

Fiscal Year

# 2023

A YEAR IN REVIEW

SOLUTION DELIVERY DIVISION



*Advancing Technology, Enhancing Care*

Fiscal Year

**2023**

**A YEAR IN REVIEW**

**SOLUTION DELIVERY DIVISION**

*Advancing Technology, Enhancing Care*

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# A Message from the SDD Chief



Colleagues,

I am excited to serve as the newest Chief of the Solution Delivery Division and honored to join a team renowned for its dedication and commitment to the mission. I look forward to contributing to the tradition of innovation and excellence as exemplified by the achievements outlined in the pages of this fiscal year's annual report.

Over the last year, SDD made great strides to strengthen and expand its support for the Defense Health Agency's mission to improve the lives of beneficiaries by building a modernized and integrated health delivery system. Noteworthy achievements include the global deployment of the Paper Record Tracking application system by the Care and Benefits Integrated Systems Program Management Office and completion of the Patient Queuing Notification System's migration and interface with the Military Health System's electronic health record, MHS GENESIS, by the Health Services Support PMO. These initiatives streamlined workflows and elevated patient experiences. Additionally, the annual report highlights Web & Mobile Technology PMO's SharePoint and cloud migrations; Medical Logistics Information Technology PMO's transition to LogiCole; and a name (and slight mission change) from EHR Core to Legacy Evolutionary Analytics PMO (LEAP).

Our team's partnerships and outreach expanded through participation in conferences and symposiums like the Healthcare Information and Management Systems Society annual conference and the Defense Health Information Technology Symposium where SDD presented at break-out sessions and showcased our updated products and platforms.

We are also proud to acknowledge our team members' outstanding service, personal achievements, and awards for impactful contributions across government agencies.

Sadly, this year also came with a considerable loss. Kyle Christie, Trailblazer 2.0 project manager for the WMT PMO, passed away in October. Christie was a retired 20-year U.S. Air Force veteran and spent 10 years as a federal employee with the DHA. He was a shining example of strength and courage and will be missed by his friends and colleagues across the division.

I look forward to building upon the accomplishments of FY23. There is still so much more to come from this amazing team as we continue to promote the DHA's mission of Improving Health and Building Readiness. Anytime, Anywhere —Always.

Respectfully,

A handwritten signature in black ink, appearing to read 'Marcus Moss'.

COL Marcus Moss  
Chief, Solution Delivery Division

## MISSION

**The SDD mission is to enhance medical readiness and health care delivery through optimized, modernized and cost-efficient Information, Simulation, Technology and Medical Devices acquisition program management, solutions and services to empower the DOD and our partners.**

## VISION

**The SDD vision is to be the premier provider of enterprise Information, Simulation, Technology, and Medical Devices acquisition program management solutions to enhance medical readiness and health care delivery.**

# SDD Leadership Team

## Program Management Offices and Branches



**Brenda Stevens,**  
Program Manager

### Care and Benefits Integrated Systems PMO

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



**Terri Pryor,**  
Program Manager

### Integrated Clinical Systems PMO

ICS PMO is responsible for the acquisition lifecycle of all imaging devices and systems, surgical device systems, and radiation oncology devices for the Defense Health Agency. ICS seeks to provide cutting edge, standardized solutions that are cost effective, sustainable, and drive effectiveness and efficiency.



**Madeleine Friedman,**  
Program Manager

### Legacy Evolutionary Analytics PMO

LEAP is responsible for the acquisition, sustainment, and decommission of the DHA's portfolio of legacy electronic health records and clinical information systems in use at nearly 400 military hospitals and clinics to support health care delivery, health care operations, and benefits administration for approximately 9.6 million beneficiaries worldwide.



**Jennifer Kuntz,**  
Program Manager

### Medical Logistics Information Technology PMO

MEDLOG IT PMO manages the Defense Medical Logistics Enterprise Solution acquisition program to develop and sustain IT systems in support of DHA medical logistics capabilities. MEDLOG IT applications provide integrated and comprehensive supply chain, pharmaceutical, equipment, assemblage production and management, and facilities management capabilities across the Department of Defense.



**Jude Tomasello,**  
Program Manager

### Medical Simulation and Training PMO

MST delivers a wide, tailored range of training systems, products, and services to meet medical, dental, and veterinary training needs. MST is committed to developing, acquiring, delivering, and sustaining medical simulation capabilities to optimize readiness and improve health care.



**Bob Kayl,**  
Program Manager

### Web & Mobile Technology PMO

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



**Loye Brown,**  
Chief

### Business Staff Branch

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.



**Angie Hester,**  
Chief

### Program Support Branch

PSB provides seamless acquisition support, quality and risk management oversight, test and evaluation guidance, and transition management in support of SDD programs and functions.



**Loye Brown,**  
Acting Chief

### Stakeholder Engagement Branch

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



**Nick Saund,**  
Chief

### Technology Support Branch

TSB provides SDD PMOs support with IT system engineering, IT engineering operations, IT system architecture, cyber security, software asset management, and configuration management.

## SDD Key Partners

### Navy Information Warfare Center — Atlantic (NIWC)

SDD collaborates with NIWC to conduct research, develop, prototype, engineer, test and evaluate, and install integrated information warfare capabilities. NIWC helps drive innovation and the warfighter information advantage.

### Risk Management Executive Division (RMED, J-6)

RMED ensures the security of DHA IT systems through robust, agile, and cost effective cybersecurity that balances risk and mission requirements. Protecting patient health information is everyone's responsibility. RMED's goal is to empower beneficiaries to protect health care information and lower the risk of cyber crimes.

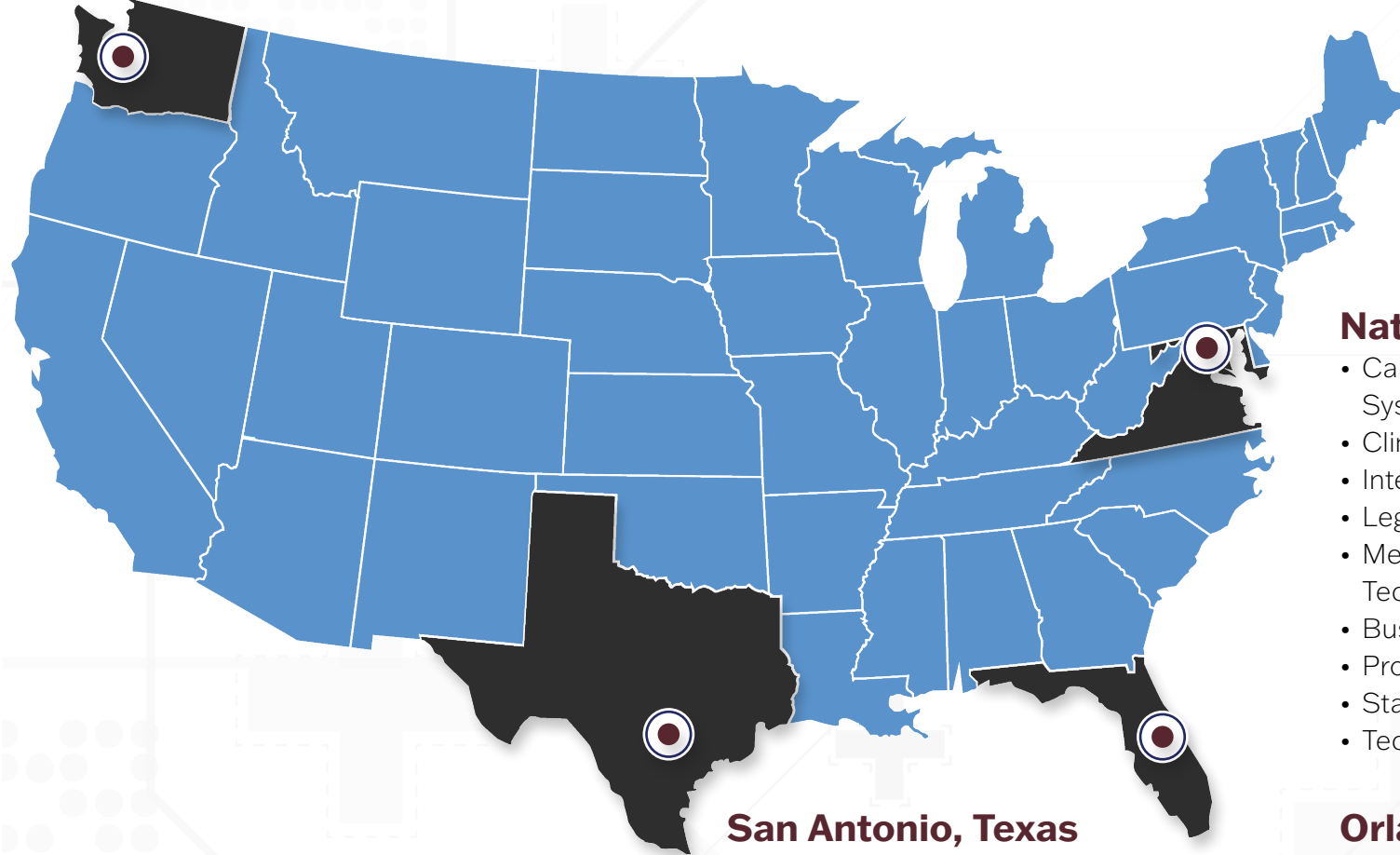
### Solution Resources Management Branch (SRMB, J-6)

SRMB supports SDD leadership with planning, budgeting, and funding execution in support of SDD's programs and projects. They oversee budget and contract management, cost elimination, portfolio management, Defense Travel System (DTS), and invoicing.

