



Fiscal Year

2021

A YEAR IN REVIEW

Solution Delivery Division



Embracing Resilience

IT Solutions for an Evolving Enterprise

Embracing Resilience

IT Solutions for an Evolving Enterprise

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A Message From LEADERSHIP



COL JOSEPH HOFFERT
Chief
Solution Delivery Division

Fiscal Year 2021 (FY21) has forced us to be flexible and to constantly adapt to new challenges, opportunities and goals. The Solution Delivery Division (SDD) has skillfully embraced the evolving priorities of our department and of our world to provide the greatest value to our customers during a challenging time.

In this FY21 SDD Annual Report, I am proud to highlight the exceptional work of our teams. Amid organizational changes, leadership changes and the ongoing COVID-19 pandemic, our team excelled in finding innovative

solutions to enhance healthcare delivery to our 9.6 million Military Health System beneficiaries and healthcare professionals. Our teams continued to support Defense Health Agency goals of standardizing the delivery of enterprise services and decommissioning legacy systems while supporting the essential mission of responding to COVID-19 and distributing the vaccine.

As I reflect on my time with SDD so far, I am humbled by the dedication of our professionals and inspired by their creativity and perseverance in the face of obstacles. Our people are our greatest asset and number one priority and I am proud to serve alongside individuals who are dedicated to collaboration, innovation and resilience.

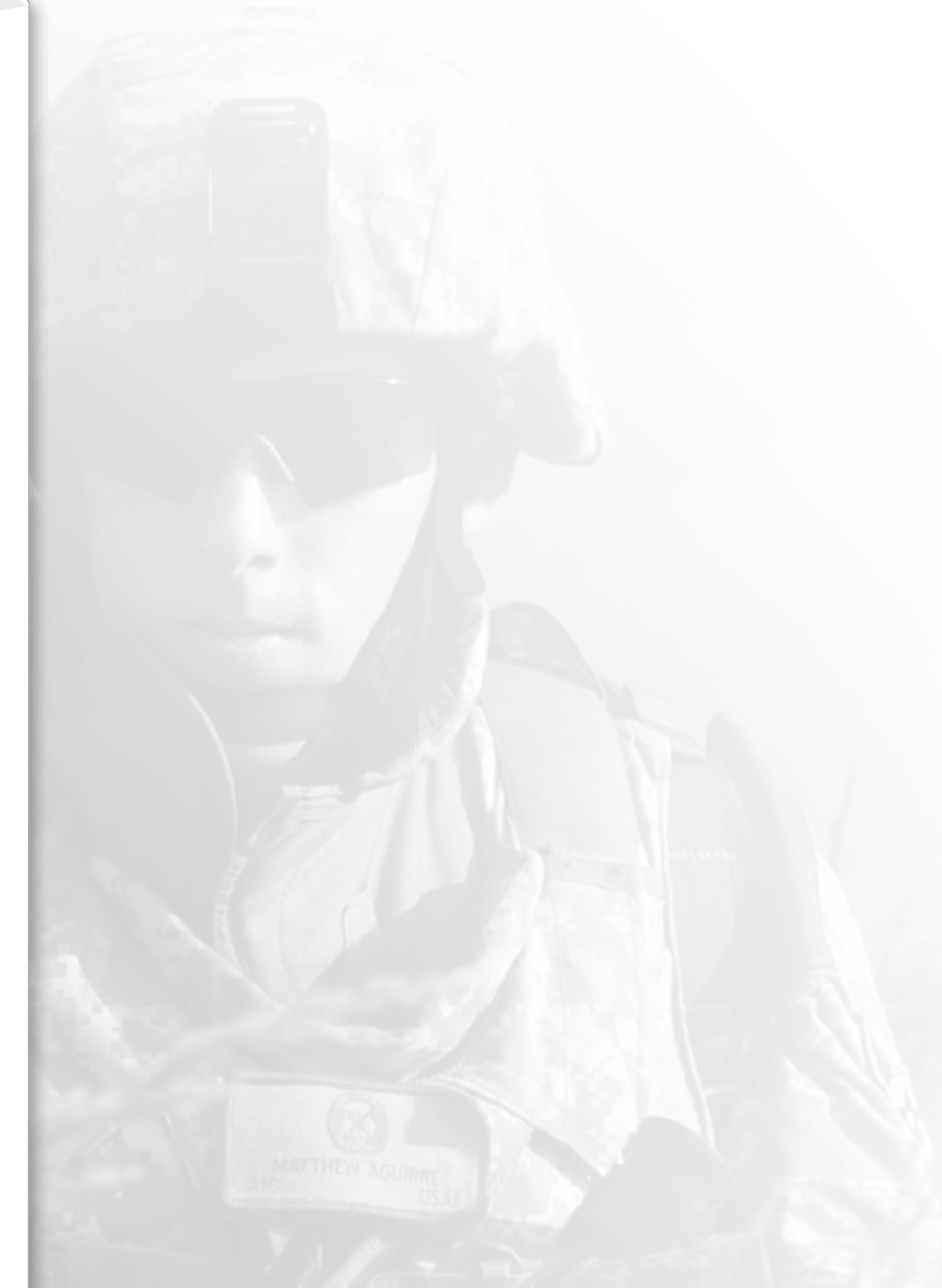
In the coming year, I look forward to working together to continue to deliver value to our Service members, their families and you, our stakeholders. Thank you for your support and the opportunity to serve alongside you.

MISSION

Enhancing Health Service Delivery through exceptional Information and Technology

VISION

Dominate the provision of innovative Information and Technology solutions for optimal Health Service Delivery



WHO WE ARE



Electronic Health Record Core (EHR Core)

Madeleine Friedman, Program Manager

EHR Core Program Management Office (PMO) is responsible for the acquisition, deployment and maintenance of the systems comprising of the military's current legacy EHR systems. EHR Core provides comprehensive health information technology solutions that seamlessly capture, manage and share health care data using the military's current legacy EHR.



Care and Benefits Integrated Systems (CBIS)

Brenda Stevens, Program Manager

CBIS PMO is responsible for the acquisition, deployment and maintenance of the information technology solutions which improve interoperability, further streamline and promote efficiencies in the delivery of health care. CBIS supports the integration of the military's EHR data with the Department of Veterans Affairs.



Clinical Support (CS)

Ric Edwards, Program Manager

CS PMO delivers a suite of clinical support and resource management information technology capabilities that support the delivery of health care to our Service members. CS makes multi-level health care management information available by receiving, validating, editing, processing and integrating all data as a result of health care encounters for active-duty military, retirees and their dependents.



Web & Mobile Technology (WMT)

Bob Kayl, Program Manager

WMT PMO delivers comprehensive and cohesive mobile and web technology solutions by developing, sustaining and supporting innovative web and mobile based applications and systems.



Technology Support Branch (TSB)

Nick Saund, Chief

TSB provides SDD program management offices support with information technology (IT) system engineering, IT engineering operations, IT system architecture, cyber security, software asset management and configuration management.



Health Services Support (HSS)

Yvonne Hobson, Program Manager

HSS PMO is responsible for acquiring, deploying and maintaining information technology applications used across the Military Health System. The PMO supports the acquisition, deployment and maintenance of information technology solutions to improve business, readiness and force health protection.



Business Staff Branch (BSB)

Loye Brown, Chief

BSB provides superior and timely customer service across SDD supporting Branch and PMO staff in the areas of administrative services, logistics and facilities, time and attendance, organizational training and personnel management.



Solution Resource Management Branch (SRMB)

Dwayne Humphries, Chief

SRMB's mission is to support the Program Managers, Branch Chiefs and SDD leadership with the required planning, budgeting and funding execution activities to successfully support their programs and projects. They oversee budget and contract management, cost estimation, portfolio management, Defense Travel System (DTS) and provide invoice support.



Program Support Branch (PSB)

Angie Hester, Chief

PSB provides a team that is capable and accountable for acquisition program support to the program offices by applying standard and transparent acquisition management processes.



EHR Modernization

CAPT Mark Clayton, Chief

EHR Modernization provides analysis and recommendations to leadership and governance bodies, using data-driven analytics to support transitioning the legacy MHS health technology portfolio to the future state. The Branch supports deployment activities of the military's new electronic health record, MHS GENESIS.



Stakeholder Engagement Branch (SE)

Lt Col Sarah Evans, Chief

SE promotes SDD's information technology solutions by implementing proven outreach strategies which positively shape stakeholder and user perception and experience.



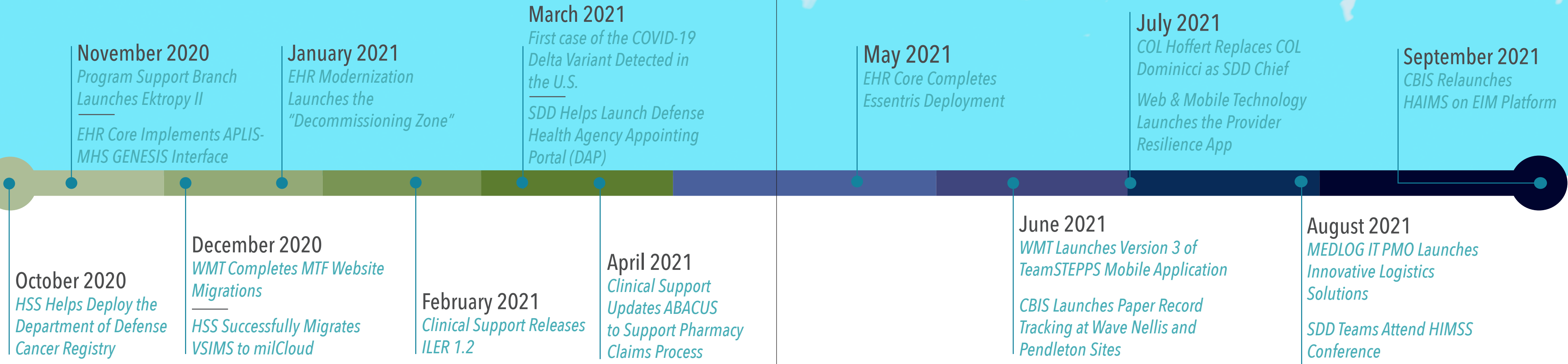
Medical Logistics Information Technology (MEDLOG IT)

Pat Staley, Program Manager

MEDLOG IT PMO develops and sustains IT systems that support Military Health System medical logistics and acquisition. MEDLOG IT systems serve more than 24,000 users and process more than 940,000 supply chain transactions daily with annual supply requisitions valued at \$4.5 billion.

SDD TIMELINE

FY20: OCTOBER 2020-SEPTEMBER 2021



A close-up photograph of a healthcare worker wearing military camouflage attire, a blue surgical mask, and a clear face shield. The worker is focused on a task, with their hands in blue gloves visible in the lower right. The background is a blurred hospital environment with overhead lights. A semi-transparent green banner is overlaid at the bottom, containing the text.

RESPONDING TO COVID-19



HSS Develops Virtual Health Video Scheduling Solution Prototype

The Health Services Support (HSS) Program Management Office Surgical Scheduling System (S3) team, in partnership with the TRICARE Online Patient Portal and Cisco Telepresence Management System teams, developed the Virtual Health Video Scheduling (VHVS) prototype in response to restrictions created by COVID-19. The VHVS enables Military Health System beneficiaries to access their providers via virtual appointments, allowing them to maintain their health care while also adhering to social distancing guidelines. VHVS allows beneficiaries to schedule a virtual appointment and connects patients to providers to communicate with their health care team online instead of cancelling appointments or delaying care. The application empowers the patients to manage their own schedule, helping reduce staff workload. The HSS PMO fully deployed VHVS at Landstuhl Regional Medical Center (LRMC) in Germany in 2020 and is now deployed to the areas of responsibility of the United States (U.S.), European Command, U.S. Central Command, and the U.S. Africa Command.

Virtual Health Video Scheduling enables patients to access their providers via virtual appointments, allowing them to maintain their health care while also adhering to social distancing guidelines and helping to reduce the spread of the virus.

EHR Core Continues the Fight Against COVID-19

The Electronic Health Record (EHR) Core Program Management Office (PMO) successfully released AHLTA 3.3.9 Client File 7.2 in February 2021 to expedite the COVID-19 vaccination efforts. Client File 7.2 contains new Current Procedural Terminology codes for documenting COVID-19 vaccine types and doses as well as a software fix that allows Common Access Card (CAC) scanning for vaccine administration. AHLTA is the primary form of documentation for all vaccines administered within the Department of Defense. The release of AHLTA 3.3.9 Client File 7.2 significantly improved the efficiency of COVID-19 vaccine administration throughout the Military Health System.

