/id/km/intranet/Guides/HIT_Catalog_of_Services.pdf

ATTACHMENT 2

RESPONSIBILITIES

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

2. CIO, DAD IO/J-6, MHS. The CIO, DAD IO/J-6, MHS, will:

a. Consolidate, standardize, and deliver authoritative IT services that can scale to meet the needs of the MTFs and DHP-funded organizations that support the delivery of healthcare across the MHS.

b. 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.

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

d. Provide guidance to continuously improve the Service Delivery Management program, ensure alignment of IT services with business needs, and implement repeatable and scalable processes that increase the speed, cost-efficiency, and effectiveness of IT services.

3. CHIEF, BUSINESS OPERATIONS, DAD IO/J-6. The Chief, Business Operations, DAD IO/J-6, will:

a. Promote alignment between DAD IO/J-6 IT services and the DHA's operational and business mission objectives.

b. Drive efficiency and interoperability across DAD IO/J-6 organizations and programs in support of DHA's goals and objectives.

c. Manage and continuously improving the automated systems and associated processes used to receive, track, and report DHA customer requests for IT services from submission to fulfillment.

- d. Develop DHA strategy and policy to implement the MTF Toolkit that enables centralized planning and decentralized development and execution of DAD IO/J-6 IT service processes to a single standard.
- e. Direct the development of standardized and authoritative DAD IO/J-6 IT service offerings to include process mapping from individual work units to composite activities and comprehensive processes that span organizational functionality and service delivery models.
- f. Direct the implementation and management of a portfolio of authoritative DAD IO/J-6 IT services that describe all active, planned, or retired shared IT service offerings.
- g. Provide guidance and oversight for the modernization or retirement of DAD IO/J-6 IT services.
- h. Act as the initial customer engagement team for DAD IO/J-6 IT service requests for engineering and IT Infrastructure service offerings.
- i. Transition adjudicated and validated customer service requests for DAD IO/J-6 IT engineering and IT Infrastructure service offerings to the appropriate DAD IO/J-6 service owner.

4. CHIEF, ARCHITECTURE, ADVANCED CONCEPTS, AND ENGINEERING (AACE) DIVISION. The Chief, AACE Division, will:

- a. Manage the technical evaluation and fulfillment of customer requests for DAD IO/J-6 IT services that require engineering services.
- b. Design technical/material solutions and cost estimates to execute customer requests for DAD IO/J-6 IT service offerings requiring engineering services.
- c. Deploy and transition technical/material solutions to the appropriate sustainment program within the DAD IO/J-6.

5. CHIEF, CYBER SECURITY DIVISION. The Chief, Cyber Security Division, will:

- a. Act as the initial customer engagement team when requests for DAD IO/J-6 cybersecurity service offerings are submitted.
- b. Direct and manage the evaluation of service requests submitted for DAD IO/J-6 cybersecurity services to determine compliance with DoD/DHA cybersecurity requirements and standards necessary to fulfill the service request.
- c. Transition adjudicated and validated requests for DAD IO/J-6 cybersecurity service offerings to the appropriate DAD IO/J-6 cybersecurity service owner.

d. Provide DHA customers and other DAD IO/J-6 Divisions with guidance to ensure compliance with DoD/DHA cybersecurity requirements and standards necessary to process and fulfill requests for DAD IO/J-6 cybersecurity services.

6. CHIEF, INFRASTRUCTURE AND OPERATIONS (I&O) DIVISION. The Chief, I&O Division, will:

a. Manage the technical evaluation and fulfillment of requests for DAD IO/J-6 IT Infrastructure service offerings.

b. Design technical/material solutions and cost estimates to execute customer requests for DAD IO/J-6 IT Infrastructure service offerings.

c. Receive, implement, and sustain technical/material solutions designed and deployed by the AACE Division that fulfill a request for DAD IO/J-6 IT services.

7. CHIEF, PORTFOLIO AND RESOURCE MANAGEMENT DIVISION (PRMD). The Chief, PRMD, will:

a. Validate the availability, suitability, and funding type(s) associated with requests for standard and/or non-standard DAD IO/J-6 IT services.

b. Collaborate with the Business Operations, DAD IO/J-6, and the DAD, Strategy, Planning, and Functional Integration/J-5 for governance and/or requirements' approvals to identify funding to support requests for standard and/or non-standard DAD IO/J-6, IT services.

c. Collaborate with the Business Operations, DAD IO/J-6, to eliminate duplicate DAD IO/J-6 IT service offerings and continuously capture and reinvest efficiencies throughout the organization.

d. Direct and manage the process by which requests for non-standard DAD IO/J-6 IT services are adjudicated for funding approval or disapproval as a new IT service.