# SDD by Location

## Tacoma, Washington

- Web & Mobile Technology PMO



## National Capital Region

- Care and Benefits Integrated Systems PMO
- Clinical Support PMO
- Integrated Clinical Systems PMO
- Legacy Evolutionary Analytics PMO
- Medical Logistics Information Technology PMO
- Business Staff Branch
- Program Support Branch
- Stakeholder Engagement Branch
- Technology Support Branch

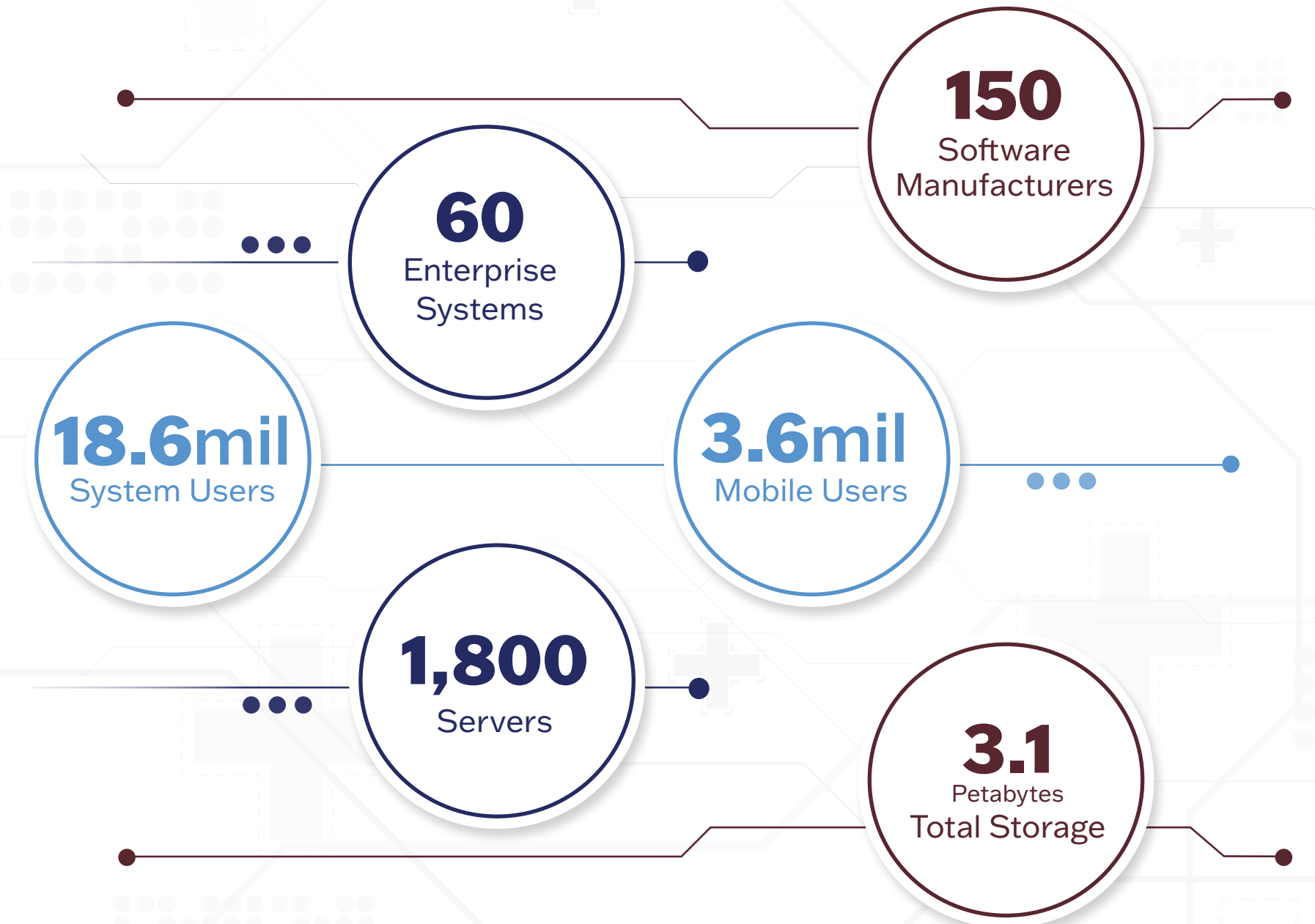
## San Antonio, Texas

- Clinical Support PMO
- Health Services Support PMO
- Web & Mobile Technology PMO
- Stakeholder Engagement Branch

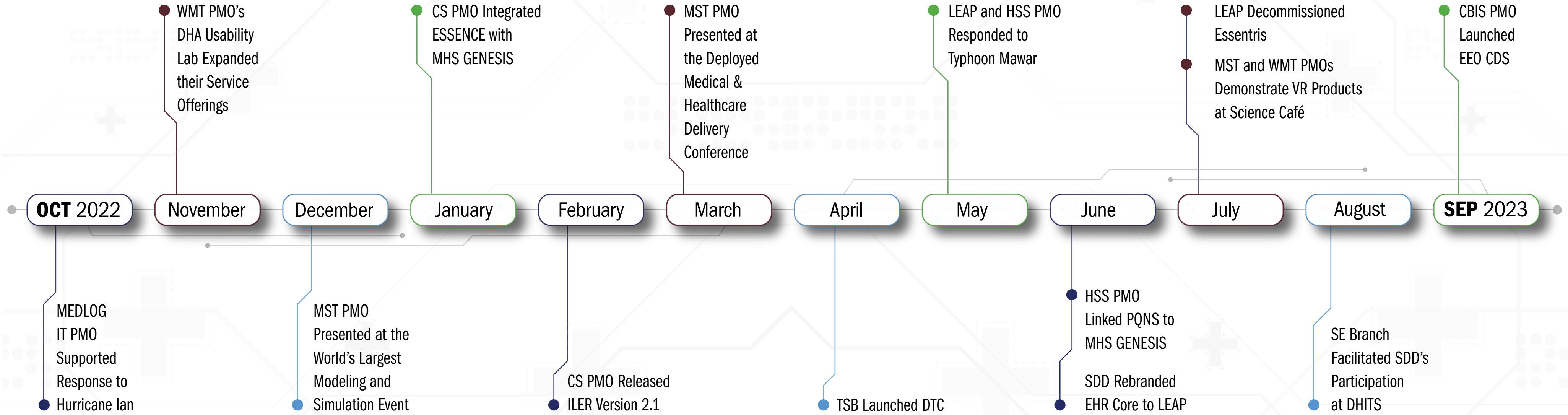
## Orlando, Florida

- Medical Simulation and Training PMO

# SDD by the Numbers



# FY23 Milestones





# Enhancing Health Information Technology



# LEAP Led the Way in Decommissioning Efforts

Fiscal year 2023 saw the Legacy Evolutionary Analytics Program Management Office (LEAP) continue its mission to decommission. Formerly known as the Electronic Health Record - Core PMO, LEAP fully decommissioned the Composite Health Care System (CHCS) at Vandenberg Air Force Base and Los Angeles AFB in California in January.

In April, the LEAP team completed Wave TRAVIS, successfully decommissioning three CHCS host sites: Naval Air Station Lemoore and Travis AFB in California, and Mountain Home AFB in Idaho.

"This milestone is a testimony to the dedication and hard work of the stakeholders that have been working consistently to streamline the decommissioning process by making it more efficient," said Sandra Attidore, CHCS project manager.

Attidore and members of the Office of Transition Management within LEAP visited the Wave WRIGHT-PATTERSON

CHCS sites in preparation for the Military Health System's new EHR, MHS GENESIS, Go-Live in June. The group then traveled to Fort Campbell and Fort Knox in Kentucky where they presented a timeline for shutting down CHCS and the other nine systems.

**21 of 59 sites were decommissioned after months of collaborative efforts.**

LEAP wrapped up its decommissioning efforts with Essentris, a commercial, inpatient clinical documentation system that has served the Department of Defense since 1988. During a ceremony in July at Joint Base Elmendorf-Richardson (JBER) in Alaska, Program Executive Officer for Medical Systems/Chief Information Officer (J-6) Pat Flanders; U.S. Air Force Col. Laura Baugh, 673rd Medical Group commander; and Essentris Product Manager Sue Allen each made remarks before simultaneously 'clicking the mouse,' concluding Essentris' 12-year history at JBER.



"This is a bittersweet moment as we mark the ending of an era and the start of a new one," said Allen. In September, Allen and members of the Office of Transition Management traveled to Wave ASIA locations in preparation for the transition of the final Essentris sites to MHS GENESIS.

# ICS PMO Spearheaded Equipment Modernization Efforts

The Integrated Clinical Systems Program Management Office Technology Assessment and Requirements Analysis (TARA) team visited military hospitals and clinics at Fort Belvoir, Virginia; Fort Wainwright, Alaska; Navy Medical Center Portsmouth, Virginia; Joint Base Elmendorf-Richardson and Eielson Air Force Base, Alaska; Eglin AFB, Florida; Wright-Patterson AFB, Ohio; Joint Base Andrews, Maryland; and Joint Base Langley-Eustis, Virginia, to review the facilities' medical equipment. The team compiled a list of over 700 required items and recommended decommissioning unneeded devices, saving the Defense Health Agency more than \$39 million. The site visits supported ICS PMO's five-year development plan for all facilities per the DHA's medical equipment modernization efforts.

The TARA team regularly conducts assessments at military hospitals and clinics to ensure that the facilities have the correct type and amount of medical equipment to provide exceptional health care. After



**The TARA team identified more than \$39 million in cost savings in FY23 by conducting unbiased reviews of a facility's needs and equipment.**

consulting with the sites, the TARA team may decommission certain items due to mission change or a decrease in patient load. Over the past 20 years, the TARA

team attained more than \$390 million in cost savings by conducting unbiased reviews of a facility's needs and equipment.

**“ I am proud of the TARA team's continued excellence in our first full year in SDD. They truly are leading the way for the DHA's equipment modernization efforts.**

– Terri Pryor, ICS PMO program manager

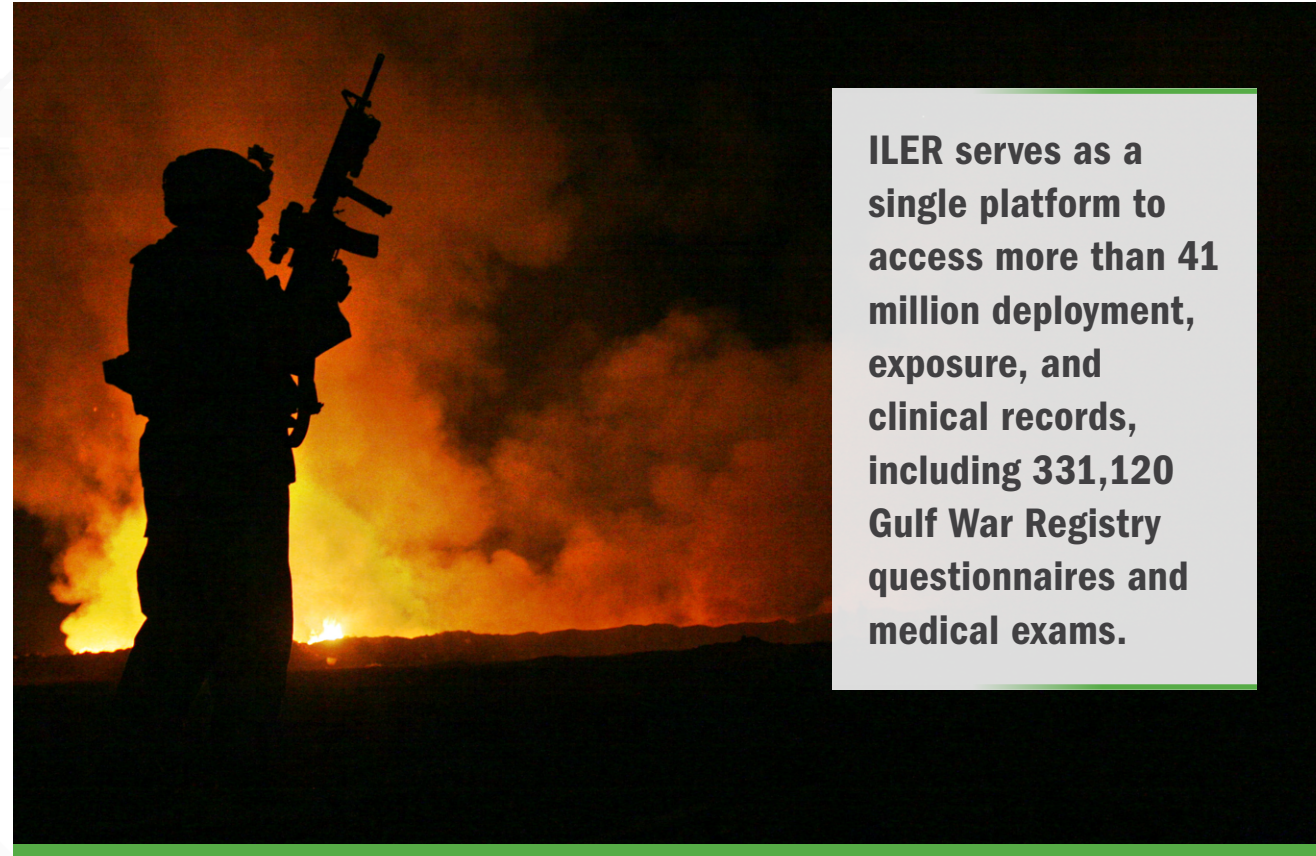
# CS PMO Released Individual Longitudinal Exposure Record Version 2.1