Before, bar code readers were picking up the wrong identifier from CACs, forcing vaccine administrators to manually enter beneficiary information. After identifying a solution, the teams deployed the update to 130,000 AHLTA devices in just six days.

The roll out was the result of a collaboration between beta test sites, the Defense Health Agency Infrastructure and Operations Division, the Domain and Directory Services Branch team, the Enterprise Systems Branch System Center Configuration Manager team, EHR Core PMO and the AHLTA sustainment vendor.



TRICARE Online Patient Portal Team Supports COVID-19 Relief Efforts

The TRICARE Online Patient Portal (TOL PP) team launched an update to allow parents of children ages 12-17 to see their child's known allergies and COVID-19 tests results. This update speeds up and simplifies parent's access to the necessary proof of COVID-19 testing required by schools and other organizations.

"The COVID and Immunization displays greatly assist parents, especially those with children

returning to school who require proof of COVID testing," said Jim Copeland, TOL PP portfolio manager.

Previously, because many states allowed minors to make their own medical decisions starting at the age of 12 years old, their health data had to be kept private from parents or guardians. This forced parents to contact their health care team or clinic to get access to COVID-19 test results for children over the age of 12. After an agency

The TOL Patient Portal COVID and Immunization displays greatly assist parents, especially for those with children returning to school who require proof of COVID testing,"
– Jim Copeland, TOL PP portfolio manager.

legal review, the policy was updated to allow parents access to specific types of their children's personal health data such as COVID-19/ Corona/Influenza test results, immunizations, vitals and allergies.

The TOL PP team also leveraged the Curative Oral Fluid PCR COVID-19 mass screening application to rapidly develop and deploy a curative Sentinel Surveillance application. Surveillance testing is primarily used to gain information at a population level, rather than an individual level and cannot be used for individual decision making. The Centers for Disease Control defines public health surveillance testing for SARS-CoV-2 as intended to monitor community or population-level outbreaks of disease, or to characterize the incidence and prevalence of disease.

TRICARE Online Patient Portal Simplifies Prescription Refill Process

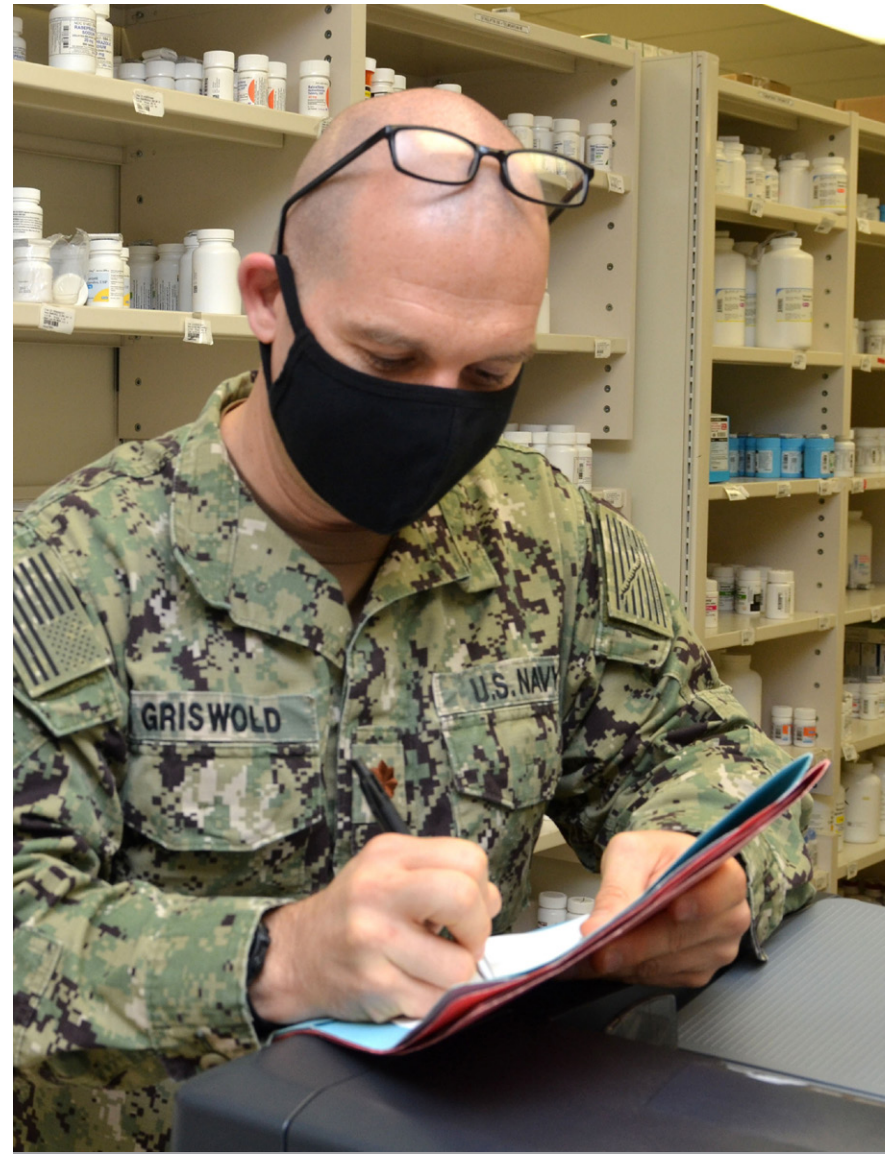
The Clinical Support Program Management Office (PMO) partnered with the SDD Electronic Health Record Core PMO to deploy an update to the TRICARE Online Patient Portal (TOL PP) Prescriptions module.

To assist with social distancing, pharmacies requested an automated solution that allowed patients to request their new prescriptions be filled before they arrive. The new feature allows patients to safely activate new prescriptions they would like filled without having to physically enter the pharmacy. Previously, patients were required to be physically present to have new prescriptions dispensed.

“Patients can now fill prescriptions on behalf of authorized family members, set reminders when prescriptions need to be picked up and renew existing prescriptions all in one module,” said James Copeland, TOL PP portfolio manager.

“This change will significantly reduce pharmacy wait times and lessen the number of people in the pharmacy waiting area, thereby assisting our efforts to combat COVID-19.”

—CDR A. Moss,
National Capital Region Pharmacy



TOL PP introduced a new feature to keep families informed regarding COVID-19 testing, as well as leveraged the Curative Oral Fluid PCR COVID-19 mass screening application to rapidly develop and deploy a curative Sentinel Surveillance application.

MEDLOG IT Supports the Services with COVID-19 Vaccine Distribution

The Medical Logistics Information Technology (MEDLOG IT) Program Management Office worked with Defense Health Agency (DHA) MEDLOG and the Services to develop the Customer-Owned Assemblage (COA) capability in the Defense Medical Logistics Standard Support (DMLSS) system to help deliver the COVID-19 vaccine. The COA enables individual military treatment facilities to order, track and view supplies required to distribute the vaccine.

MEDLOG IT also implemented the LogiCole Shelf Life Extension Program (SLEP) at all Department of Defense COVID-19 vaccination sites that did not have DMLSS access. Since May, MEDLOG IT has increased the number of sites using LogiCole SLEP for vaccine inventory management from 32 to 89 in August.

“The SLEP functionality affords non-DMLSS sites the ability to efficiently manage and view their vaccine inventories,” said Col Randall Ivall, DHA Deputy Assistant Director for Medical Logistics.

The use of LogiCole SLEP was a quick, no-cost solution to address inventory management gaps at local vaccine sites and improves vaccine inventory visibility.

“With the insertion of the LogiCole SLEP functionality, we now have the ability to see their inventories, capturing a holistic picture across the DoD jurisdiction in support of COVID-19 vaccination.”

—Col Randall Ivall, Defense Health Agency Deputy Assistant Director for Medical Logistics



SDD and the DHA Appointing Portal

The Technology Support Branch (TSB) and the Clinical Support Program Management Office, in partnership with Madigan Army Medical Center (MAMC), launched the Defense Health Agency Appointing Portal (DAP) to address administration and documentation challenges related to COVID-19 vaccinations. The DAP is a web-based application designed to allow patients to book appointments for the COVID-19, COVID-19 Booster and Influenza (Flu) vaccines and is accessible on any internet capable device. The effort, which included an accelerated security accreditation timeline, was completed in less than three weeks and enabled the formerly site-specific tool to be deployed enterprise-wide. The portal was formally adopted by the DHA and is now available to military treatment facility (MTF) vaccine administration sites across the Department of Defense. The CS PMO, in partnership with teams from the MAMC, Womack Army Medical Center and the DHA Immunization Healthcare Division, announced they are preparing to support MTFs in administering flu vaccines for the 2021 and 2022 flu season and will be ready in late October 2021. The team is also ready to support MTFs with administering the COVID-19 booster shots.



681,141 vaccination appointments were made through DAP from Oct. 1 2020 to Sept. 11, 2021, according to TRICARE Online Patient Portal data.



WMT Launches Website to Aid COVID-19 Vaccine Appointments

The Web & Mobile Technology (WMT) Program Management Office responded to an urgent request in March to launch a new health.mil web page supporting the ability to book COVID-19 vaccine appointments at military treatment facilities. Within four hours of the request, the team identified and quickly executed a solution directing users to the new Defense Health Agency (DHA) Appointing Portal (DAP). This effort contributed to more than 6,000 appointments booked through the DAP. The professionalism, swift work and actions of the WMT DHA Website team resulted in the launch of a new capability proving to be critical in the continued battle against COVID-19.

6000

COVID-19 vaccination vaccination appointments books





WMT Launches Provider Resilience App to Help Frontline Providers



Web & Mobile Technology (WMT) Program Management Office launched the Provider Resilience web application (app) on July 21. Provider Resilience uses psychoeducation and self-assessments to give frontline health care providers tools to keep themselves emotionally healthy as they serve our communities.

“The pandemic has been extremely hard on frontline providers,” said LCDR Ralph Montgomery, WMT deputy program manager. “This mobile resource is designed to help over-burdened providers maintain and protect their mental health. This is one way we can use technology to support the medical staff who have given so much.”

Many providers face intense demands, sometimes leading to burnout, compassion fatigue and secondary traumatic stress. Provider Resilience gives a snapshot of the user’s overall resilience rating and a countdown clock showing how long until the user’s next vacation. User-specific ratings for common strain points are automatically generated, allowing users to monitor their wellness over time. The app also features stress-busting

and satisfaction-building tools, while the Military Meditation Coach podcast helps users learn mindfulness and meditation techniques. Physical exercise cards and inspirational quotes help give users a break from daily stress.

The Provider Resilience app was developed by psychologists at Connected Health, which is the branch of the Defense Health Agency responsible

“This mobile resource is designed to help over-burdened providers maintain and protect their mental health. This is one way we can use technology to support the medical staff who have given so much.”

–LCDR Ralph Montgomery, WMT Deputy Program Manager

for evaluating and integrating health technology such as mobile websites and apps, virtual reality, augmented reality and wearable devices.