8. CHIEF, SOLUTION DELIVERY DIVISION (SDD). The Chief, SDD, will:

a. Manage the technical evaluation and fulfillment of requests for DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow Management, or Web and Mobile Technology service offerings for clinical or business systems and applications.

b. Design technical/material solutions and cost estimates to execute requests for DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow

Management, or Web and Mobile Technology service offerings for clinical or business systems and applications.

c. Evaluate requests for non-standard DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow Management, or Web and Mobile Technology service offerings to determine the suitability or feasibility of developing a non-standard technical/material solution for clinical systems and applications.

d. Explore and implement emerging technologies such as cloud computing and mobile applications that implement opportunities to reduce costs, improve reliability, and implement master data management principles to eliminate redundant data stores, systems, applications, or capabilities necessary to support clinical applications or systems.

9. CHIEF, TRANSITION INTERMEDIATE MANAGEMENT OFFICE. The Chief, Transition Intermediate Management Office, will:

a. Function as the Single Point-of-Accountability for the satisfactory delivery of DAD IO/J-6 IT services submitted by Medical Treatment Facilities or Other Lines of Business organizations.

b. Ensure requests for DAD IO/J-6 IT services are processed and adjudicated in accordance with the guidelines published in the nesting DHA-PIs promulgated by DAD IO/J-6.

c. Liaison with Business Operations DAD IO/J-6 to address concerns, issues, or problems with requests for DAD IO/J-6 IT services.

ATTACHMENT 3

PROCEDURES

1. BUSINESS OPERATIONS, DAD IO/J-6. Business Operations, DAD IO /J-6, develops, facilitates, and oversees all aspects of the DAD IO/J-6 Request Portal used to request, process, route, and fulfill DAD IO/J-6 and Defense Information Systems Agency IT service offerings. Maintains and updates the DAD IO/J-6 Service Catalog of standard IT service offerings, new service offerings, and the retirement of obsolete service offerings.

a. DAD IO/J-6 Request Portal

(1) The DAD IO/J-6 Request Portal provides customers with an on-demand, automated intake process to request DAD IO/J-6 IT services. Each service offering within the DAD IO/J-6 Request Portal provides the customer with a description of the DAD IO/J-6 IT service, a timeline to process and fulfill a service request, and an option to order the service.

(a) The DAD IO/J-6 Request Portal groups DAD IO/J-6 IT service offerings into functional areas. Each functional area has a dedicated customer engagement team that receives, processes, and routes requests for DAD IO/J-6 IT service offerings to the service owner.

(b) Due to the diverse nature of the DAD IO/J-6 IT service offerings, each service offering has a specific customer intake process to gather, process, and evaluate the service request requirements. There are DHA cybersecurity prerequisites for certain DAD IO/J-6 IT service offerings that are validated during the initial customer engagement process to ensure compliance with DHA cybersecurity standards before the service request can be processed.

(c) To initiate a request for a DAD IO/J-6 IT service offering, customers navigate to the DAD IO/J-6 Request Portal (<https://info.health.mil/apps/HIT/services/SitePages/escMenu.aspx>).

1. From the DAD IO/J-6 Request Portal, the customer selects the appropriate DAD IO/J-6 IT service offering to initiate a new service request.

2. When a new service request has been initiated, an online form is opened for the customer to input a high-level functional description of their service requirement, relevant contact information (i.e., Name, Phone Number, and Email address), and the customer's agency information (i.e., Army, Navy, Air Force, DHA, National Capital Region, etc.). When the customer has completed all required fields on the new service request form, they select the submit icon to submit the new service request.

3. If the customer is unable to locate an appropriate service offering, the customer has the option to submit a capability gap request to the MHS IT Governance Portal (<https://info.health.mil/apps/HIT/req/SitePages/NewRequest.aspx>) where the customer can describe his/her functional needs and expected outcome. The customer's capability gap request

is reviewed and adjudicated by the MHS Requirements Management process team to determine the appropriate technical, functional, or material solution, ensure that funding requirements are aligned to MHS enterprise priorities, and the solution being delivered meets the intended business outcomes.