The Clinical Support Program Management Office released the Individual Longitudinal Exposure Record (ILER) version 2.1 to more than 11,000 users in January. This milestone release fulfilled two major objectives for the Joint Executive Committee: (1) the ability to search by health impacts or effects and (2) a direct interface to the Department of Veterans Affairs Gulf War Registry.

**ILER 2.1 access was provided to more than 11,000 users.**

ILER is a web-based application that allows the Department of Defense and the VA to link individuals to known exposure events, resulting in a compiled exposure history that improves the efficiency, effectiveness, and quality of health care to service members and veterans.

ILER currently serves as a single platform to access more than 41 million deployment,



**ILER serves as a single platform to access more than 41 million deployment, exposure, and clinical records, including 331,120 Gulf War Registry questionnaires and medical exams.**

exposure, and clinical records, including 331,120 Gulf War Registry questionnaires and medical exams. ILER version 2.1 is the culmination of strategic planning, effective and efficient coding, and incredible

teamwork between CS PMO, the DOD Health Readiness Policy and Oversight team, and the VA's Health Outcomes of Military Exposures team.

# TSB Launched Digital Transformation Center

The Technology Support Branch (TSB) established the Digital Transformation Center, a pilot program with the goal of delivering improved, modernized solutions and technologies that provide Solution Delivery Division's current systems with the ability to operate in the 21st century. This action aligns with the Department of Defense's Digital Modernization Strategy.

Many of the SDD-managed Automated Information Systems use technology that is older and costly to maintain and require increased time to deliver enhanced or new capabilities. The rate of advancements in digital technology solutions requires organizations to rapidly adapt to changes while ensuring mission execution. To address these challenges, SDD invested in modern technology platforms and software that enable greater scalability, improve collaboration and efficiency, and ensure continued performance and security compliance for its portfolio of systems. Part of this modernization effort involves implementing Low Code Application Platforms.



**“ We believe that the successful path of any system modernization project involves the full involvement of the business stakeholders, subject experts, and technologists. The DTC is committed to working in a collaborative manner to provide the best application user experience and technology that will help foster an advanced and modernized global health care organization.**

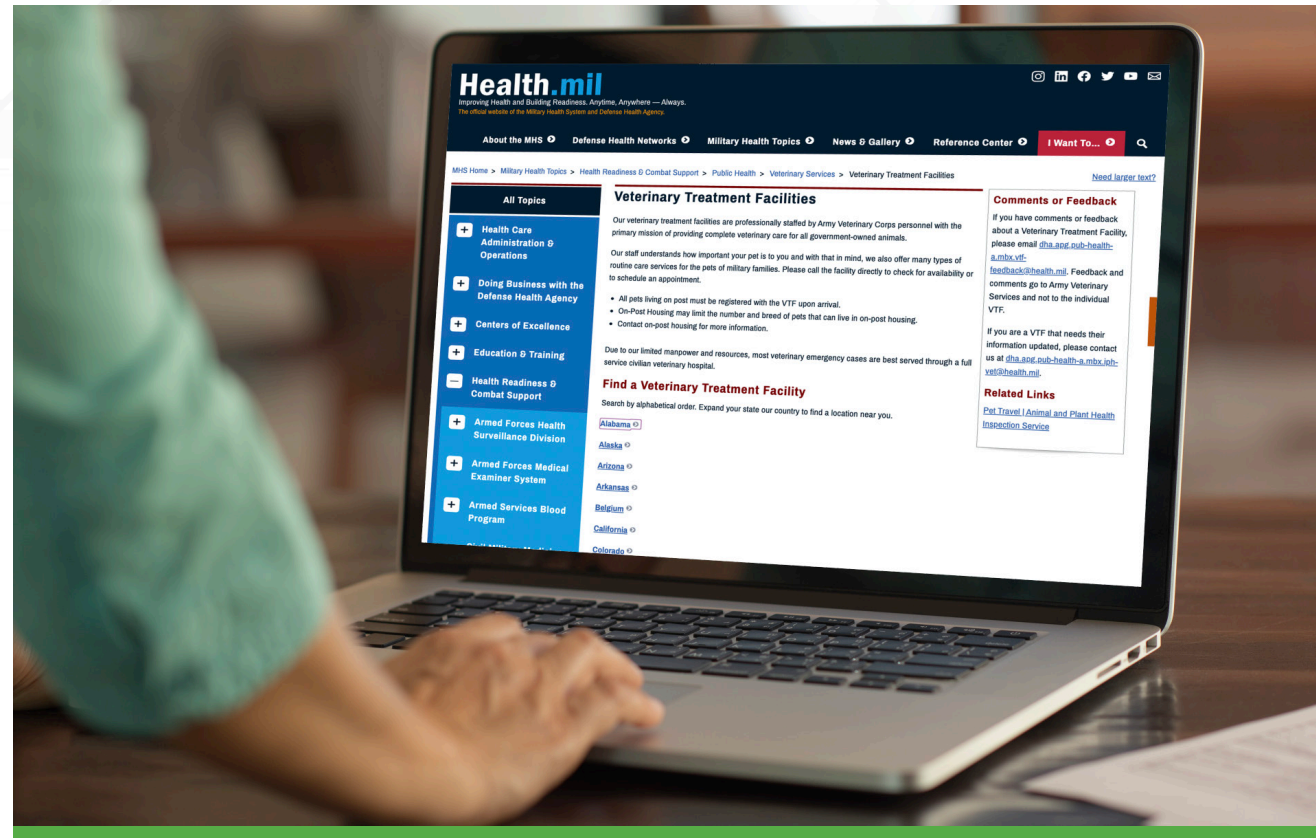
– Austin Ngo, TSB project manager

These applications decrease the amount of coding needed and reduce development time and maintenance costs. As part of the pilot process, the DTC will evaluate the new low code platforms to see if they are valid replacement options. Once

proven successful, the DTC will begin its implementation effort of modernizing the existing technology.

# WMT PMO Deployed a String of Upgrades and Digital Tools to Help Beneficiaries

The Web & Mobile Technology Program Management Office partnered with the Defense Health Agency's Strategic Communications and Public Affairs Division and the Defense Visual Information Distribution Service (DVIDS) to successfully deploy the DVIDS Content Importer Tool to Health.mil in February. Health.mil is the public website for the DHA, and DVIDS hosts news, images, audio, video, and publications from military operations. The DVIDS Content Importer tool can automatically import media files into the Health.mil content management system, upon request. The tool then approves and publishes DVIDS media to Health.mil in a way that conforms to the site's brand.



tool on Health.mil. The tool allows beneficiaries who own pets to easily find a VTF by state and includes information such as installation name, location, nearest major city, veterinarian availability, hours of operation, and contact information for

appointments. Staffed by Army Veterinary Corps personnel, the VTFs' primary mission is to provide complete veterinary care for government-owned animals. They may also supply routine care for pets of military families.

# WMT PMO Improved Access to Care with New Mobile Apps

The Web & Mobile Technology Program Management Office successfully launched the Access to Care Application for the San Antonio, Texas, area. The app offers phone numbers, hours of operations, and summaries of the care available including pharmacy, lab work, radiology, and other services provided at Brooke Army Medical Center, Wilford Hall Ambulatory Surgical Center, 10 standalone military hospitals and clinics, and over 100 specialty service providers. This resource app aims to simplify access to care for more than 250,000 military beneficiaries in the San Antonio region.

You can view the app at [mobile.health.mil/access-to-care-pwa](https://mobile.health.mil/access-to-care-pwa).

**The Access to Care App is designed to serve more than 250,000 military beneficiaries around the San Antonio, Texas, region.**

WMT PMO launched a similar app for the Womack Army Medical Center at

Fort Liberty (formerly Fort Bragg), North Carolina, in late June. The app provides information on the hospital's health care services, pharmacy and prescription refill information, guidance on accessing care, and up-to-date announcements. The app also includes several other resources for patients such as bereavement support, access to the MHS GENESIS Patient Portal, and extensive information on how to maintain information in the Defense Enrollment Eligibility Reporting System.

**For more information about DHA's mobile apps, check out the Mobile App Portfolio or visit [mobile.health.mil](https://mobile.health.mil).**

Both apps simplify beneficiaries' access to care and resources and improve communication between providers and beneficiaries. You can access the app at [mobile.health.mil/womack/](https://mobile.health.mil/womack/).



# CS PMO Successfully Integrated ESSENCE Data into MHS GENESIS

The Clinical Support Program Management Office, in collaboration with the Armed Forces Health Surveillance Division, Enterprise Intelligence and Data Solutions (EIDS) PMO, and the Tier III Technical Team, successfully integrated data from the Electronic Surveillance System for Early Notification of Community-based Epidemics (ESSENCE) into the Military Health System's electronic health record, MHS GENESIS.