OPTIMIZATION



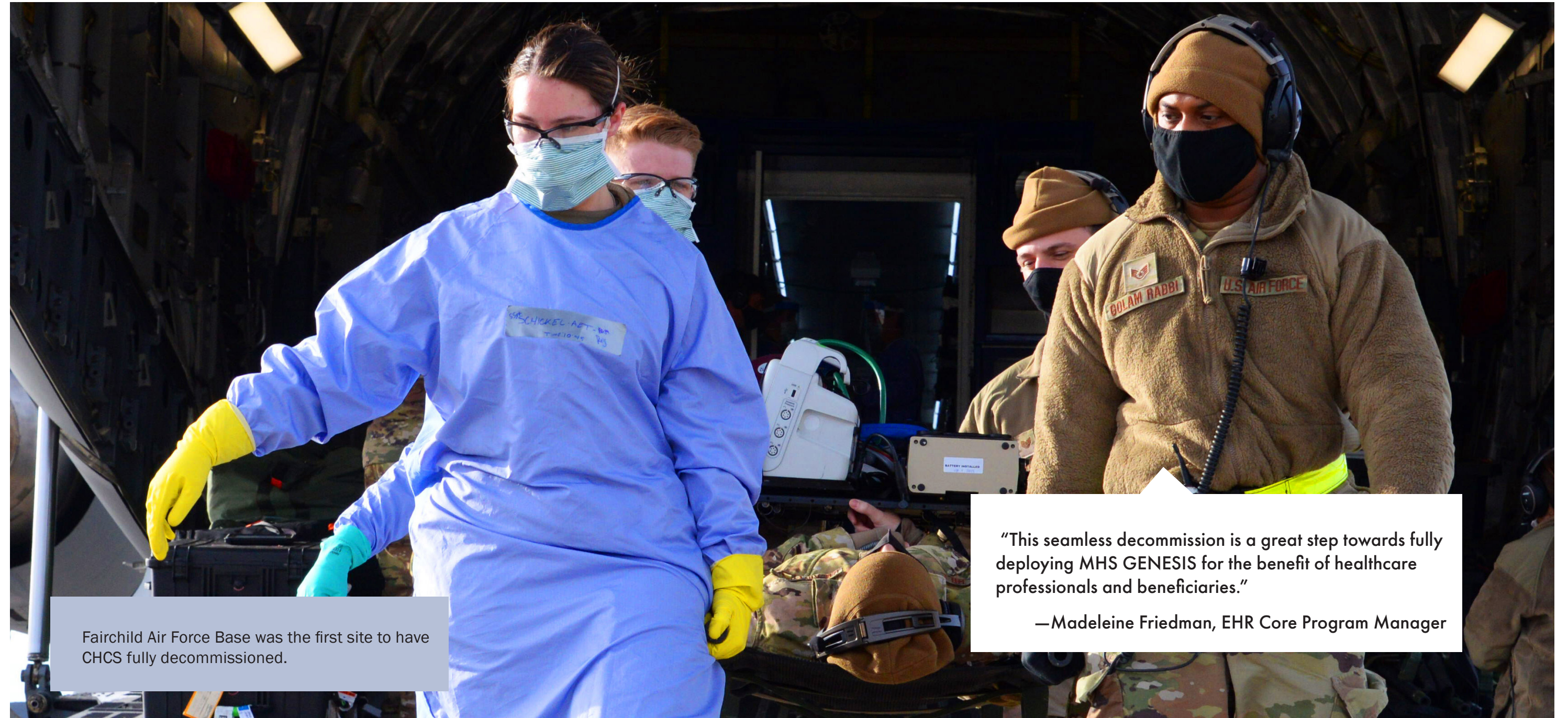
SDD Teams Collaborate to Pave the Way for Decommissioning

Multiple Program Management Offices (PMOs) and Branches have helped with the transition to MHS GENESIS, the new electronic health record and with decommissioning legacy systems.

The Electronic Health Record (EHR) Modernization Branch launched the “Decommissioning Zone,” a one-stop-shop for decommissioning resources and insights into stages, checklists and remaining data dependencies. The zone allows the EHR Modernization Branch to track the completion status and provide insight to leadership on overall progress.

The EHR Core PMO Data Quality & Integration team analyzed and remediated 7,585 service member patient records missing Department of Defense identification numbers in the Composite Healthcare System (CHCS). Additionally, the Enterprise Blood Management System (EBMS) team coordinated the transition from EBMS-Transfusion to MHS GENESIS with Wave Pendleton site teams.

“Together, the EHR Modernization Brand and the EHR Core and Care and Benefits Integrated Systems Program Management Offices collaborated with teams from Defense Healthcare Management Systems to successfully decommission CHCS at Fairchild Air Force Base (FAFB), WA. All remaining accounts were deactivated, CHCS was shut down and a final data backup was provided to site personnel. Fairchild AFB was the first site to go live with MHS GENESIS and correspondingly is the first to have CHCS fully decommissioned.



Fairchild Air Force Base was the first site to have CHCS fully decommissioned.

“This seamless decommission is a great step towards fully deploying MHS GENESIS for the benefit of healthcare professionals and beneficiaries.”

—Madeleine Friedman, EHR Core Program Manager

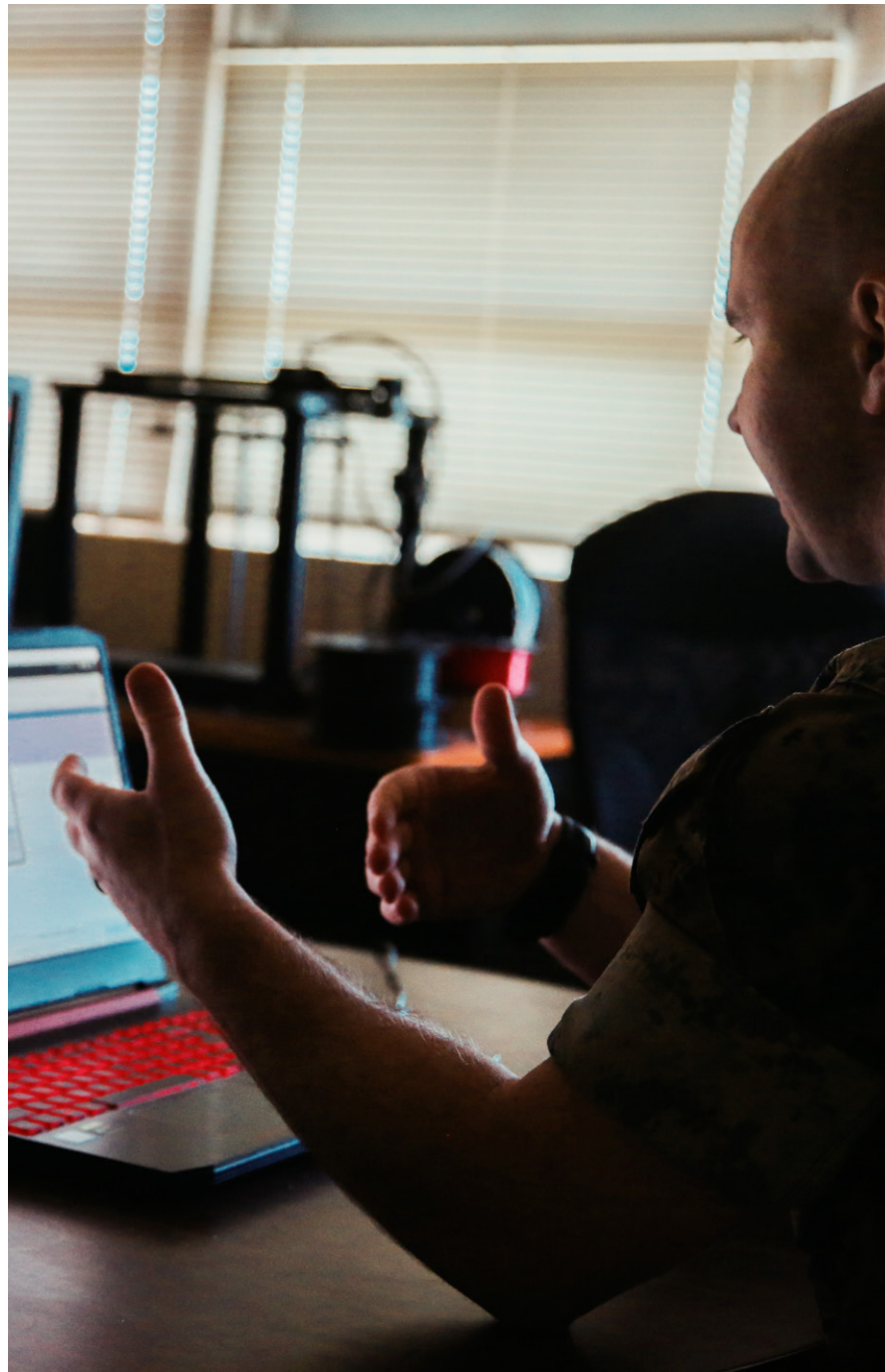
EHR Modernization Branch Helps to Coordinate Decommissioning Efforts

The Electronic Health Record (EHR) Modernization Branch led the Legacy information technology (IT) System cut-over and decommissioning preparation kickoff briefings for wave Nellis and wave Pendleton and provided dedicated support to MHS GENESIS go-live activities. Throughout the year, EHR Modernization Branch worked closely with EHR Core, Clinical Support and Health Services Support Program Management Offices (PMOs) to plan out decommissioning activities for systems being replaced by MHS GENESIS.

EHR Modernization coordinated between staff at each site, Department of Defense Healthcare Management System Modernization PMO, Solution Delivery Division PMOs, the Legacy Data Consolidation Solution team and Health Informatics Steering Committee. The goal is to promote communication, transparency, planning and accountability to support cut-over and decommissioning of legacy IT systems.

"I greatly appreciate your team's time today. I followed up with our team after and EHR Mod answered all of our questions and provided some of the best detail we have had thus far, so it is greatly appreciated."

—A Camp Pendleton staff member



TOL PP Secure Messaging Team Supports Wave Carson Transition to MHS GENESIS

The TRICARE Online Patient Portal (TOL PP) team supported the MHS GENESIS Wave Carson go-live on April 24. In preparation for the go-live, the TOL PP appointing capability and Secure Messaging (SM) patient message services were disabled for 25 military treatment facilities (MTFs).

Prior to the transition to MHS GENESIS, SM assisted 25 MTFs in achieving several site utilization accomplishments. The SM team coordinated and facilitated pre-go-live meetings and working sessions for each MTF in Wave Carson. The TOL PP SM team provided each MTF tools for patient notifications including system banners and broadcast messages. MTFs were also provided instructions on site deactivation, patient account reassignment and provider removal to assist providers and staff with the transition from TOL PP SM to MHS GENESIS.

The 1,143 MTF providers and staff who participated in Wave Carson helped support an 8% increase in SM online patients, bringing the patient count to 221,463. Patient initiated messages also experienced an increase of 60%, bringing that total to 194,375 messages, averaging the number of patient-initiated messages to the MTFs to 16,000 a month from April 2020 to March 2021. This was a 40% increase of patient utilization during the 2020-2021 calendar year.



Patient-initiated messages saw a 60% increase, bringing the total to 194,375 messages. This brings the average number of patient-initiated messages to MTFs to 16,000 a month from April 2020 to March 2021, a 40% increase of patient utilization during the 2020-2021 calendar year.

CBIS Launches User Experience and Records Management Improvements

This year, the Care and Benefits Integrated Systems (CBIS) Program Management Office released a string of improvements focusing mainly on supporting users through simplified user experiences and new data security measures.

DMACS reduced the steps required to upload documents by 75%, cutting the time needed from two hours to two minutes.

The Defense Medical Accessions Computing System (DMACS) team launched several updates in April, including changing file formats from TIFF to PDF and streamlining the document upload workflow. DMACS is used to manage and evaluate applicants' medical exam results and medical history to determine



whether they meet the standards for entry into officer accession programs. According to the DMACS team, changing to PDF has nearly eliminated the need to rescan documents to improve readability. They also streamlined the document handling workflow, reducing the steps to upload documents by 75% and cut the time required from two hours to two minutes. These efficiencies are important as the

"The enhancements made to DMACS have significantly improved our user experience; the time saved inserting documents into an applicant's file is time we can now use to provide better service to our applicants. It is making an immediate difference."

—Donna Najjar, DODMERB Operations Branch Chief

system works with over 30,000 applicants, their families and supporting agencies each year.

The Health Artifact and Image Management Solution (HAIMS) Enterprise Information Management (EIM) content server earned the Joint Interoperability Test Command (JITC) certification. This certificate verifies that HAIMS EIM has the ability to provide the records management functionality necessary to meet the

National Archives and Records Administration guidance and Department of Defense (DoD) Electronic Records Management Software Applications Design Criteria Standard (DoD 5015.02-STD). This is a major step towards allowing EIM data to follow a record lifecycle process from creation, maintenance and disposition. HAIMS EIM contains over 120 million medical artifacts and is the authoritative source of a member's Service Treatment Record. EIM will use a suite of commercial products that will serve as the repository for all HAIMS EIM records and provides the functionality necessary to manage those records. This is the largest of four JITC certified system within the Defense Health Agency and the first in SDD.