(d) When a new service request has been submitted, the DAD IO/J-6 Request Portal automatically sends the customer and the appropriate DAD IO/J-6 customer engagement team an acknowledgement email stating a new service request has been submitted containing the service request tracking number and the uniform resource locator web-link to the service request.

(e) Once a new service request has been received by a customer engagement team, a validation process is started to determine if:

1. The customer's service request is aligned to the correct DAD IO/J-6 IT service offering.

2. The customer's service request requirements are within the scope and capacity of the requested DAD IO/J-6 IT service offering and any pre-requisites to ordering the service have been met.

3. Where applicable, the customer's service request requirements are validated to ensure they meet applicable DHA cybersecurity accreditation and cybersecurity requirements and standards for the requested DAD IO/J-6 IT service offering.

4. If the new service request meets the validation criteria for the requested DAD IO/J-6 service offering; the service request is accepted for review and adjudication to determine the appropriate DAD IO/J-6 IT service provider for fulfillment.

(f) If a new service request does not meet the specific validation criteria for the requested DAD IO/J-6 IT service offering:

1. The DAD IO/J-6 IT service offering customer engagement team engages the customer to clarify the customer's requirements and determine if there is a valid path to accept the new service request for review and adjudication. If there is not a valid path forward, the customer engagement team notifies the customer that the service request will be cancelled, updates the DAD IO/J-6 Request Portal service request record documenting the reason(s) for the service request cancellation, and then cancels the customer's service request. If the customer's service request was cancelled due to a failure to meet pre-requisites for ordering the service, the customer can submit a new service request once they have addressed the reason(s) the service was cancelled.

2. If the new service request did not meet cybersecurity requirements or standards for the requested DAD IO/J-6 IT service offering, the customer engagement team will inform the customer of the deficiencies. The customer engagement team will notify the customer that the service request will be cancelled, updates the DAD IO/ J-6 Request Portal service request record to document the reason(s) for the service request cancellation, and closes the customer's service

request. The customer will be referred to the DAD IO/J-6 Cybersecurity Division to address the cybersecurity deficiencies. Once the cybersecurity requirements and standards have been met, the customer can submit a new service request.

3. If the new service request did not fall within the scope and/or capabilities of the current DAD IO/J-6 IT service offering, the new service request will be cancelled, and the customer will be directed to submit a capability gap request to the MHS IT Governance Portal (<https://info.health.mil/apps/HIT/req/SitePages/NewRequest.aspx>) where the customer can submit their functional needs and expected outcome. The MHS Submission Portal team will review and adjudicate the customer's capability gap request to determine the appropriate technical, functional, or material solution.

b. DAD IO/J-6 Request Portal Updates

(1) From the submission of a new service request to fulfillment or cancellation, each DAD IO/J-6 customer engagement team or DAD IO/J-6 IT service provider will input the appropriate updates to the service request record on the DAD IO/J-6 Request Portal to keep the customer informed as to the status of their service request throughout the service request lifecycle.

(2) DAD IO/J-6 customer engagement teams or DAD IO/J-6, IT service providers will update service requests assigned to them on a bi-weekly basis.

c. DAD IO/J-6 Service Catalog. The DAD IO/J-6 Service Catalog lists the DAD IO/J-6 IT services available to MTFs and DHP-funded organizations that support the delivery of healthcare across the MHS. The Business Operations DAD IO/J-6 maintains and updates the DAD IO/J-6 Service Catalog by adding new service offerings and by retiring obsolete service offerings.

d. Non-Standard DAD IO/J-6 IT Services. If a customer desires an IT service not listed in the Health Information Technology Catalog of Services (Reference (f)), the customer would submit a new capability request using the MHS Component Functional Requirements Management process by accessing the MHS Submission Portal (<https://info.health.mil/apps/HIT/req/SitePages/NewRequest.aspx>).

2. AACE DIVISION

a. Conduct a detailed engineering review and analysis of a customer's request for DAD IO/J-6 IT services to determine the feasibility of fulfilling the service request within the scope, capabilities, and/or prerequisites of the requested DAD IO/J-6 IT service offering.

b. If the customer's service request is within the scope and capabilities of the requested DAD IO/J-6 IT service offering, develop the technical, functional, or material solution to fulfill the customer's service request, and transition it to the appropriate DAD IO/J-6 sustainment program upon fulfillment.

c. If a customer's service request can't be fulfilled within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 IT service offering, notify the customer that the service request will be cancelled, update the DAD IO/J-6 Request Portal service request record documenting the reason(s) for the service request cancellation, and close the customer's service request.