**More than 164,000 DHA providers currently use MHS GENESIS to provide health care to more than 7.2 million beneficiaries.**

All military hospitals and clinics in the continental United States use MHS GENESIS, and these facilities can now fully use ESSENCE's ability to provide early warnings when a significant health threat emerges. The integration project began prior to 2020, but the COVID-19



**Approximately 91% of the military hospitals and clinics use MHS GENESIS.**

pandemic sped up the process. As MHS GENESIS is a significantly different system than the one it replaced, the ESSENCE and EIDS teams continue to work together to support end-users and provide symptom-based surveillance for the MHS community.

The ESSENCE program supports the

MHS' Force Health Protection mission to maintain readiness by providing data to facilitate informed decision-making and timely response in allocating medical assistance and supplies to control disease outbreaks and protect military and civilian communities. Deployment of MHS GENESIS at European-based military hospitals and clinics began in September.

# CBIS PMO Fully Deployed Paper Record Tracking System Globally

The Care and Benefits Integrated Systems Program Management Office deployed the Paper Record Tracking application at more than 700 military hospital and clinic record rooms across the country and around the world. Once all records are re-labeled with the new PRT barcode and both systems are audited to ensure accuracy, the Composite Health Care System (CHCS) will be decommissioned. The next phase of PRT deployment targets Reserve, National Guard, ships, and submarines that maintain paper records. These units were saved for last because they do not use CHCS for record tracking.

**The PRT application is now active at more than 700 military hospital and clinic record rooms around the world.**



## MEDLOG IT PMO Improved Efficiency with New Scanners

The Medical Logistics Information Technology Program Management Office, in collaboration with the Defense Health Agency MEDLOG supply system analysts, DHA Endpoint Security Solutions team, Senior Services Representatives, DHA Domain and Directory Services Branch, and DHA Cyber Risk Assessment Support team, purchased and operationalized GETAC T-800 scanners for Alexander T. Augusta Military Medical Center (ATAMMC) at Fort Belvoir in Virginia. The team incorporated the scanners into the Defense Medical Logistics-Enterprise Solution (DML-ES) — Core (formerly Defense Medical Logistics Standard Support) workflow, improving efficiency and automating the ordering process.



IT PMO deputy program manager, visited the ATAMMC in June. Flanders watched a demonstration of the devices and personally tested them, marking the ceremonial final step in activating GETAC T-800 scanner operations at ATAMMC.

**This visit was the ceremonial final step to fully operationalizing the scanners at ATAMMC.**

Pat Flanders, program executive officer for medical systems/chief information officer (J-6), accompanied by U.S. Navy Cmdr. Clemia Anderson, (former) MEDLOG

“**These scanners are an important tool to support our customers. They increase how efficiently the customers manage their inventories, allowing more time for clinical tasks.**

– Donna Totten, MEDLOG IT PMO development center lead

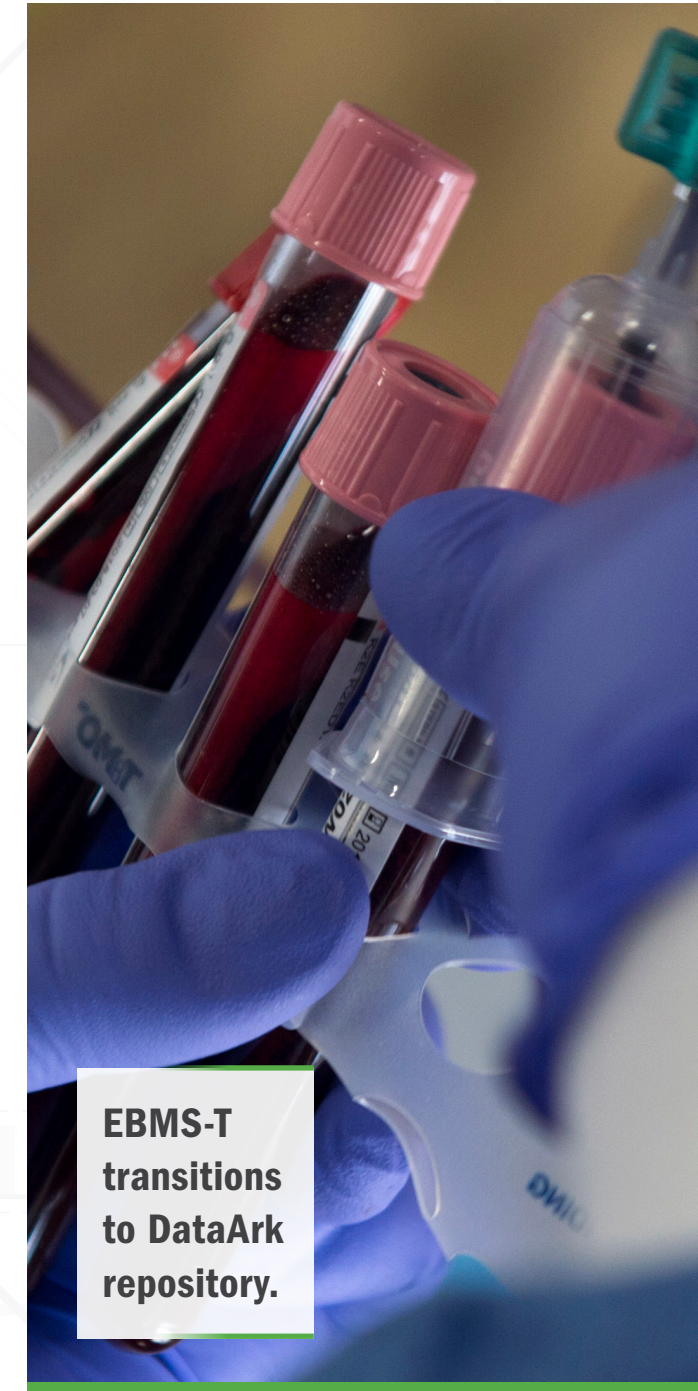
The scanners are a mobile computing solution that provide barcode scanning capabilities. These capabilities allow personnel at military hospitals and clinics to replenish inventories, process issues, process order receipts, and perform physical inventories for supplies and equipment. MEDLOG IT PMO purchased these GETAC T-800 scanners to replace the legacy hand-held terminals that had become technically obsolete.

## LEAP Migrated EBMS-T Data

This past year, the Legacy Evolutionary Analytics Program Management Office Enterprise Blood Management – Transfusion (EBMS-T) team migrated systems in advance of 2024 decommissioning.

In February, EBMS-T announced that DataArk would serve as the Health Information Archive solution to provide access to historical patient data once EBMS-T is decommissioned. Per United States Food and Drug Administration regulations, patient historical data such as transfusions, blood type, antibodies, and blood unit disposition must be available for a specified period.

“This project culminates years of work and allows for transfusion services to fully migrate to MHS GENESIS and still meet the FDA requirement for historical review of patient and blood unit data,” said Karen Royster, quality assurance manager for the Armed Services Blood Program Division.



**EBMS-T transitions to DataArk repository.**

## LEAP Successfully Integrated New RPA Software

Throughout the end of 2022 into 2023, LEAP continued Robotic Process Automation software integration. This initiative resulted in reduced workloads for the Solution Delivery Division’s Program Support Branch Quality Management team, the LEAP Site Operations team, and other groups across the enterprise, including Portfolio and Resource Management and U.S. Navy Medicine.

**LEAP continued to successfully deploy the Robotic Process Automation software throughout the end of 2022 into 2023.**

# WMT PMO Migrations Streamlined Services and Reduced Costs

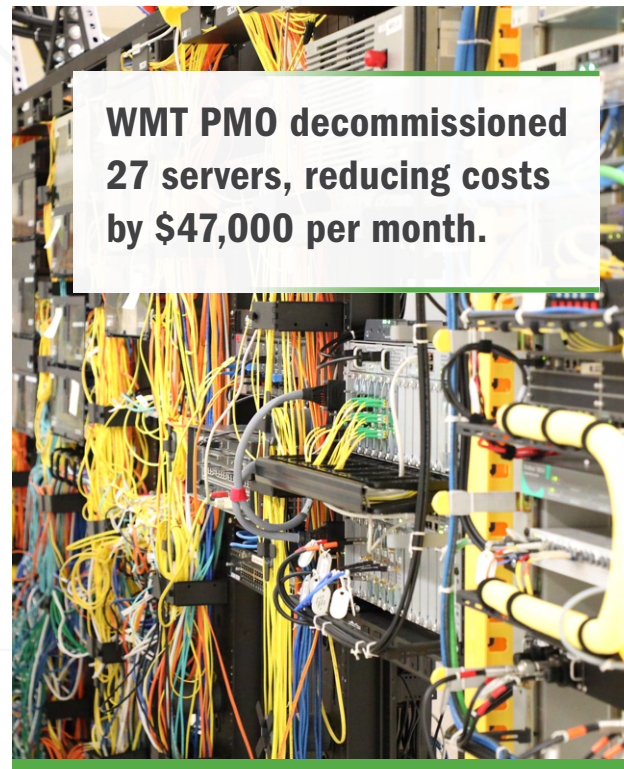
The Web & Mobile Technology Program Management Office successfully migrated the Knowledge Exchange (KX), the Alexander T. Augusta Military Medical Center (ATAMMC) in Virginia, and the Naval Medical Center San Diego (NMCSO) in California from a locally hosted SharePoint solution to the enterprise SharePoint offering in Azure GovCloud in May and June. WMT collaborated with KX, ATAMMC, Navy Information Warfare Center Atlantic (NIWC), and NMCSO personnel to move over 2,000 gigabytes of data. The migration included an upgrade to SharePoint 2016 and introduced new features such as a modern personal cloud storage experience and improved file sharing.

In February, WMT and Enterprise Intelligence and Data Solutions PMOs, in partnership with NIWC and the Defense Health Agency Contracting Activity, migrated the eContract File Management

System (eCFMS) from the DHA's Azure 2013 SharePoint to the CarePoint Information Portal. CarePoint houses data on a centralized, collaborative platform and gives authorized personnel access to crucial information. These actions allowed WMT to decommission 27 servers and reduced costs by \$47,000 per month.

WMT PMO then partnered with the Technology Support Branch and Facilities Enterprise Portfolio Business Integration Branch (J-8) in August to migrate the Real Property System Standards application from the Max.Gov platform to the new WMT Cloud Hosted Enterprise Web Information Environment (CHEWIE). RPSS has approximately 650 users and provides standard nomenclature for equipment, property, and other systems maintained by the DHA.

WMT PMO, TSB, and J-8 also migrated the World-Class Facilities Toolkit (WCFT) from the MAX.gov platform



to CHEWIE in September. WCFT has approximately 600 users and provides tools and resources that planners, hospital staff, architects, engineers, agents, and facility managers can access to review the standards and operations that define a world-class facility.

Throughout all these migrations, WMT provided exceptional assistance and mitigated potential impacts to mission critical operations.