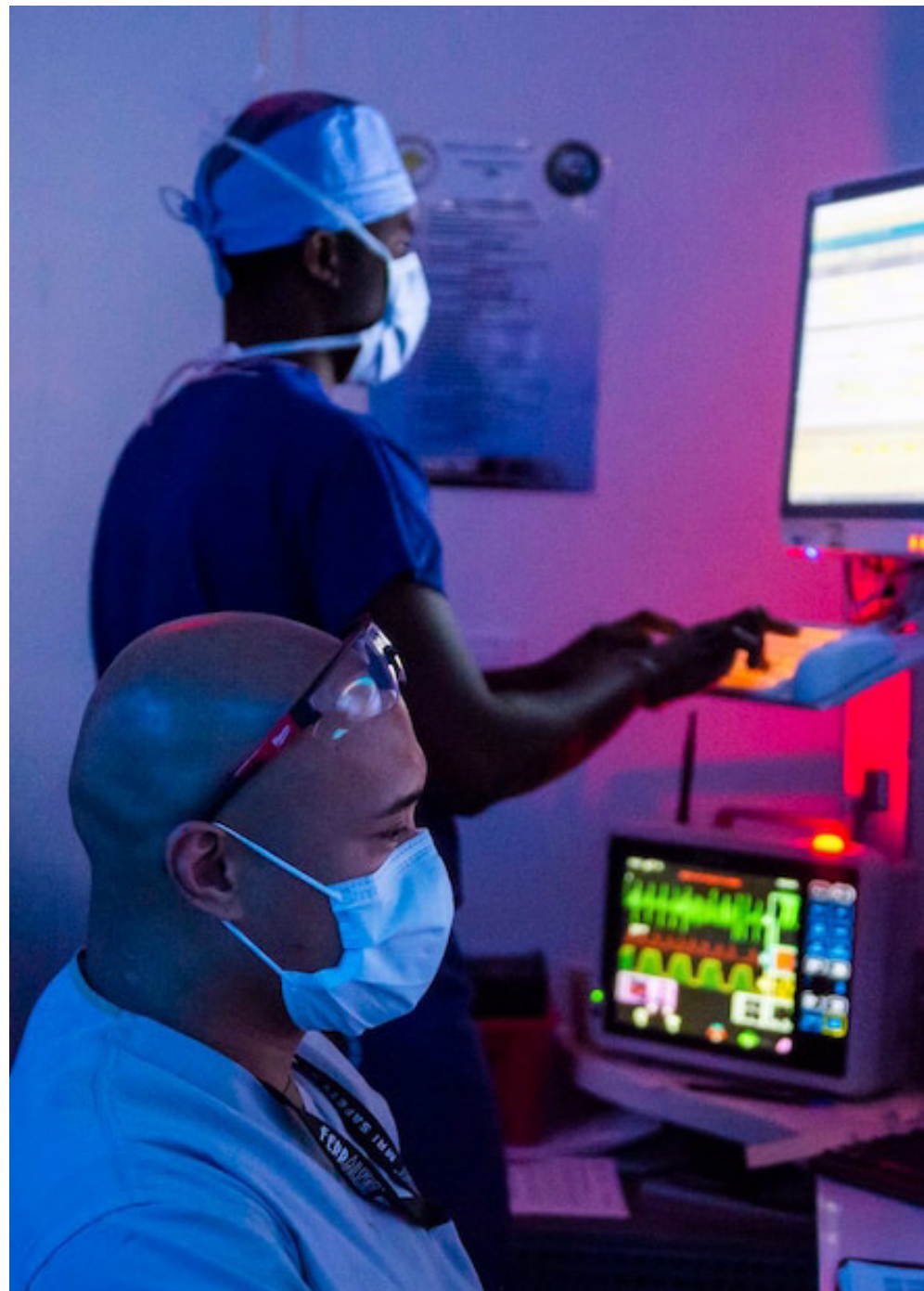
HAIMS EIM is the largest of four JITC certified system within the DHA and the first in SDD.



CBIS Expands Paper Record Tracking and Launches version 2.0

The Care and Benefits Integrated Systems (CBIS) Program Management Office successfully deployed the Paper Record Tracking (PRT) solution at all facilities included in MHS GENESIS waves Nellis and Pendleton in June, and then launched PRT 2.0 on Sept. 20. PRT 2.0 features many improvements including a refreshed user interface, streamlined bulk transfer functionality, type-ahead predictive text and the elimination of the need to install software for printer configuration. PRT provides a single application to manage and track paper medical records that are stored in records rooms around the world. The application also allows clinicians to transfer, check-in and check-out and retire records based on National Archives and Records Administration requirements. PRT will replace the legacy Medical Record Tracking module in the Composite Health Care System (CHCS), which is being replaced by MHS GENESIS.

PRT removes a major challenge to decommissioning CHCS at sites where MHS GENESIS is deployed by ensuring paper record tracking capabilities continue outside of CHCS. This allows the agency to safely turn off CHCS with no loss of functionality, saving money.



CBIS Relaunches HAIMS on EIM Platform

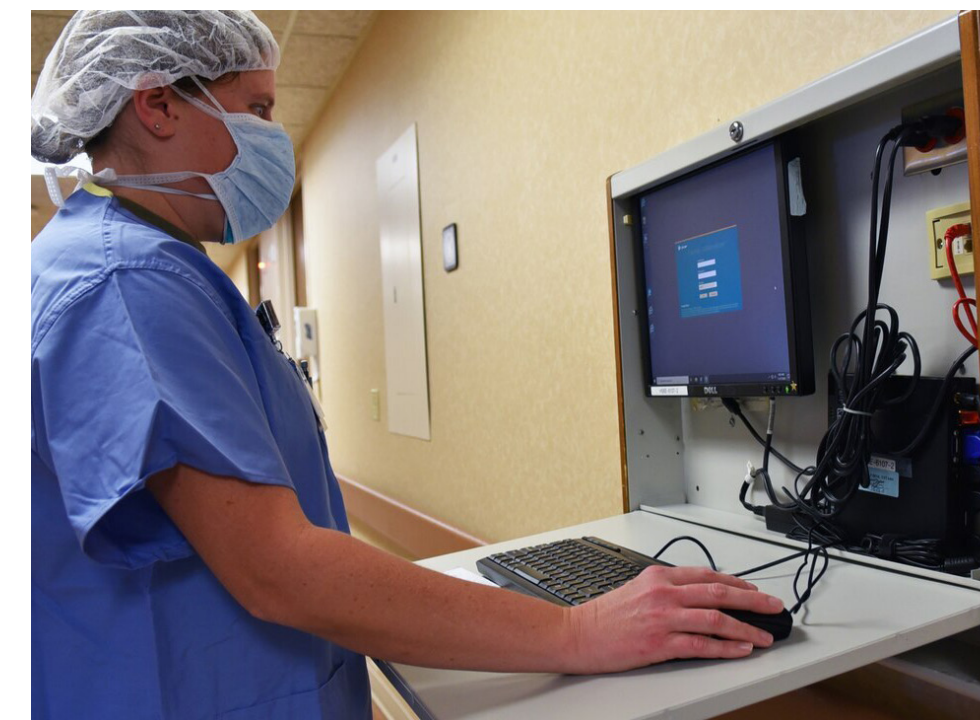
The Care and Benefits Integrated Systems (CBIS) Program Management Office relaunched the Health Artifact and Image Management Solution (HAIMS) on the Enterprise Information Management (EIM) platform on July 27. The refreshed HAIMS EIM application has a clean, new interface and several added features that will streamline and modernize the user experience. HAIMS contains over 100 million medical artifacts and is the authoritative source of a member's Service Treatment Record. HAIMS provides clinicians global access to images and other medical documents generated during a patient's visit.

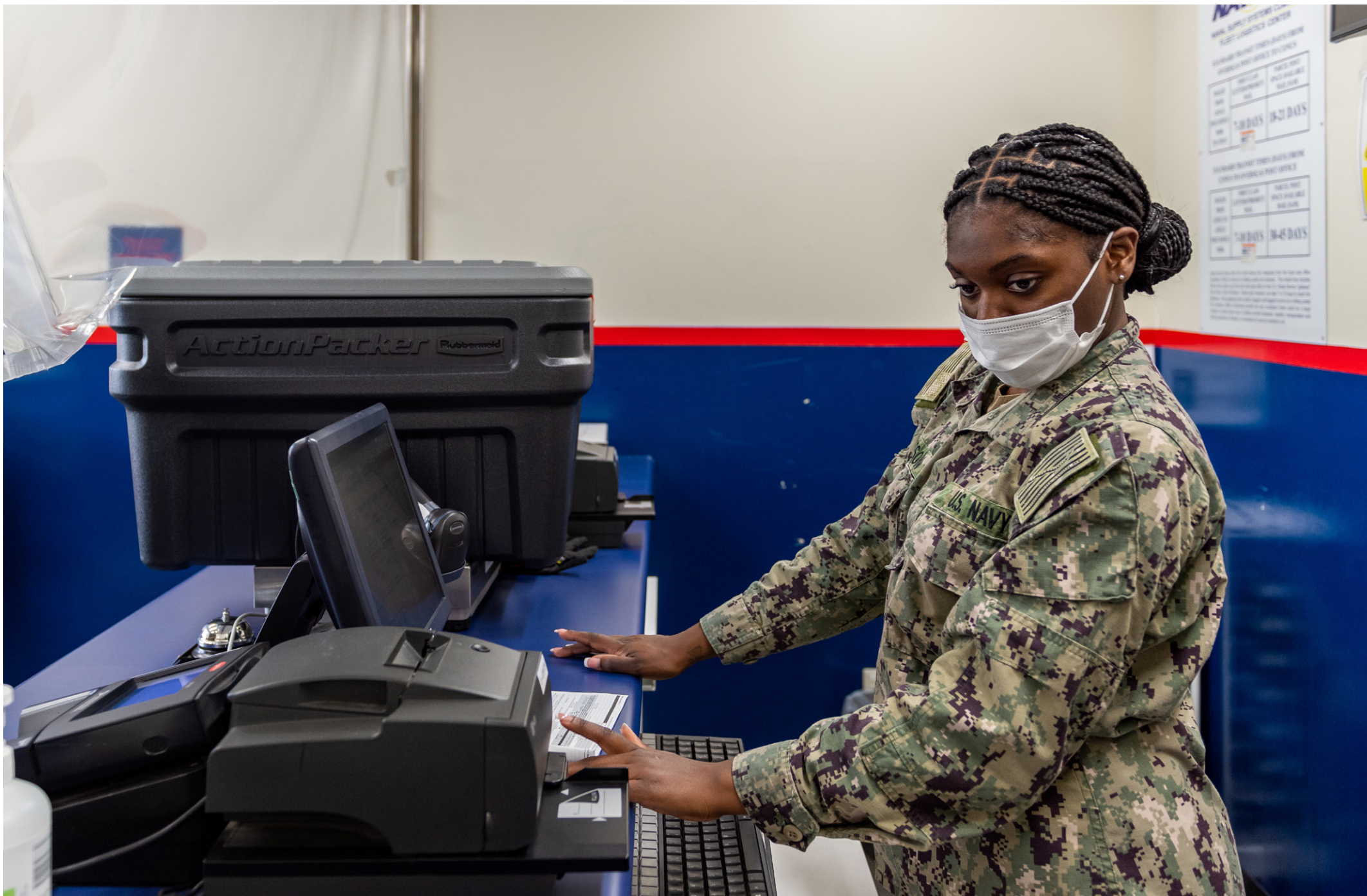
"The transition to EIM is a monumental moment in the HAIMS lifecycle, and has broader implications for the other systems we manage," said Scott Brock, HAIMS Product & Interoperability and Interface project officer. "The platform model allows the addition of workflows using no code/low code implementation and eliminates stove pipe architecture for each system and work flow."

Among the new improvements are a completely modernized user interface, data quality and management tools, as well as intelligent search capabilities which will make HAIMS easier to navigate, providing more workflow efficiency for users. The updated HAIMS will also offer improved bulk-scanning capabilities for more efficient asset management. CBIS is also working on a few new features which will use Artificial Intelligence capabilities to improve data quality by identifying and correcting misfiled patient records.

"HAIMS is the largest, most complex system we have moved to EIM to date. EIM offers so many advantages as a modern hosting platform, we know users will appreciate the improvements."

—Scott Brock, HAIMS Product & Interoperability and Interface project officer





MEDLOG IT Updates Improve System Performance and Provide Annual Savings

The Medical Logistics Information Technology (MEDLOG IT) Program Management Office, in coordination with Defense Logistics Agency (DLA) Troop Support – Medical, recently completed a year-long effort to provide the Medical Master Catalog (MMC) directly to Defense Medical Logistics – Enterprise System (DML-ES) Core, the Defense Logistics System Standard Support (DMLSS) and SAP/Theater Wide Logistics System (TEWLS). The MMC is at the core of the medical logistics enterprise, with over three million medical items catalogued. The MMC provides product information and contract sourcing details necessary to procure medical items in support of the Military Health System (MHS).

The direct routing of the MMC to DML-ES will eliminate a \$500,000 annual expenditure to DLA Information Operations while streamlining the processes and greatly reducing the out-of-service risk for the MMC and delta transactions used to support all DML-ES MEDLOG functionality. MEDLOG IT now averages 53,000 transactions per day; errors that used to take days to resolve now being fixed within an hour. These new automated data processing and automation services will support the DML-ES Core by producing a full extract of the MMC including database structure and data and web services to support TEWLS.