3. CYBERSECURITY DIVISION

a. Conduct a detailed cybersecurity evaluation of the customer's request for DAD IO/J-6 cybersecurity services to determine compliance with DoD/DHA cybersecurity requirements and standards.

b. If the customer's service request is within the scope, capabilities, and prerequisites of the requested DAD IO/J-6 cybersecurity service offering, develop the cybersecurity solution to fulfill the customer's service request.

c. If a customer's service request can't be fulfilled within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 cybersecurity service offering, notify the customer that the service request will be cancelled, update the DAD IO/J-6 Request Portal service request record documenting the reason(s) for the service request cancellation, and close the customer's service request.

d. Provide cybersecurity expertise to both customers requesting DAD IO/J-6 cybersecurity services and to DAD IO/J-6 customer engagement teams processing, analyzing, or managing customer requests for DAD IO/J-6 IT services.

4. I&O DIVISION

a. Conduct a detailed review and analysis of the customer's request for DAD IO/J-6 IT Infrastructure service offerings to determine the feasibility of fulfilling the service request within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 Infrastructure service offering.

b. If the customer's service request is within the scope and capabilities of the requested DAD IO/J-6 Infrastructure service offering, develop the technical, functional, or material solution to fulfill the customer's service request and transition it to the appropriate DAD IO/J-6 sustainment organization.

c. If a customer's service request can't be fulfilled within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 cybersecurity service offering, notify the customer that the service request will be cancelled, update the DAD IO/J-6 Request Portal service request record documenting the reason(s) for the service request cancellation, and close the customer's service request.

5. PRMD

a. Coordinate with DAD IO/J-6 Divisions to validate that the funding associated with or requested for a customer's service requests complies with DHA policy and guidance and is in alignment with the DHA's submission for the President's Planning, Programming, and Budgeting System.

b. Collaborate with the Business Operations DAD IO/J-6 to eliminate duplicate DAD IO/J-6 IT service offerings to continuously capture and reinvest efficiencies throughout the organization.

c. Oversee the evaluation of funding requirements for customer submitted Component Functional Requirements to the MHS Submission Portal.

d. Provide the DAD IO/J-6 Divisions with financial expertise and guidance as required to ensure the proper allocation, planning, and execution of DHP funds for the delivery and sustainment of DAD IO/J-6 IT services.

6. SDD

a. Conduct a detailed review and analysis of a customer's service requests for DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow Management, or Web and Mobile Technology service offerings to determine the feasibility of fulfilling the service request within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 IT service offering.

b. If the customer's service request is within the scope and capabilities of the requested DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow Management, or Web and Mobile Technology service offerings, develop the technical, functional, or material solution to fulfill the customer's service request, and transition it to the appropriate DAD IO/J-6 sustainment organization.

c. If a customer's service request can't be fulfilled within the scope, capabilities, or prerequisites of the requested DAD IO/J-6 Analytics Research, Data Management, Health Information Exchange, Training and Workflow Management, or Web and Mobile Technology

service offering, notify the customer that the service request will be cancelled, update the DAD IO/J-6 Request Portal service request record documenting the reason for the service request cancellation, and close the customer's service request.

7. TRANSITION INTERMEDIATE MANAGEMENT OFFICE

a. Engages the MTFs and Military Medical Services to facilitate, track, and assist in the submission, tracking, and reporting of requests for DAD IO/J-6, IT services.

b. Engages the DAD IO/J-6 IT service customer engagement and service fulfillment teams to address customer issues, concerns, or problems with submitted service requests for DAD IO/J-6 IT services.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AACE	Architecture, Advanced Concepts, and Engineering
CIO	Chief Information Officer
DAD IO	Deputy Assistant Director Information Operations
DHA	Defense Health Agency
DHA-IPM	Defense Health Agency-Interim Procedures Memorandum
DHA-PI	Defense Health Agency-Procedural Instruction
DHP	Defense Health Program
I&O	Infrastructure and Operations
IT	information technology
MHS	Military Health System
MTF	Medical Treatment Facility
PRMD	Portfolio and Resource Management Division
SDD	Solution Delivery Division

PART II. DEFINITIONS

Customer Engagement. A customer centric business communication connection focused on customer to service provider interactions to gather, process, adjudicate, and fulfill customer requests for service offerings.

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

Service Offering. The services that are available from the service provider that delivers value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

Service Request. A formal customer request for a service from a catalog of IT services to meet a customer's requirement(s).