# MEDLOG IT PMO Shaped the Future of DHA Medical Logistics

The Medical Logistics Information Technology Program Management Office modernized the Defense Health Agency's medical logistics systems to improve care for DHA's beneficiaries. The PMO initiated its phased transition to LogiCole, the technical refresh of Defense Medical Logistics-Enterprise Solution (DML-ES) — Core, that rolls all legacy medical logistics applications into a single, web-based application. In January, the team trained the DHA Facilities Enterprise team on LogiCole's real property capabilities in preparation for the migration. These training sessions equipped the community to best capitalize on LogiCole's capabilities to modernize their business processes.

MEDLOG IT PMO also successfully completed a migration of LogiCole to the Cloud in June, a key step in deploying future LogiCole production capabilities. "This effort provided significant improvements in the capabilities, performance, and interoperability of the

defense medical logistics supply chain to best support the next generation of warfighters," said Jennifer Kuntz, MEDLOG IT PMO program manager.

To close out the fiscal year, the PMO expedited actions to evacuate DML-ES — Core from the Joint Base San Antonio Fort Sam Houston Data Center following

a short-notice deadline. By working closely with its partners, the team migrated one server to the Cloud and physically relocated three others. This effort supported the DHA strategic objective of consolidating IT capabilities in the Cloud to optimize performance of the applications.



— Jennifer Kuntz, MEDLOG IT PMO program manager

# ICS PMO Modernized and Streamlined Patient Care

The Integrated Clinical System Program Management Office has diligently managed medical equipment and imaging on behalf of the Defense Health Agency. In its first full year with the Solution Delivery Division, ICS PMO enhanced the Enterprise Clinical Imaging Archive (ECIA), the centralized medical image repository for all military and beneficiary images. The PMO's actions ensured that Department of Veterans Affairs' medical facilities could access the ECIA, facilitating uninterrupted care for transitioning service members. The ECIA enables Military Health System beneficiaries to receive medical care at any treatment center worldwide and allows physicians to access all relevant medical imaging.



An ongoing effort, the PMO identifies sites where the use of surgical robots may be beneficial, oversees the implementation process, and facilitates provider training on the devices. The program's efforts to expand surgical robotics use at military

hospitals and clinics has improved access to care and minimized the need for patients to travel outside of their local area.

**Expanded use of robotics improved access to care and minimized patient travel beyond their local area.**

ICS PMO is also charged with oversight of the DHA's Surgical Robotics Program.

# CBIS PMO Improved Processes and Efficiency

The Care and Benefits Integrated Systems Program Management Office's Service Treatment Record Processing Operations Reporting Tracking Solution (SPORTS) team completed a multi-month upgrade to the reporting functionality of Business Common Services within the SPORTS system. The BCS reporting tool enables eligible SPORTS users to generate reports that assemble service members' Notification of Interest data – the Department of Veterans Affairs interest in a service member's claim for benefits – as well as the demographic information needed to find and assemble Service Treatment Records.

These improvements help separating service members get their STRs processed more quickly, expediting receipt of their benefits. Record Processing Centers rely on these BCS reports to aggregate separation and demographic data. The latest updates improved process efficiency, accuracy, and timeliness of reporting for all stakeholders.

The CBIS PMO also worked with the



Technology Support Branch and Clinical Support PMO to successfully complete the Health Artifact and Image Management Solution Sustainment Services (HAIMS) Cyber Health and Readiness Inspection Program (CHRIP) exercise. The CHRIP exercise ensured that HAIMS followed the

Defense Health Agency's and Department of Defense's security guidance, employed root cause analysis tools as needed, promoted consistent cyber requirements, and encouraged continuous monitoring efforts.

# MEDLOG IT PMO Achieved Record Compliance in FY23 Audits

The Medical Logistics Information Technology Program Management Office’s diligence and preparation paid off during Fiscal Year 2023 audits. The audit team completed a multipart questionnaire and generated dozens of artifacts to support the fifth Federal Information System Controls Audit Manual (FISCAM) audit of Defense Medical Logistics-Enterprise Solution (DML-ES) — Core. The team received high praise from the auditors for its professionalism and establishment of a secure operating environment.

FISCAM audits are mandated by the Federal Information Security Modernization Act of 2014 that requires federal agencies to develop, document, and implement agency-wide programs to ensure information security. DML-ES —



**The team received high praise from the auditors for its professionalism and establishment of a secure operating environment.**

Core is one of four Defense Health Agency applications originally selected for the audit.

**The outstanding SFIS-CA evaluation resulted in an overall compliance of 100%.**

Additionally, the MEDLOG IT PMO successfully concluded the Standard Financial Information Structure Compliance Assessment (SFIS-CA) from June 2022 through August 2023. The

Defense Information Systems Agency Joint Interoperability Test Command assessed two primary areas of DML-ES — Core and DML-ES — SAP (formerly the Theater Enterprise-Wide Logistics System), both of which are critical to ensuring the accuracy of DML-ES — Core and DML-ES — SAP financial reporting. Jointly, the systems were found fully compliant. These assessments support financial compliance within MHS GENESIS and across the enterprise.

# TSB Configuration Management Suite Rollout

The Technology Support Branch Configuration Management team reported an enterprise-wide adoption rate of CM Suite from 40% to 75% within a three-month period. The CM team supplied extensive training and hands-on support to project teams and vendor personnel. Additionally, Application Lifecycle Management Support implemented several improvements and enhancements to current workflows. Notably, most of the

**The Technology Support Branch CM team reported an enterprise-wide adoption rate of CM Suite from 40% to 75% within a three-month period.**

Solution Delivery Division’s projects are compliant with the Federal Information System Controls Audit Manual and Risk Management Framework. Compliance furthers TSB’s strategic goal of a uniform CM process and workflow across the Defense Health Agency and aligns with their vision of “One SDD Enterprise – One CM Process.”







# Delivering Value Through Strategic Partnerships

# A Year of Conferences and Collaboration

This past year, the Medical Simulation and Training Program Management Office had the opportunity to attend two in-person conferences where the office promoted its mission and collaborated with industry partners within the medical readiness field.

Ready Medical Force” and MST’s current and emerging capabilities, priorities, and acquisition roles and responsibilities.

As Europe’s leading conference dedicated to deployed medical care, many prominent members of the military medical

In December 2022, several members from MST PMO attended the 2022 Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), the world’s largest modeling, simulation, and training event. This forum was extremely beneficial to attendees who were able to examine the latest technologies on display.

In March, MST Program Manager Jude Tomasello spoke at the Deployed Medical & Healthcare Delivery Conference in London, England. Tomasello’s presentation focused on “Simulation That Enables a

community, including the United States Joint Staff Surgeon, Canadian Surgeon General, and United Kingdom (NATO) Surgeon General, attended the event. Tomasello’s attendance offered the opportunity to engage with Defense Health Agency senior leaders, including DHA Director U.S. Army Lt. Gen. (Dr.) Telita Crosland and Principal Deputy Assistant Secretary of Defense for Health

**“ This conference, which we have attended for a number of years, is always special because it brings together government, military, industry, and academia from across the globe.**

– Jude Tomasello, MST PMO program manager



Affairs Seileen Mullen.

Both conferences promoted international and interdisciplinary cooperation within the fields of simulation, modeling, and training across both commercial and defense sectors. MST gained valuable research to further their knowledge in the areas of medical readiness and acquisition management.

# HSS PMO and NIWC Supported USNS COMFORT Mission

The Health Services Support Program Management Office, in conjunction with the Navy Information Warfare Center Atlantic, supported the U.S. Navy hospital ship USNS *Comfort* mission, Continuing Promise, from Oct. 16 through Dec. 22, 2022. The team used the web-based Mission Analysis and Assessment Reporting System (WebMAARS), a component of Navy Medicine Online, to evaluate medical and humanitarian aid activities provided to Guatemala, Honduras, Colombia, Haiti, and the Dominican Republic.

WebMAARS contains operational planning, execution, and assessment tools and templates for Global Health Engagement (GHE) missions. At the conclusion of the mission, the WebMAARS assessment data showed that the GHE program improved its ability to move from U.S.-directed patient care events to more complex partner-nation-directed humanitarian aid and disaster response events as compared to earlier missions. System data also helped decide



which mission activities aligned with combatant command Theater Security Cooperation goals, including partnerships, capacity building, interoperability, and readiness.

Additionally, WebMAARS data streamlined and standardized GHE mission planning across multiple commands and equipped stakeholders with valuable tools for future operations.

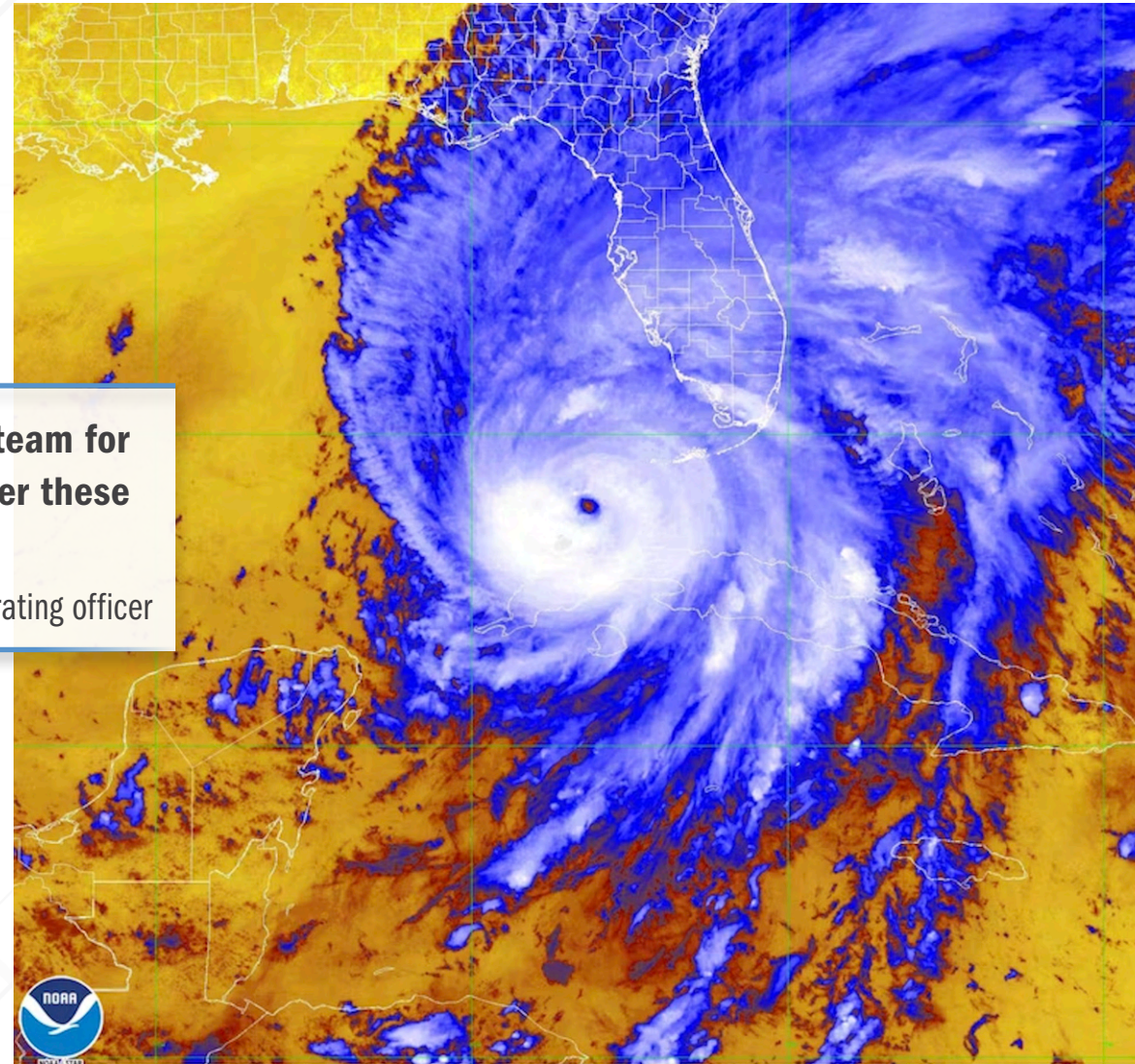
## MEDLOG IT PMO Participated in Hurricane Ian Preparations