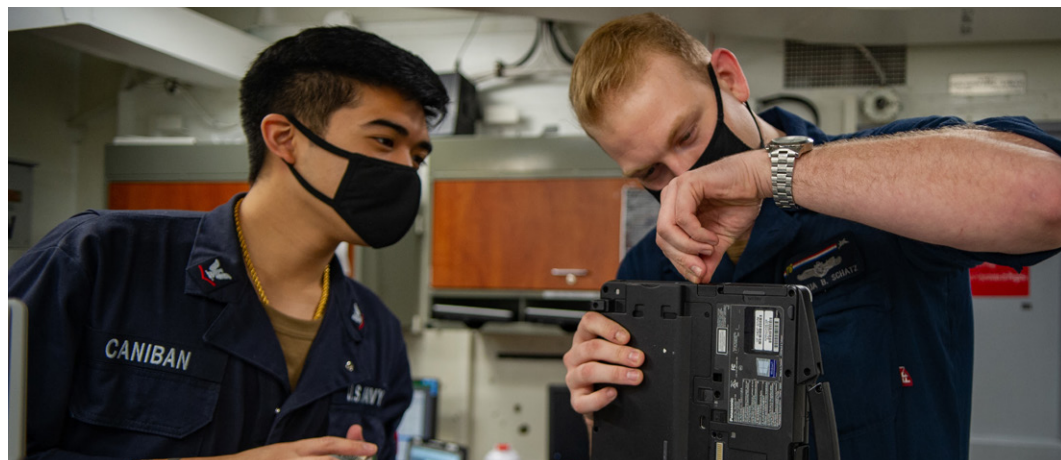
“This is a wonderful accomplishment that resulted in improved system performance and significant annual savings. Thank you to all for your wonderful support and all you do for the enterprise!”
— Pat Staley, MEDLOG IT Program Manager



SPORTS Migration Pioneers System Relaunches on EIM

The Care and Benefits Integrated Systems (CBIS) Program Management Office's Service Treatment Record Processing Operations Reporting Tracking Solution (SPORTS) team made waves this year when they relaunched the application on the Enterprise Information Management (EIM) platform in October.

SPORTS ensures the smooth transition of service members' medical records from active to retired status by automating how their medical records are transferred to the Department of Veterans Affairs. As one of the first systems within CBIS to migrate to the EIM platform, SPORTS pioneered the migration process and paved the way for larger migrations for other systems. This is the first CBIS system to be piloted, matured and now re-platformed in-house. The relaunch offers users workflow enhancements, a refreshed user interface, better data quality and management as well as intelligent search capabilities which will make SPORTS easier to navigate and more efficient.



HSS Completes WMSNi Migration and Upgrade

The Health Services Support (HSS) Program Management Office successfully migrated and upgraded the Workload Management System for Nursing – internet (WMSNi) in April. The effort helped to significantly reduce overall information technology costs, provide greater scalability, improve collaboration efficiency and ensure continued performance and security compliance.

The WMSNi migration was initiated in response to a requirement to move all physical servers to the Medical Community of Interest (MedCOI) hosting environment. MedCOI is the single, secure, interoperable network enclave for joint Department of Defense medical community communications.

This migration, which included obtaining an Authority to Operate, a pre-production build, production configuration, testing and go-live support for end-users, was accomplished two weeks ahead of schedule. The process required balancing major operating system and database upgrades, COVID-19 requirements and cyber activities while maintaining the highest level of customer support.

HSS Deploys DoD Cancer Registry

The Assistant Director for Medical Affairs deployed an enterprise-wide Department of Defense Cancer Registry (DoD CR) on Oct. 13. Over the span of a one-year implementation period, the DoD CR team successfully transitioned eight Commission on Cancer accredited treatment centers and 136 military treatment facilities to a cloud-based centralized solution.

The commercial-off-the-shelf application replaces an existing government-off-the-shelf product and is compliant with all federal and state-mandated reporting requirements. The new and more modern DoD CR is attractive to both end users and executive leadership as it improves reporting for accreditation and research activities and helps to reduce life-cycle cost by at least ten percent over the current future year's defense program.

DoD CANCER REGISTRY (DoD CR)



EHR Core Legacy Systems Migration Supports DHA Med-COI Consolidation

The Electronic Health Record (EHR) Core Program Management Office, in partnership with Naval Information Warfare Center Atlantic, migrated legacy clinical applications hosted at Columbus Air Force Base (AFB), MS, to Eisenhower Army Medical Center, Fort Gordon, GA. The migration supported Defense Health Agency's continued consolidation of the military's legacy EHR systems into the Medical Community of Interest (Med-COI) network. The team migrated the Composite Health Care System and the Armed Forces Health Longitudinal Technology Application (AHLTA), the primary legacy clinical information system used to maintain, store and securely access patient data for 9.6 million Military Health System beneficiaries.

The migration took a total of 44 hours and 18 team members to shut down, transfer, restore and reconfigure the systems to the

Med-COI network. The migration was seamless to clinical staff at Columbus AFB, and systems were back online Monday morning before the clinic opened.

"This migration helps fulfill the data center requirements of the Federal Information Technology Acquisition Reform Act and will deliver better services to the public while increasing return-on-investment to taxpayers."
— Eric Ewers, AHLTA project manager

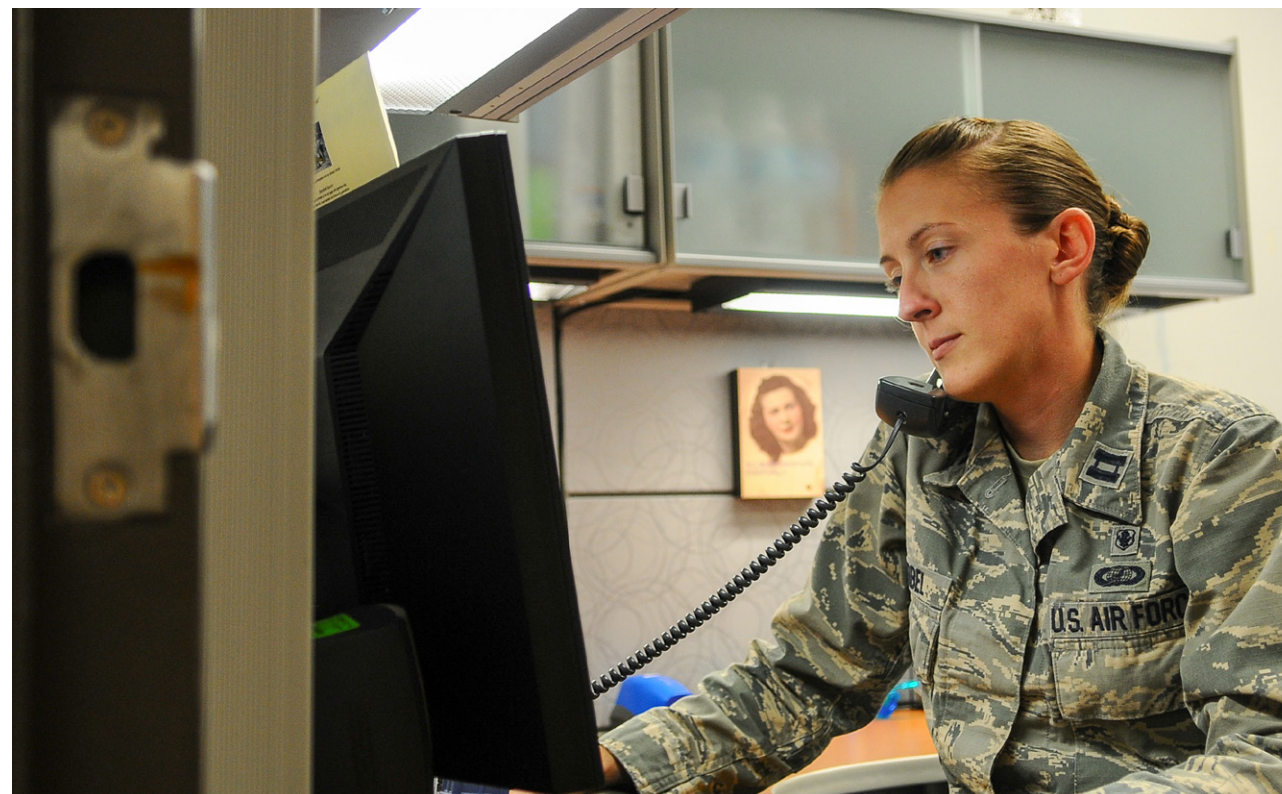


EHR Core Launches and Adapts to Changing Times with Innovative New Solutions

The Electronic Health Record (EHR) Core Program Management Office launched the Data Quality & Integration Service Desk for the Anatomic Pathology Laboratory Information System (APLIS). The team also collaborated with the Program Executive Office, Defense

EHR Core supported efforts to decommission legacy systems and implement MHS GENESIS, the new electronic health record for the Military Health System.

Healthcare Management Systems (DHMS) to successfully implement the APLIS-MHS GENESIS Master File Notification Interface.



The Enterprise Blood Management System (EBMS) team coordinated the implementation of “Thin Client Off-line” workstations at multiple blood donation centers. This was done to help the centers efficiently conduct mobile blood drives. EHR Core later successfully upgraded the EBMS – Transfusion (EBMS-T) system to EBMS-T 3.2, which aligns with new cyber security and information assurance standards.

EHR Core developed and launched scripts to run on local servers, administratively closing two million open Armed Forces Health Longitudinal Technology Application (AHLTA) encounters. Working with Defense Health Agency Data Quality and Patient Administration Division, the AHLTA team developed these scripts to assist sites with data cleanup efforts and to allow for the open encounter data to be viewable

in the Joint Legacy Viewer prior to AHLTA decommissioning.

The Essentris product team completed the deployment of new software, the latest software baseline of the legacy inpatient EHR. This upgrade spanned 46 military Treatment Facilities (MTFs), impacted approximately 30,000 users and was deployed after nearly two years of development. Additionally, the Essentris product team, in conjunction with teams from DHMS and the vendor, successfully decommissioned the Global Data Repositories (GDRs) at two MTFs that have transitioned to MHS GENESIS. By transferring the archive patient data to the Legacy Data Consolidation Solution and decommissioning the old repositories, EHR Core established processes that will aid future GDR decommissioning efforts.



TRICARE Online Patient Portal and Secure Messaging in FY21

The Clinical Support Program Management Office TRICARE Online Patient Portal (TOL PP) and Secure Messaging (SM) teams had an eventful year. They updated the TOL PP on Oct. 10, 2020 to allow beneficiaries the ability to access their full AHLTA notes via the portal along with documents and reports scanned into the Health Artifact and Imaging Management Solution.

strategy to randomly test Air and Space Force military and civilian personnel to identify and contain pockets of COVID-19. The goal was to test people without symptoms to determine if additional public health actions were needed in work areas.

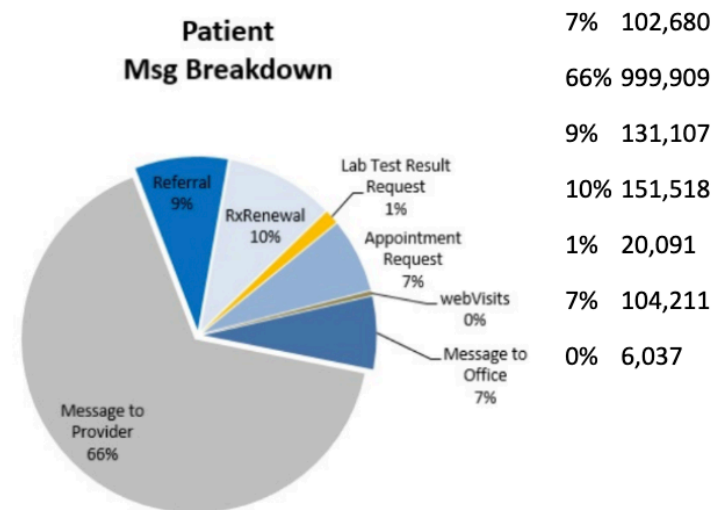
TOL PP makes COVID-19 test results, allergies, immunizations and vitals health record displays available to

parents for children younger than 17 years old. TOL PP SM is a patient-centric initiative that allows patients to directly communicate via the internet with their health care team for advice on minor medical issues, chronic disease management, test results, appointment requests, medication renewals and other healthcare needs.

“The TOL PP update gives patients convenient access to a more complete set of their health record through the TOL PP Health Record displays.”