The Medical Logistics Information Technology Program Management Office, in coordination with the Air Force Medical Readiness Agency, provided backup server support to MacDill and Patrick Air Force Bases in Florida and Charleston AFB in South Carolina during Hurricane Ian preparations in fall 2022.

“**Congratulations to the MEDLOG IT PMO team for jumping in to support our customers under these stressful conditions.**

– Christopher Harrington, SDD chief operating officer

The PMO secured the Defense Medical Logistics-Enterprise Solution (DML-ES) — Core server backup files for all three bases, allowing for data recovery in case Hurricane Ian inflicted catastrophic damage. Additionally, the team mitigated any gaps in processing by facilitating early DML-ES — Core end of year reporting at all three locations.



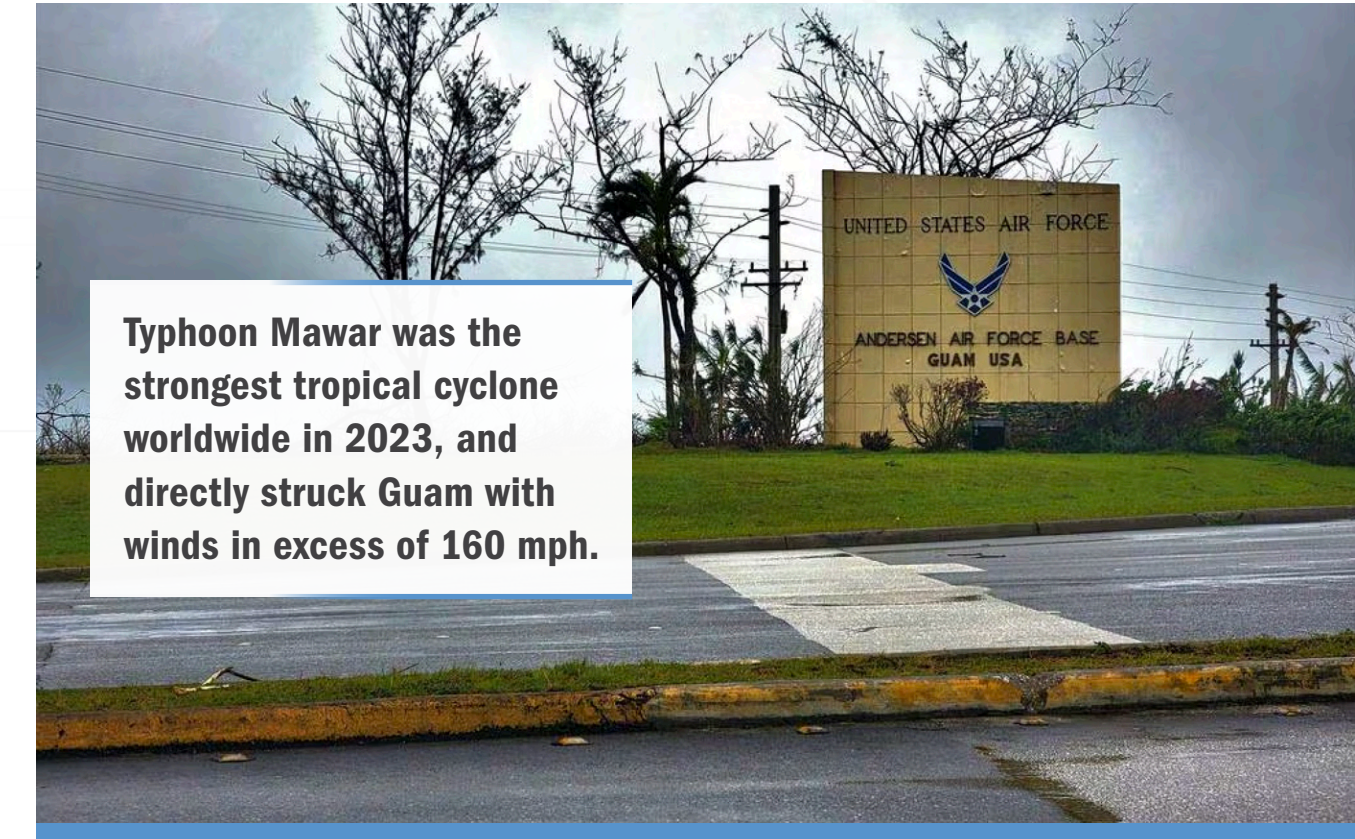
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## SDD's LEAP and HSS PMO Quickly Responded to Typhoon Mawar

Legacy Evolutionary Analytics and Health Services Support Program Management Offices, in collaboration with the Enterprise Blood Management System (EBMS) vendor, successfully responded to an urgent supply request from the Armed Services Blood Program Division (ASBPD) during the early morning hours of May 25. The team's rapid response ensured that the U.S. Naval Hospital on Guam had the necessary resources to prepare and care for patients during the natural disaster caused by Typhoon Mawar.

**The EBMS team's expedited response ensured that they had the necessary data within 1 hour and 33 minutes of the initial request.**

The Category 4-equivalent typhoon significantly impacted the Philippines, Taiwan, Japan, and the island of Guam — and left many without power or internet and limited communications.



Despite these obstacles, both EBMS-Transfusion and EBMS-Donor inventories were provided for the naval hospital, including a breakdown of blood products with blood types and expiration dates. The EBMS Project Office's expedited response

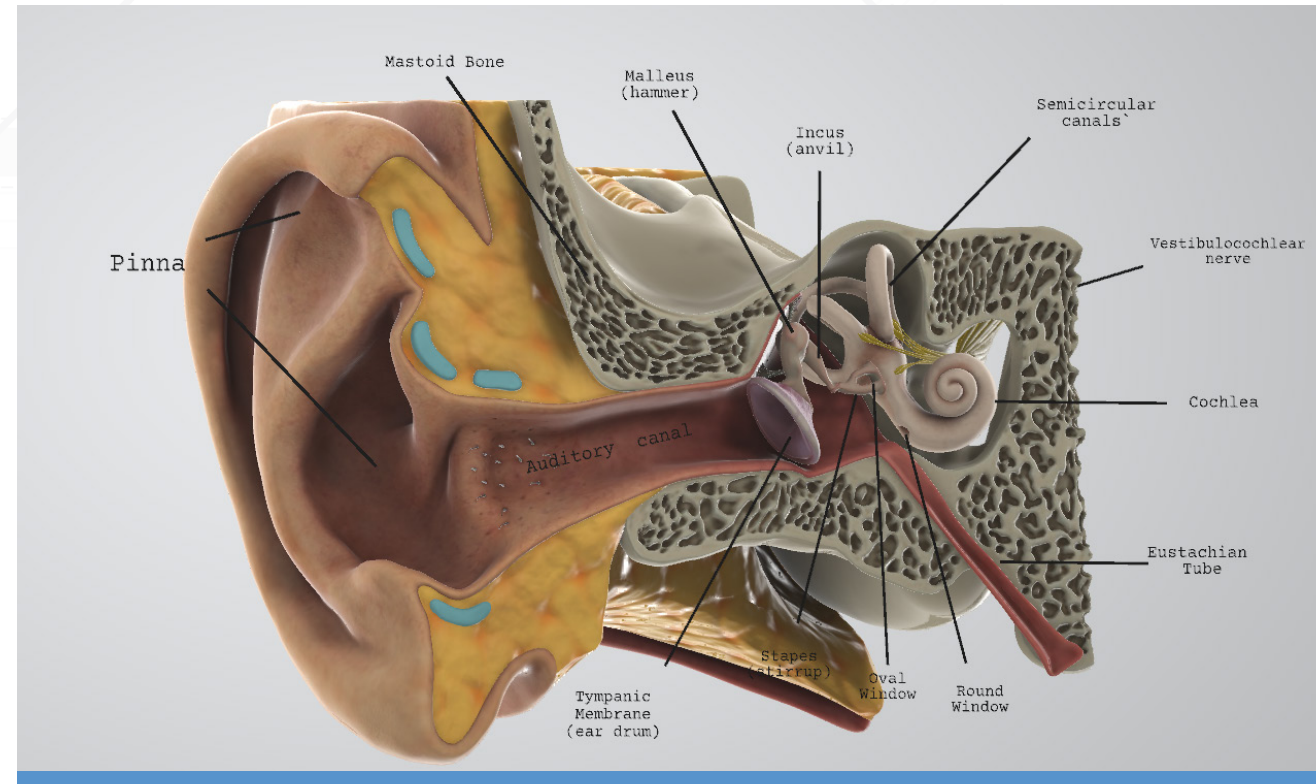
ensured that ASBPD had the necessary data within 1 hour and 33 minutes of the initial request.

## WMT PMO Updated Health.mil and Published an Interactive, 3D Model of the Inner Ear

The Web & Mobile Technology Program Management Office upgraded existing features and introduced several new capabilities to improve productivity. WMT collaborated with the Defense Health Agency's Strategic Communications and Public Affairs Division, and the Hearing Center of Excellence.