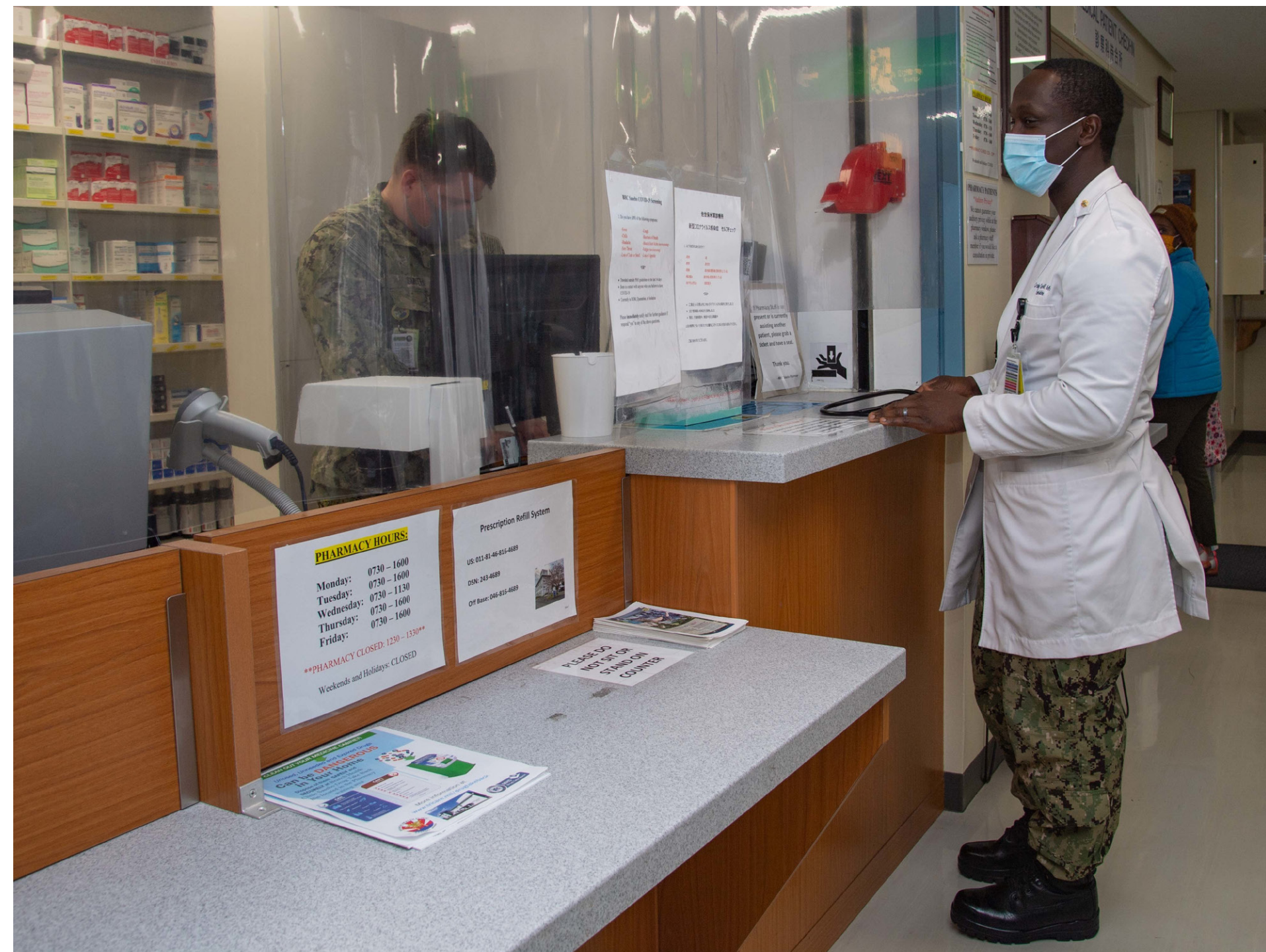
—James Copeland, TOL PP Portfolio Manager

The TOL PP team also worked with the U.S. Air Force to deploy the Sentinel Surveillance effort at Langley Air Force Base in Hampton, VA. The testing effort was part of a larger Air Force sentinel surveillance



**Patient Message Breakdown Pie chart and data table below shows data from September 2020 through August 2021*

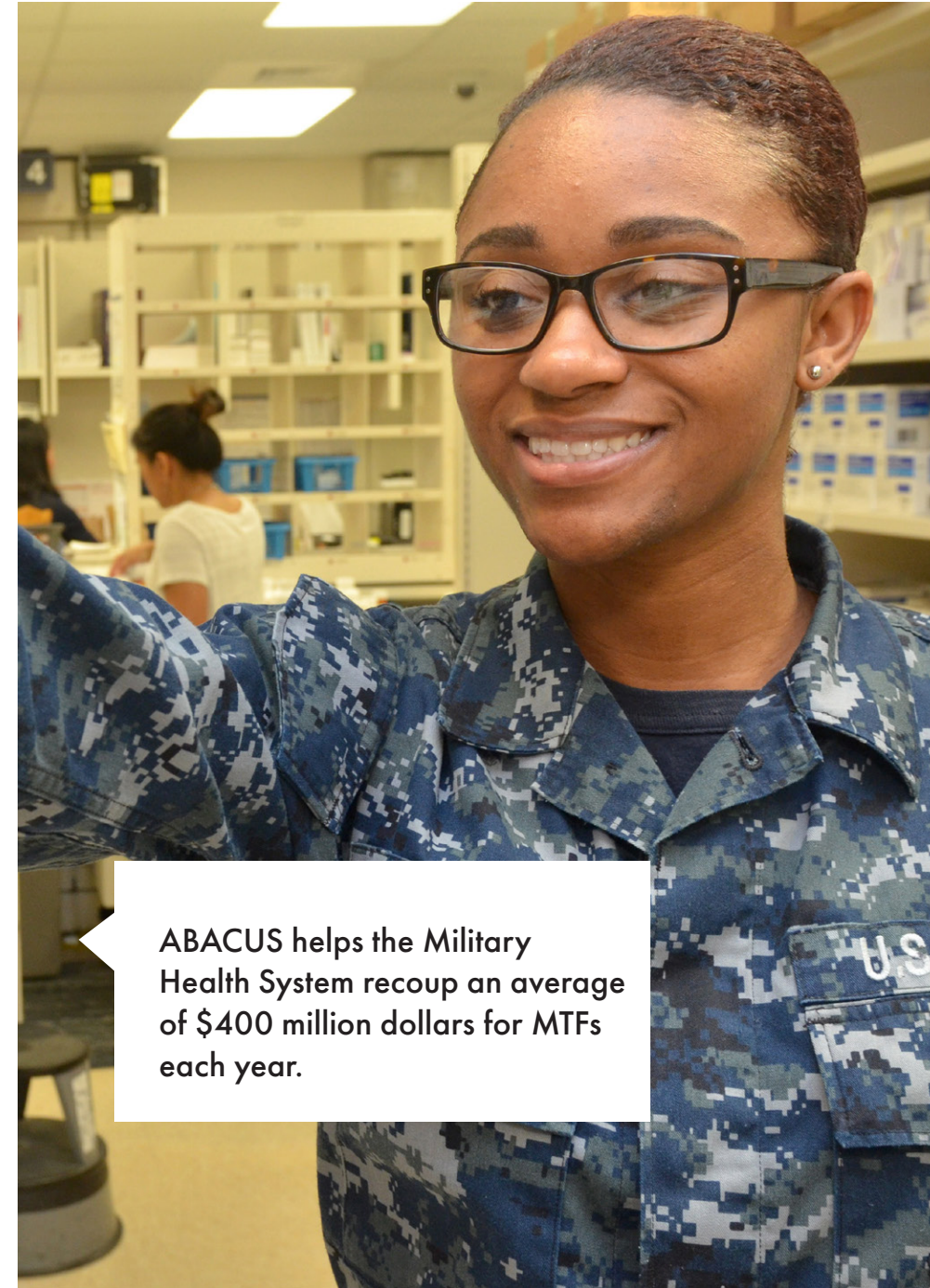
Total Patient Messages = 1,515,553
 Total Provider & Staff Messages = 799,308
 Percent of Messages Responded within one business day = 83%



Clinical Support Deploys ABACUS Updates to Support Pharmacy Claims Process

The Clinical Support Program Management Office Armed Forces Billing and Collection Utilization Solution (ABACUS) team launched updates to enable military treatment facility (MTF) personnel to send pharmacy claims electronically to the medical clearinghouse for submission to medical payers. ABACUS manages billing and collection activities for the Uniform Business Office's cost recovery programs. The Services may collect reasonable charges for healthcare services provided to individuals who have third party (private) insurance. This update makes it easier for MTFs to get reimbursed for prescriptions and should result in faster payments with fewer denials and rejections. The feature was made available to all MTFs in June and is now in use at more than 40 sites.

"This new feature eliminates the need to mail documentation, speeds payments and reduces denials," said James Marsden, ABACUS Product Manager.



ABACUS helps the Military Health System recoup an average of \$400 million dollars for MTFs each year.

Clinical Support PMO Supports Vision Readiness for Beneficiaries

The Clinical Support (CS) Program Management Office collaborated with the Naval Ophthalmic Support and Training Activity (NOSTRA) and the Naval Medical Logistics Command to launch the Defense Optical Fabrication Enterprise Management System (DOFEMS) on Jan. 11.

DOFEMS is an automated optical fabrication management capability that interfaces with Spectacle Request and Transmission System (SRTS), the web-based optical ordering system that receives eyewear orders from over 650 ordering activities enterprise-wide.

According to CS experts, NOSTRA is the largest Navy and Department of Defense optical lab, fabricating well over 2,000 eyewear orders daily using the automated capability.

"The interface between SRTS and DOFEMS adds efficiency, quality, aids in cost savings and promotes vision readiness and eye safety," said Raquel Derouen, SRTS project manager. "The capability also includes a data warehouse that allows for real-time data analysis for the purpose of tracking workload, workflow distribution, process improvement, inventory control levels and cost analysis."

"The interface between SRTS and DOFEMS adds efficiency, quality, aids in cost savings and promotes vision readiness and eye safety."

—Raquel Derouen, SRTS project manager





Clinical Support Releases ILER v1.2

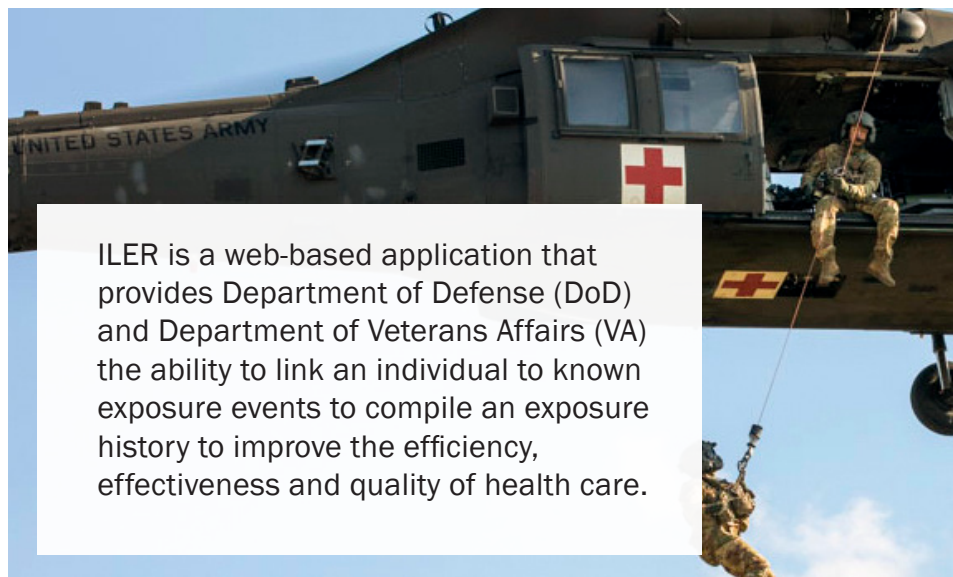
The Clinical Support Program Management Office deployed version 1.2 of the Individual Longitudinal Exposure Record (ILER) in February. ILER is a web-based application that provides Department of Defense and Department of Veterans Affairs the ability to link an individual to known hazardous exposure events and to compile an exposure history to improve the quality of care.

New features in ILER 1.2 include the ability to view data from blast gauges worn by participants of the Blast Overpressure Study to help researchers assess the impact of blast pressure on a Service member. ILER 1.2 also makes

available to authorized users more than 225,000 completed Airborne Hazards and Open Burn Pit Registry questionnaires and more than three million health assessments. Both capabilities were released nearly a year ahead of schedule with a considerable cost savings.

This effort provides epidemiologists, researchers and policy-makers greater awareness and insight into exposure events.

This effort provides epidemiologists, researchers and policy-makers greater insights into exposure events and gives them the ability to develop cohorts more efficiently by reducing the number of systems they need to use to assess exposure impacts. ILER provides data on over 1.3 million Service members who have experienced hazardous exposures and presents exposure summaries in the Joint Longitudinal Viewer.



ILER is a web-based application that provides Department of Defense (DoD) and Department of Veterans Affairs (VA) the ability to link an individual to known exposure events to compile an exposure history to improve the efficiency, effectiveness and quality of health care.

MEDLOG IT PMO Launches Innovative Logistics Solutions

The Medical Logistics Information Technology (MEDLOG IT) Program Management Office launched the Defense Medical Logistics Standard Support (DMLSS) system at James A. Lovell Federal Health Care Center in August. The launch represents a major step in replacing the Department of Veterans Affairs (VA) supply chain information technology infrastructure with DMLSS, establishing a single Department of Defense and Department of Veterans Affairs healthcare logistics system for acquiring medical and surgical supplies.

MEDLOG IT also successfully deployed LogiCole 1.16 at military treatment facilities across the Military Health System. LogiCole 1.16 provides enhancements to the application's management, critical item inventory, facility management and equipment records capabilities. LogiCole consolidates the multiple legacy logistics applications into a single, web-based application.

Using DMLSS gives us the most efficient means to order and acquire the medical and surgical supplies I need to provide my patients the health care they deserve." —Dr. Jack Smith, Physician, Lovell FHCC



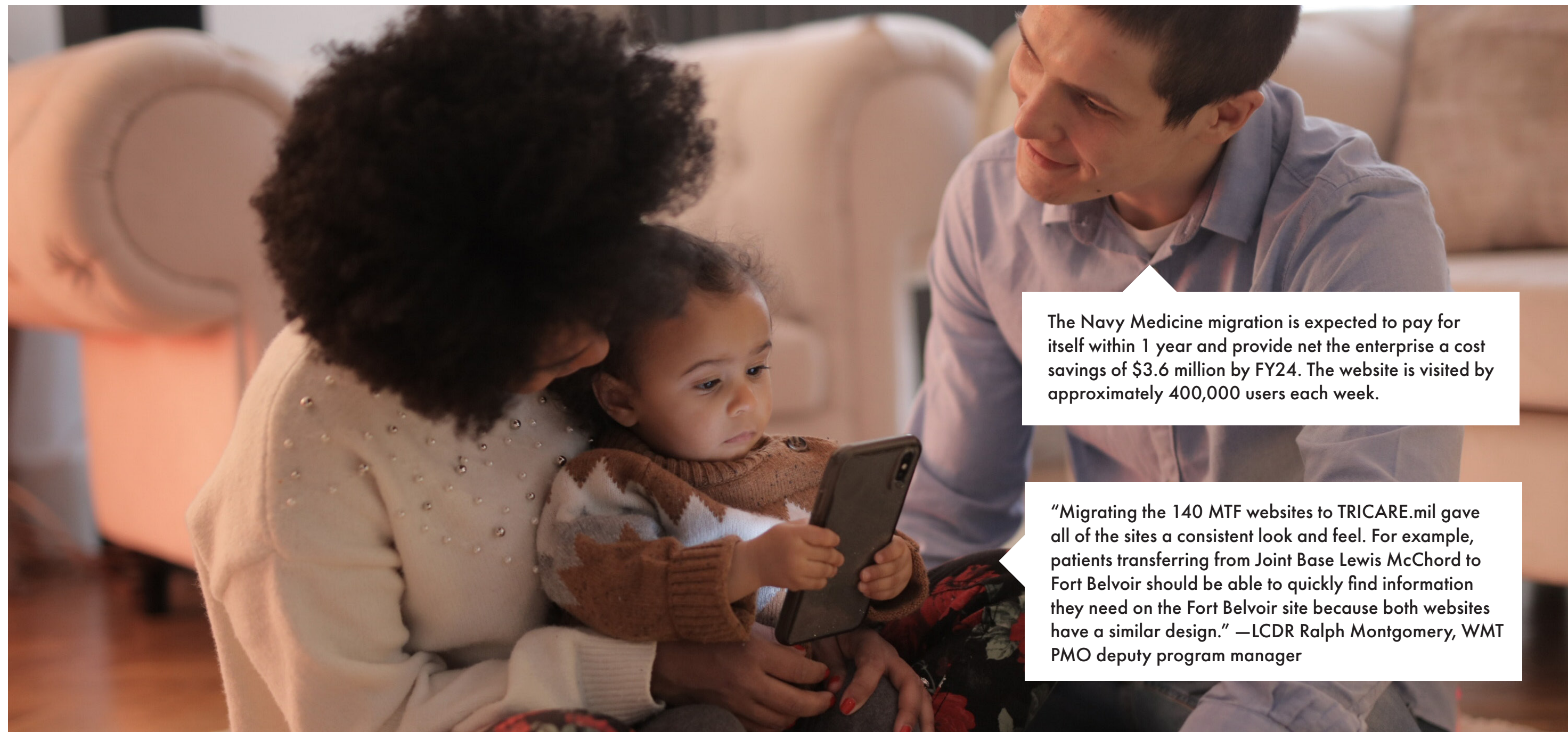
LogiCole consolidates the multiple legacy logistics applications into a single, web-based application

WMT Harmonizes and Optimizes the MHS Online Presence

The Web & Mobile Technology (WMT) Program Management Office enjoyed several big successes optimizing the agency's web presence this year. First, they successfully integrated the T2 MoodTracker application with the Identity Authentication Services (iAS) system, enabling MoodTracker users to keep their data secure through Common Access Card-based authentication. The iAS system is maintained by the Technology Support Branch that delivers a suite of authentication services for more than 35 agency applications and serves around four million users.

WMT also collaborated with the Defense Health Agency Strategic Communications Office and Defense Media Activity to migrate 140 public-facing military treatment facility websites to TRICARE.mil. Returning visitors to those websites experienced no disruptions and were automatically redirected to the new sites. WMT completed the migration two weeks ahead of schedule.

Additionally, WMT successfully migrated the public Navy Medicine website to an environment within Defense Media Activity, which hosts the majority of Department of Defense's public websites. This migration centralizes and updates the server environment, streamlines maintenance and improves security and performance. WMT collaborated with the Naval Information Warfare Center Atlantic and the Navy Bureau of Medicine and Surgery to migrate 1000+ pages with more than 80GB of files and images. The investment made in this migration will pay for itself within one year and provide net a cost savings of \$3.6 million by FY24. The Navy Medicine website is visited by approximately 400,000 users each week.



The Navy Medicine migration is expected to pay for itself within 1 year and provide net the enterprise a cost savings of \$3.6 million by FY24. The website is visited by approximately 400,000 users each week.

"Migrating the 140 MTF websites to TRICARE.mil gave all of the sites a consistent look and feel. For example, patients transferring from Joint Base Lewis McChord to Fort Belvoir should be able to quickly find information they need on the Fort Belvoir site because both websites have a similar design." —LCDR Ralph Montgomery, WMT PMO deputy program manager



**PUBLIC
ENGAGEMENT**



SDD Teams Attend HIMSS Conference

17 members of the Solution Delivery Division (SDD) attended the Healthcare Information and Management Systems Society (HIMSS) 2021 Conference in Las Vegas, NV. HIMSS is a global non-profit that advises leaders and stakeholders with their expertise in health innovation, public policy, and research. The annual conference is an opportunity for professionals across the

global health field to connect and share ideas, knowledge and education in their specific fields.

“Thank you to each of my fellow team members that attended the HIMSS conference in Las Vegas. The knowledge you gained and connections you created during this time will have a significant impact on the efficiency and effectiveness of our organization,” said SDD Chief COL Joseph Hoffert.

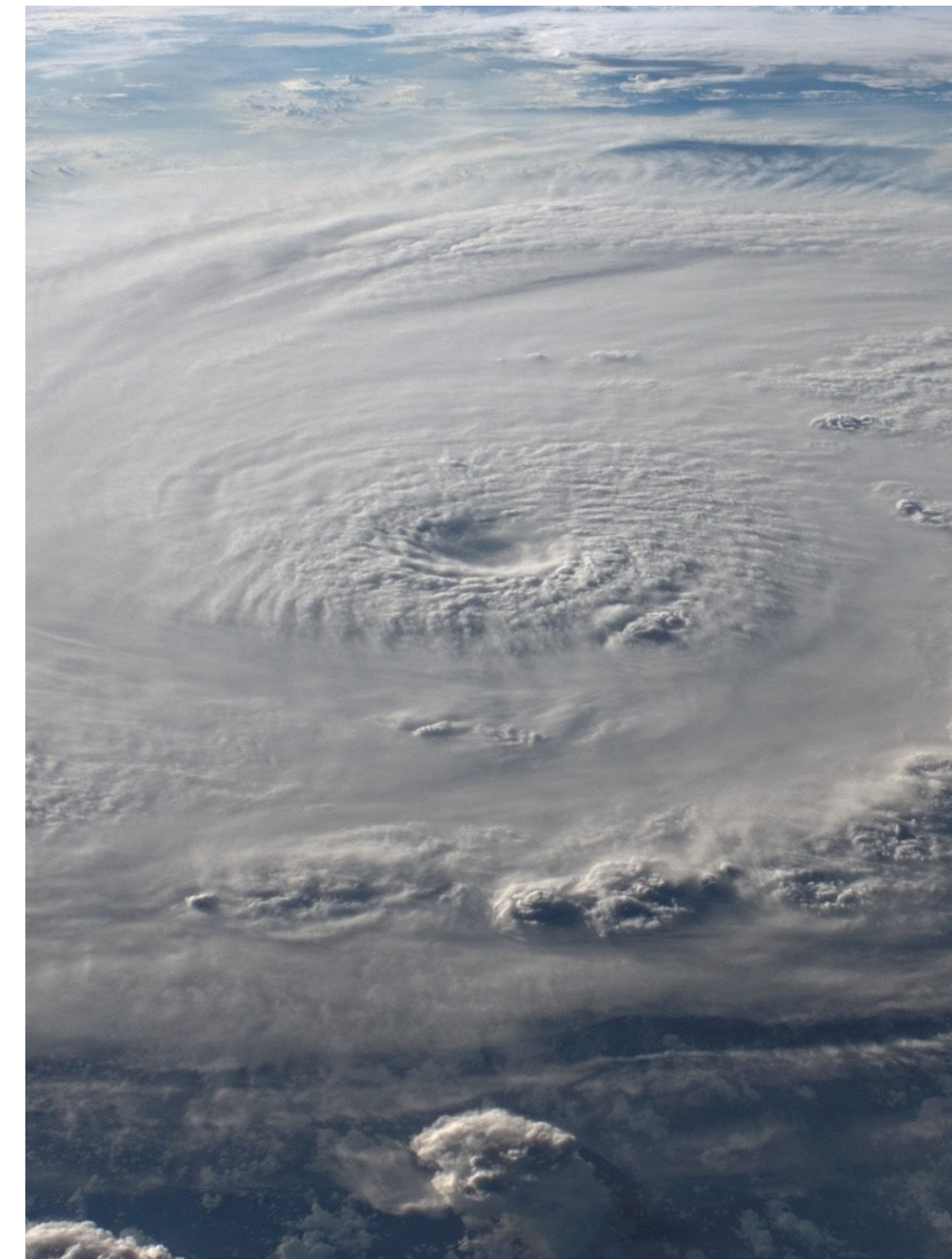
Chief Information Officer Pat Flanders participated in a panel discussion on

the process of updating the legacy health information infrastructure to MHS GENESIS. He discussed the benefits that come with having a more central and efficient system when processing the health records of active military members. Flanders also discussed the challenges that emerged from modernizing a vast network of systems into one, but also explained how they are tackling these challenges head-on.

SDD Partners with NIWC New Orleans Center to Manage Impacts of Hurricane Zeta

The Health Services Support (HSS) Program Management Office assisted the Naval Information Warfare Center (NIWC) hosting center in New Orleans, LA to mitigate the impacts of Hurricane Zeta on Solution Delivery Division-managed systems. The systems included Navy Medicine Online, Bureau of Medicine Manpower Information System, Dental Common Access System and Limited Duty Sailor and Marine Readiness Tracker. As a result of the close coordination, no break in continuity of operations or availability of these critical Navy information technology systems occurred.

As a result of the close coordination between SDD Partners and the NIWC New Orleans Center, no break in continuity of operations or availability of these critical Navy information technology systems occurred.





WMT Publishes Mobile Application Portfolio

The Web & Mobile Technology (WMT) Program Management Office published the first iteration of their Mobile Application (App) Portfolio in March. The app portfolio is a catalog-style showcase of WMT mobile applications detailing what they do, how they benefit users and where they can be downloaded. The portfolio also includes instructions on how to submit an app development request and an overview of the development process. The applications cover a variety of health topics, many with a focus on mental health and wellness. WMT mobile applications are available to all, but intended for active-duty, retired Service members and their beneficiaries. Many of the apps are available in the Apple App Store or Google Play for free download. You can download a copy of the App Portfolio here: health.mil/Reference-Center/Publications/2021/03/31/MHS-App-Portfolio



WMT Launches Several New Apps Showcased in A New Mobile App Store Front

The Web & Mobile Technology (WMT) Program Management Office developed and launched several new mobile applications (apps) that meet the needs of beneficiaries.