### Physicians use the 3D model of the inner ear to explain to patients how hearing works.

One new feature is an interactive, 3D model of the inner ear. Developed at the request of the Hearing Center of Excellence, medical teams can use the model to enhance their competency or provide demonstrations of the auditory system to help patients better understand their hearing problems. This landmark achievement makes interactive technology available to any user with an internet-connected device.



Additional updates to Health.mil included a new mail forms capability that decreased content contributors' form creation time from weeks to just a few hours; an innovations form that allows users to submit ideas on improvements to the Military Health System's processes and

procedures; and a highlighted searched terms feature emphasizing searched words or phrases within the results to help users find relevant content more quickly.

## WMT PMO's Usability Lab Completed Assessment of DS Logon

The Web & Mobile Technology Program Management Office Usability Lab successfully conducted a second assessment of the Department of Defense Self-service Logon (DS Logon) interface for the Defense Manpower Data Center. This review was part of an ongoing attempt to streamline access and enhance user experience.

The Usability Lab found that the "Create Account" versus "Activate Account" buttons confused some beneficiaries, while others felt the DS Logon design was less favorable to those living overseas. The lab provided recommendations to address these two key issues and correct several other areas of concern.

The Usability Lab comprehensively evaluates digital health technologies by observing testers and



**“ This is the second assessment we completed on the DS Logon. Many of our previous recommendations were implemented and seemed to make users' lives easier.**

– Liz Holder, DHA Usability Lab

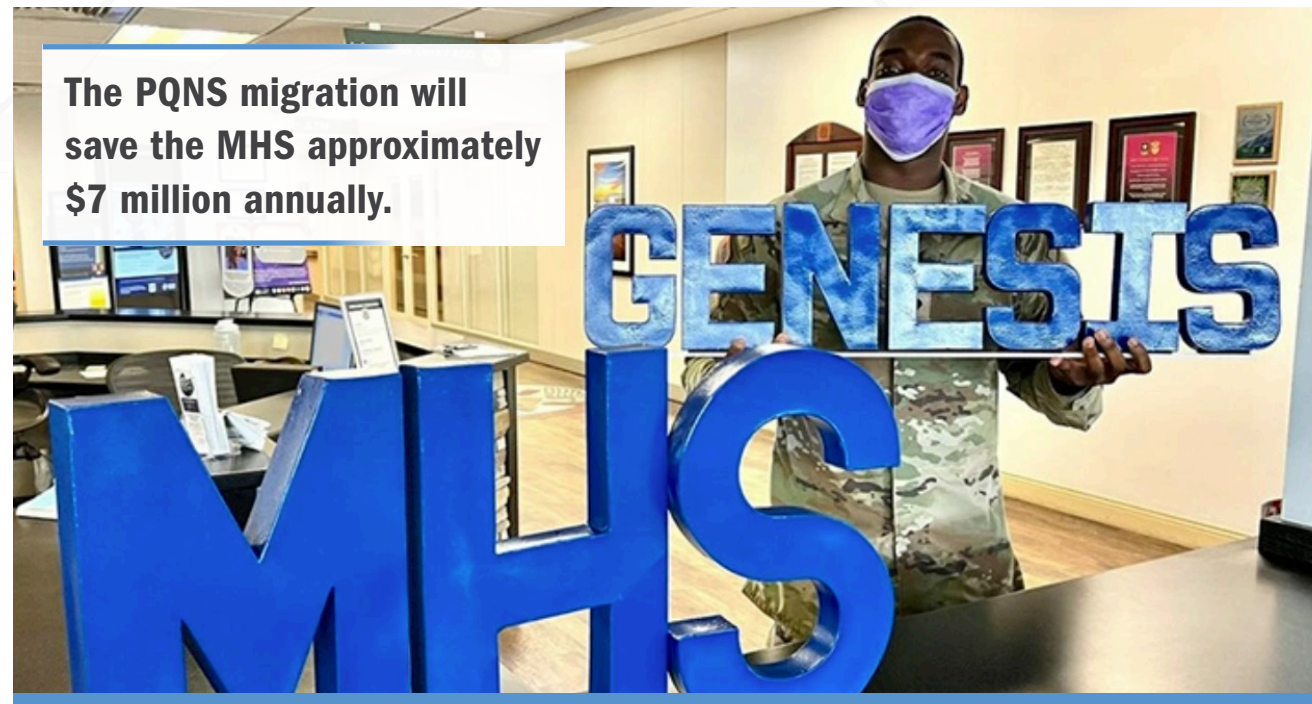
collecting feedback. The Usability Lab's services ensure products help beneficiaries achieve their goals easily and efficiently.

Implementing usability lab testing early and often not only saves time, resources, and funding, but also ensures developers keep the end user's perspective at the forefront.

## HSS PMO Completed PQNS Migration and MHS GENESIS Interface

The Health Services Support Program Management Office Patient Queuing Notification System (PQNS) team collaborated with key partners to complete migration and MHS GENESIS integration goals in Fiscal Year 2023. First, in an 18-month effort, the PMO partnered with the Naval Information Warfare Center-Data Center Operations to migrate 119 individual site servers to four regionalized Military Health System Application Access Gateway servers on April 25. They then teamed with the Defense Health Management System's Program Executive Office, the Technology Support Branch, and the Defense Health Agency's industry partners, to successfully link PQNS and MHS GENESIS on June 29.

Both initiatives paved the way for an expected annual savings of \$7 million and an improved patient care experience. The migration resulted in decreased spending on software licensing, labor costs, and hardware and software



maintenance. Additionally, upgraded software provided greater cybersecurity oversight of the application. Connected to MHS GENESIS, the smooth transfer of patient demographics and appointment data to PQNS ensures patients are routed through the appropriate facility workflow, enhancing accuracy and effectiveness of the

system. Additionally, the interface restored functionality and connectivity previously used by the Composite Health Care System, the legacy platform that MHS GENESIS replaced.

## SDD CBIS Team Deployed Equal Employment Opportunity Complaints Database System

The Care and Benefits Integrated Systems Program Management Office successfully launched the Equal Employment Opportunity Complaints Database System (EEO CDS) in September. EEO CDS automated the commercial case management and data tracking system that processes, tracks, and reports equal employment opportunity complaints for Defense Health Agency leadership. CBIS PMO worked closely with the Clinical Support PMO, Infrastructure & Operations Division, Risk Management Executive Division, the Office of Equal Opportunity and Diversity Management office, and the vendors to achieve this milestone.

**EEO CDS automated the EEO process and supported more than 71 military hospitals and clinics, along with 150 stand-alone facilities.**



The EEO CDS solution offers role-based access across more than 71 military hospitals and clinics, along with 150 stand-alone facilities. It allows agency staff to manage workloads through robust search capabilities, analytical reporting, and

thorough tracking of variables in the case management lifecycle. EEO CDS ensures the proper execution of every step in the EEO process, improving both efficiency and productivity.



# Outreach & Engagement

## SDD Cohort Attended HIMSS23 in the Windy City

The Solution Delivery Division sent 10 representatives to the Healthcare Information and Management Systems Society Conference (HIMSS) held in Chicago, Illinois in April. The conference highlighted topics such as the role of artificial intelligence in health care, ethics, and patient safety, as well as strategies for

Department of Defense Equipment Management,” provided an overview of the collaboration between SDD, military hospitals and clinics, and various Defense Health Agency medical equipment managers. Pryor also highlighted the Technology Assessment and Requirements Analysis team’s work

**“ HIMSS is a great opportunity for us to learn from other chief information officers, senior executives, and cutting-edge professionals from across the government, consulting, non-profit, and private sectors. It’s a true melting pot of ideas.**

– U.S. Air Force Lt. Col. Michele Suggs, former stakeholder engagement branch chief

to provide five-year strategic planning guidance for assigned portfolio items, completed and upcoming achievements from the Enterprise Clinical Imaging Archive team, and an overview of the Picture Archiving Communications Systems product.

improving health care access and equity around the globe.

Terri Pryor, program manager for the Integrated Clinical Systems Program Management Office, was invited to present at the Federal Health Pavilion. Her briefing, “Enterprise Imaging and



## SDD’s Virtual Reality and Medical Simulation Capabilities Highlighted at Science Café

The Medical Simulation and Training, and Web & Mobile Technology Program Management Offices showcased their virtual technology applications during a Science Café hosted by the National Museum of Health and Medicine in Silver Spring, Maryland, in July. The event, organized by the museum to mark Health Innovation Month, was open to the public and enjoyed by over 100 attendees.

The WMT PMO presentation demonstrated how clinicians could use virtual reality to treat patients suffering from post-traumatic stress disorder. The game allowed users to experience symptoms in a simulated environment through computer-generated graphics and sensory feedback. The goal was to raise awareness and spark conversations about the condition and

challenges faced by patients, while fostering greater empathy and understanding toward those who struggled with PTSD.

The MST PMO team showed how advanced human and canine simulators helped practitioners hone their skills, maintain best practices and readiness,



**“ It was really a tremendous success. The number of members of the public who attended the event was outstanding. There was a line for the virtual reality device at the WMT exhibit.”**

– Chris Harrington, SDD chief operating officer

and enhance patient safety. The result was better training for medical personnel and improved patient care.

Both PMOs effectively highlighted the innovative use of simulation and virtual reality in providing an immersive and interactive learning experience that was safe, efficient, and effective.

# SDD's Broad Range of Capabilities on Full Display at DHITS

The Solution Delivery Division's participation in the Defense Health Information Technology Symposium (DHITS) in August, in New Orleans, Louisiana, was an enormous success and included an impressive number of SDD presentations and demonstrations. Eighty-one government representatives from across SDD, supported by key contractors, joined more than 2,500 attendees to demonstrate new technology and hear from the Defense Health Agency's senior leaders. This year's theme was "Pursuing Enterprise Standardization: Joint, Resilient, Excellent."

SDD presented at four well-attended breakout sessions, sharing insight into the decommissioning process, biosurveillance, medical equipment device management, and the MED365 transition. The Legacy

Evolutionary Analytics Program Management Office was well-represented, giving them the opportunity to showcase their updated products and initiatives.