WMT first launched a mobile app “store front,” a single portal to easily browse mobile apps and download any app developed by the WMT team. The store front delivers on one of the core WMT objectives of improving user experience and gives beneficiaries easy access to agency-developed apps. You can view the store front at <https://mobile.health.mil>.

WMT collaborated with the Agency for Healthcare Research and Quality to launch TeamSTEPPS (version 3) in June, culminating six months of work. TeamSTEPPS is an evidence-based framework used to optimize

team performance across the health care delivery system. The WMT team took the old app, which was only accessible on a smartphone or tablet, and recreated it as a Progressive Web App, which supports smartphones, tablets and desktops.

WMT also delivered a custom website to the Army Medicine Public Affairs Office (AM PAO), just one week after receiving the request. The team met with AM PAO and determined their website required greater functionality so AM PAO could post documents, links to videos and updates. AM PAO also requested the site be functional before the annual Association of the U.S. Army (AUSA) Meeting and Exhibition. WMT was able to produce a functioning prototype by Sept. 30, two weeks ahead

“This was an outstanding example of the can-do attitude we all have in WMT. Best of all, the customer was very happy and had nothing but praise for the team.”

—LCDR Ralph Montgomery, WMT deputy program manager

of the AUSA deadline. The site is accessible at <https://armymedicine.health.mil/AUSA>

Lastly, WMT in close coordination with Defense Health Agency Strategic Communications Office and Defense Media Activity, successfully launched the TRICARE Newsroom website at <https://newsroom.tricare.mil/>. This publically accessible area of the TRICARE website serves as a centralized home for all TRICARE publications, articles and videos. This provides a central location to search and view TRICARE publications.

EHR Core Supports Joint Pathology Center Modernization Efforts

The Electronic Health Record Core (EHR Core) Program Management Office provided programmatic support for a year-long effort to modernize and digitize the tissue repository of the Joint Pathology Center (JPC), the premier pathology reference center for the federal government. These modernization efforts include converting the extensive glass slide collection to digital images. The EHR Core team launched a pilot scanning system that processes a large initial batch of slides as a foundation for a long-term plan to scan the full repository.

The JPC repository holds approximately 55 million glass slides, 31 million paraffin embedded tissue blocks and over 500,000 wet tissue samples that have been collected over the last 100+ years. This repository represents a priceless resource for clinicians, pathologists and health care data analysts to better understand and diagnose illnesses

ranging from infectious diseases to cancers. According to EHR Core, a digitized JPC repository would accelerate progress in machine learning in medicine.

By reaching the Minimal Viable Product (MVP) during this pilot, the team was able to establish the methods, tools, processes and analyses that can then be scaled up so that slide scanning throughput can be doubled in the next year. After successful completion of the MVP, the JPC will be able to scale up its scanning efforts, adopt digital workflow in Military Health System pathology, develop artificial intelligence models, enhance research capabilities in patient health and clinical outcomes, incorporate lessons learned to achieve economies of scale and set the pace to digitize the full repository within the next decade.



*The Premier Pathology
Reference Center
for the Federal
Government*



National
Capital Region
Medical

The Joint Pathology Center (JPC) is the premier pathology reference center for the federal government.

EHR Modernization Launches the “Decommissioning Zone”

The Electronic Health Record (EHR) Modernization Branch launched the “Decommissioning Zone” in Jan. 2021 as a one-stop-shop for decommissioning resources and a way to gain insights into the stages, checklists and data dependencies related to decommissioning. The Decommissioning Zone is used in conjunction with decommissioning meetings held at strategic intervals with site staff. The tools and dashboards in the Decommissioning Zone allow EHR Mod, site commanders and other stakeholders to track the completion status of decommissioning tasks and provide updates to leadership on progress.

The EHR Mod Support team developed the Decommissioning Zone iteratively and continues to add details and dashboards as more questions arise during each go-live. While it is designed for site staff and leadership, anyone with a Common Access Card (CAC) can access.

Resources within the Decommissioning Zone include the Site Decommissioning Checklist and Site Progress Report Dashboard which allows leadership and system managers to proactively view the decommissioning process, monitor site progress and mitigate any potential delays. The Decommissioning Zone also features an interactive “Frequently Asked Questions” section with answers to questions from previous MHS GENESIS go-live and decommissioning projects.

You can access the Decommissioning Zone (CAC required) at: <https://otm.insights.health.mil/OTMExecutiveView/#!/Decommissioning>



MEDLOG IT Supports the VA Logistics Redesign Office at 3-Day Strategic Planning Event

The Medical Logistics Information Technology (MEDLOG IT) Program Management Office supported the Department of Veterans Affairs (VA) Logistics Redesign (VALOR) Office by participating in a three-day strategic planning event in Washington, D.C. in July. The event focused on documenting priorities for transforming the supply chain and identifying opportunities to expand both the use of LogiCole facilities management capabilities and assemblage management functions in the VA. Attendees included the VA Office of Information Technology, financial trading partners, as well as members from the VALOR team. At the conclusion of the event the VALOR team leadership came away with insights into the challenges, opportunities and organizational structures.

The success of this collaborative event is an example of how to develop stronger commitments and understanding across agencies and teams.



AWARDS



SDD Chief COL Francisco Dominicci Retires

Retiring Solution Delivery Division (SDD) chief COL Francisco Dominicci was honored with a retirement ceremony at Defense Health Headquarters on May 27. At the ceremony Dominicci was presented with the Defense Superior Service Medal in recognition of his years of devoted and exemplary service to the United States military. Following the presentation of the medal, Pat Flanders, Defense Health Agency Chief Information Officer, officiated the ceremony and thanked him for his 24 years of service, presenting him with his certificate of retirement. All of us at SDD would like to extend our sincerest gratitude to Dominicci for his years of service and leadership! We wish him the best in whatever endeavors his retirement may bring him.

[See More Photos](#)

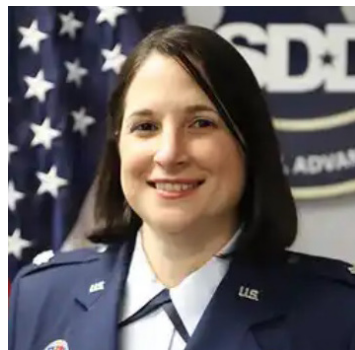
[Watch Farewell Slideshow](#)



AWARDS



MSgt Brent Merry
Technology Support Branch
Promoted in October



Lt Col Regina Tow
SDD Front Office
Promoted in October
Care and Benefits Integrated Systems PMO
Falls Church, VA
Selected for 05/Squadron Command on July 1, 2021



Maj Adam Berheide
Care and Benefits Integrated Systems
Program Management Office
Falls Church, VA
Promoted December 2020



MAJ Matthew E. Tulia
EHR Core Program Management Office
Falls Church, VA
Promoted December 2020

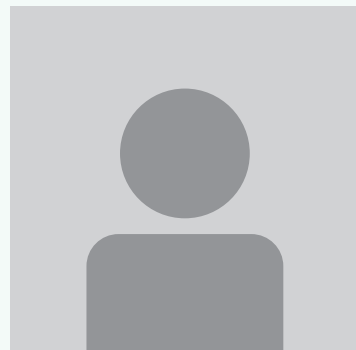


CAPT Michael Clay
Program Support Branch
San Antonio, TX
Promotion to CAPT effective on July 1, 2021



Maj (S) John Houseman
Care and Benefits Integrated Systems PMO
Falls Church, VA
Selected for promotion to Maj on July 8, 2021

SPECIAL ACHIEVEMENTS



MSgt Bonidick Bonifacio
Care and Benefits Integrated Systems PMO
Graduated from Air Force
Senior Non-Commissioned Officer Academy



HMC Ramon DeBelen
SDD Superintendent
Selected to attend Navy Enlisted Academy

2021 FEDHEALTH IT 100



COL Francisco Dominicci,
SDD Chief



Stan Adamus,
TOL Project Controller

The FedHealthIT100 honors individuals who drive change and advancement in the Federal Health Information Technology and Consulting Market.

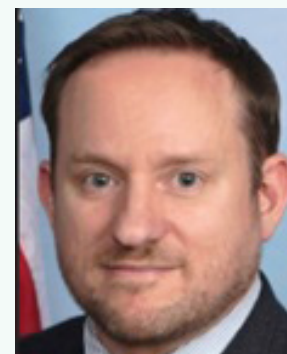
NAVWAR LIGHTNING BOLT AWARD

- COL Francisco Dominicci, SDD Chief
- Chris Harrington, SDD Acting Chief of Operations
- Nick Saund, Technology Support Branch (TSB) Chief
- Joseph Ibanez, TSB Deputy Branch Chief
- Saira Mogensen, TSB Information System Security Manager

The NAVWAR Lightning Bolt Award was presented to the Military Health System Information Platform Accelerated Migration to Amazon Web Services GovCloud team for exemplary performance in executing the massive migration of defense medical systems and capabilities to the cloud with groundbreaking speed, transforming access to Department of Defense medical records and data supporting the Military Health System and its 9.5 million beneficiaries.

FEDHEALTHIT G2X INNOVATION AWARD

This awards program honors individuals who drive change and advancement in Federal Health Information Technology.



Robert Bell,
Deputy Program Manager of
Surveillance and Readiness Portfolio



Devon Matthew,
ILER Project Officer



Pat Staley,
MEDLOG IT Program Manager



Donna Totten,
MEDLOG IT Deputy Program Manager

**J-6 SERVICE MEMBER
OF THE QUARTER,
CY21 1ST QUARTER**

Major Adam Berheide

The J-6 Quarterly Military Service Member Recognition Program recognizes Enlisted, Warrant Officers, Company Grade Officers, and FGOs who performed their military duties in an exceptional manner, provided outstanding service to their community, and demonstrated commitment to self-improvement during a particular period.



**U.S. AIR FORCE NOMINEE FOR THE FOR
THE 66TH ANNUAL DEPARTMENT OF DEFENSE
DISTINGUISHED CIVILIAN
SERVICE AWARD**

Donna Totten

Donna Totten brought to life the Defense Medical Logistics - Enterprise Solution acquisition program and the LogiCole application. She provides world-class support to 25,000 end-users and 9.6 million beneficiaries. Totten's transformational leadership will enable a generation of medical logisticians and healthcare professionals to provide safe and effective care to millions of beneficiaries.



**Bob Kayl,
Program Manager of the Web & Mobile Technology
Program Management Office**

**WMT's Bob Kayl Selected
for the Certified Ethical
Hackers Hall of Fame**

Bob Kayl, program manager for the Web & Mobile Technology (WMT) Program Management Office was selected for induction into the Certified Ethical Hackers (CEH) Hall of Fame in June. The Hall of Fame is designed to recognize distinguished cybersecurity professionals who are certified ethical hackers for their contributions to the cybersecurity industry. Kayl was selected for his work learning to crack mobile applications using ethical hacking procedures found in the CEH training. He used what he learned to program a static library to prevent mobile applications and binary reversing. The selection committee carefully reviews the applications based on their accomplishments, contribution to society, their career transformation story and their role in the organization where they work.

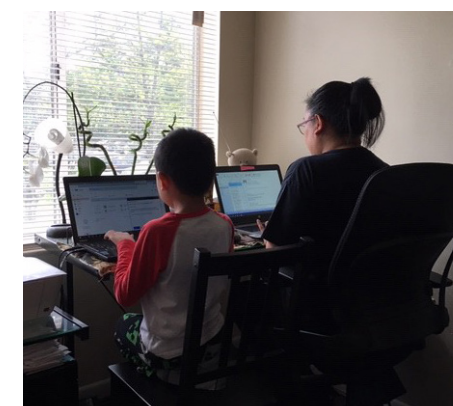
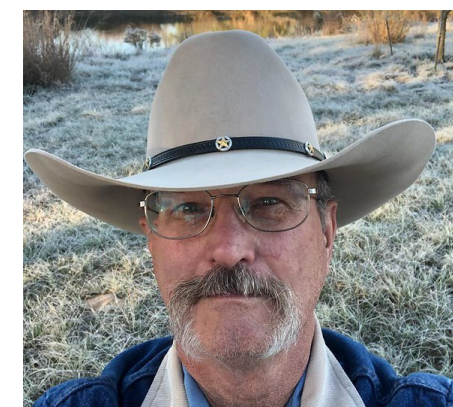
"It is great for Bob to have this recognition and it is one of those things that can really inspire others to seek more understanding, appreciation and even certification in the role that Ethical Hacking plays in the testing and development of our IT applications."

- Chris Harrington, Chief Operating Officer, SDD



Even though the Solution Delivery Division team has been working remotely, our connections with each other and partnerships with other teams remain strong. The team's hard work and the ability to collaborate from a distance has helped make this year the success it was.

—SDD Team





DHA 

Defense Health Agency 