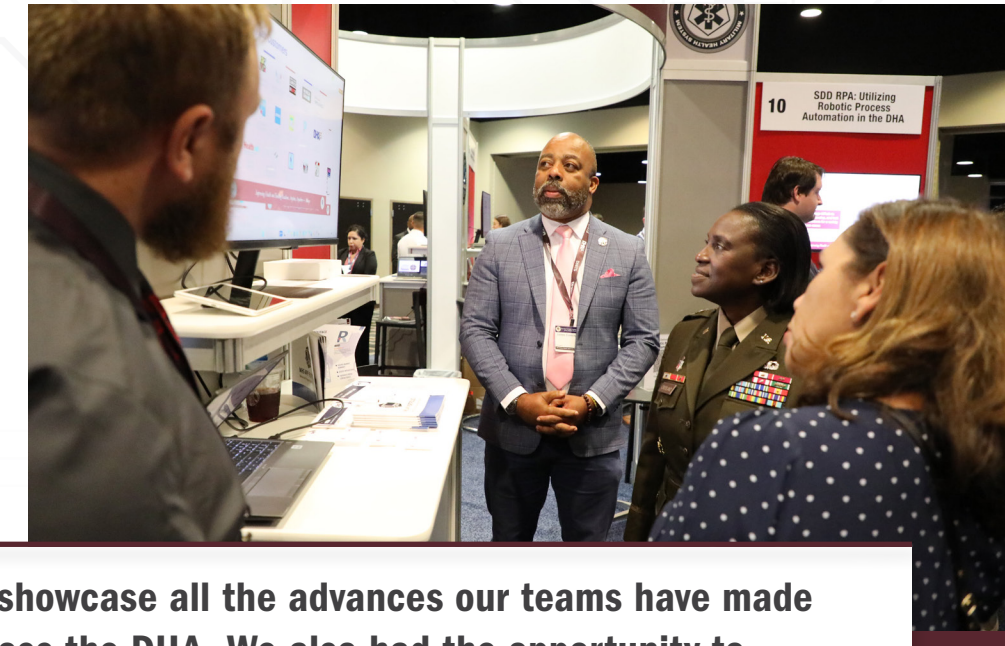


In the exhibit hall, SDD demoed six kiosks featuring virtual reality for mental health, medical simulation and training virtual education, mobile application design and

usability testing, ChatGPT breathing exercises, and industrial hygiene and exposure tracking. U.S. Army Lt. Gen. (Dr.) Telita Crosland, DHA director, was very interested in LEAP's Robotic Process Automation live demonstration and Artificial Intelligence solutions.

Assistant Secretary of Defense for Health Affairs Dr. Lester Martinez-Lopez and DHA Program Executive Office for Medical Systems/Chief Information Officer (J-6) Pat Flanders also engaged with several SDD booths. They were impressed by the Defense Occupational and Environmental Health Readiness System –

Longitudinal Exposure Record exhibit and their work in creating individual exposure records for service members.



**“ The DHITS conference is an exciting time to showcase all the advances our teams have made as a division and to see what is going on across the DHA. We also had the opportunity to highlight SDD's key systems. The depth and breadth of SDD was on full display.**

– U.S. Public Health Service Capt. Mark Clayton, former SDD interim chief







# Recognition



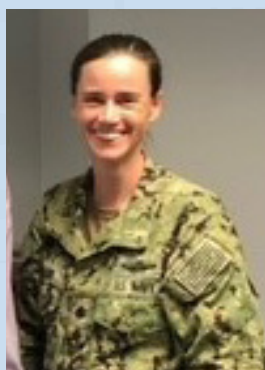
**Defense Superior Service Medal | Col. Joseph Hoffert**

U.S. Army Col. Joseph Hoffert distinguished himself by superior meritorious service in a position of significant responsibility as the chief of the Solution Delivery and the Risk Management Executive Divisions, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from July 2021 to October 2023. During this period, Hoffert led over 1,200 personnel across five states in support of 220,000 clinical staff and beneficiaries of the Military Health System. Hoffert managed 14 cross-functional program management offices and branches with an annual fiscal allocation of \$880 million in the development, decommissioning, deployment, and sustainment of 67 enterprise-wide systems and applications.



**Defense Meritorious Service Medal | Cmdr. Clemia Anderson**

U.S. Navy Cmdr. Clemia Anderson distinguished himself by exceptionally meritorious service as deputy director, Medical Logistics Information Technology Program Management Office, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from July 2021 to June 2023. During this period, Anderson demonstrated outstanding knowledge and leadership managing a Business Category I program with a portfolio of five medical logistics applications that supported 24,000 Department of Defense and Department of Veterans Affairs beneficiaries and executed over 940,000 supply chain transactions per day, totaling over \$5 billion in requisitions annually. Anderson was subsequently promoted to captain in September.



**Defense Meritorious Service Medal | Cmdr. Colleen Blosser**

U.S. Navy Cmdr. Colleen Blosser distinguished herself by outstanding meritorious service as Clinical Support PMO deputy program manager, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from August 2020 to May 2023, during which she led a team in the acquisition, development, and sustainment of seven critical health care systems, including TRICARE Online Patient Portal and Secure Messaging. Her leadership proved essential in contract negotiations that recouped \$20 million for the DHA.



**Defense Meritorious Service Medal | Lt. Cmdr. Ralph Montgomery**

U.S. Navy Lt. Cmdr. Ralph Montgomery distinguished himself by exceptionally meritorious service as deputy program manager, Web & Mobile Technology PMO, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from June 2021 to September 2023. During this period, Montgomery provided acquisition and programmatic leadership for 106 federal government and contract personnel and supported a portfolio of 12 web products and 35 mobile applications. He boosted mobile app adoption rates in the clinical and functional areas, specifically mental health, pediatrics, personnel readiness, and COVID-19 by 35%. An astute solution developer, he completed the transformation of one application and created future savings of 5.8 million dollars.



**Defense Meritorious Service Medal | Maj. John Houseman**

U.S. Air Force Maj. John Houseman distinguished himself as Enterprise Information Management project manager, Care and Benefits Integrated Systems PMO, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from August 2020 to August 2023. During this period, Houseman provided direct oversight for 27 personnel, four product teams, and a specialized engineering team in management of the Enterprise Information Management platform valued at \$171 million. In support of decommissioning efforts, he conducted training sessions at 200 facilities prior to deploying the Paper Record Tracking system for 4.5 million health records.



**Defense Meritorious Service Medal | Senior Chief Petty Officer Ramon Debelen**

U.S. Navy Senior Chief Petty Officer Ramon Debelen distinguished himself by exceptionally meritorious service as superintendent, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from October 2019 to June 2023. During this period, Debelen led five senior enlisted, mentored six company grade officers, and guided 26 field grade officers across five states in management of 67 enterprise-wide applications and data systems budgeted at \$880 million annually in support of 220,000 active-users and 9.6 million beneficiaries worldwide.



**Defense Meritorious Service Medal | Master Sgt. Brenton Merry**

U.S. Air Force Master Sgt. Brenton Merry distinguished himself by outstanding meritorious service as Superintendent, Technology Support Branch, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from November 2019 to September 2023. During this period, Merry directed over 70 personnel in the execution of a \$1.4 billion internet technology portfolio. As the J-6 Senior Enlisted Advisor, he partnered with the Air Force Associate Career Field Manager to establish the first Medical Information Systems Shred, improving the knowledge and experience of over 400 information technologists.



**Joint Service Commendation Medal | Lt. Col. Michele Suggs**

U.S. Air Force Lt. Col. Michele Suggs distinguished herself by meritorious service as Chief, Stakeholder Engagement Branch, Solution Delivery Division, Program Executive Office Medical Systems/Chief Information Officer (J-6), Defense Health Agency, from June 2022 to June 2023. During this period, Suggs oversaw communications and marketing strategy for 72 enterprise applications valued at \$800 million and supported 476 military treatment facilities, 137,000 end users, and 9.6 million beneficiaries.



**Meritorious Civilian Service Award | Saira Mogensen**

Saira Mogensen, former lead of the Technology Support Branch's Information Systems Security Manager, was recognized for ensuring the Defense Health Agency's cloud migration aligned with Department of Defense priorities and departmental strategies on cloud and cybersecurity digital modernization. Mogensen's technical expertise and acumen helped to enhance the cybersecurity posture and develop a comprehensive standardized cloud computing assessment process.



**Meritorious Civilian Service Award | Quincy Martin**

Quincy Martin, Integrated Clinical Systems Program Management Office Image Management Systems assistant program manager, was recognized for his collaboration, direction, and leadership. He helped engineer the Enterprise Clinical Imaging Archive to allow image sharing between doctors and patients and between military hospitals and clinics, external hospitals, and the Department of Veterans Affairs. Additionally, development of a patient portal allowed users to obtain and view their own studies. His efforts enhanced critical patient care, streamlined the radiology workflow processes for providers, and reduced costs and system infrastructure throughout the Defense Health Agency.



**Service Member of the Year (2022) | Lt. Cmdr. Ralph Montgomery**

U.S. Navy Lt. Cmdr. Ralph Montgomery was recognized for exceptional leadership as Web & Mobile Technology Program Management Office deputy program manager. Montgomery oversaw a \$52 million budget and assisted to expedite the procurement of software licenses and associated operational support. As the product manager of the MED365 implementation effort, his collaboration and leadership were instrumental in ensuring a successful outcome on a compressed schedule.



**PEO MS/J-6 Employee of the Quarter, Category II | Monica Traylor**

Monica Traylor, Patient Queuing Notification System (PQNS) project manager, provided technical expertise and superior leadership in support of the PQNS migration, transitioning 119 sites to a single hosting server. Traylor coordinated activities for an enterprise hardware maintenance contract that reduced numerous individual site contracts down to one centralized effort. Her efforts advanced the Defense Health Agency's strategy of rationalization, optimization, cost reduction, and modernization by reducing PQNS servers from 100 to four and eliminating thousands of labor-hours at all PQNS sites.



### DHA FY23 Competitive Education Programs | Dr. Elaine Washington

Dr. Elaine Washington was selected for DHA's FY23 Competitive Education Program and will be pursuing a post master's certification in Nursing Informatics from Vanderbilt University in Tennessee.



### Air Command Fellowship | Maj. John Houseman

U.S. Air Force Maj. John Houseman was selected for a fellowship in an Air Combat Command medical planner position. Houseman's selection resulted from his outstanding performance within the Solution Delivery Division. This future fellowship will prepare him for key leadership positions as a leader and advisor in the Air Force Medical Service.



### 2023 Service to the Citizen Award | Bob Kayl

The Web & Mobile Technology Program Management Office Program Manager Bob Kayl was awarded the Service to the Citizen Award for his leadership in the development of innovative technologies, health-focused mobile apps, and engagement with higher education. Under his guidance, the team created products aiding beneficiaries in managing physical and mental health, encouraged technologists in producing effective, secure, software applications with next generation capabilities, and collaborated with ethical hackers to test vulnerabilities on products at the request of software developers.



### MED365 Accolades | Yvonne Hobson and Lt. Cmdr. Ralph Montgomery

Yvonne Hobson, program manager, and U.S. Navy Lt. Cmdr. Ralph Montgomery, product manager, were recognized for their remarkable execution of the MED365 migration by the Defense Health Agency Assistant Director-Support. Several key partners were also recognized for their contributions to the team's success: Tony Giljum, director, Engineering and Technology Transformation-Senior Advisor; Marvin Baker, chief, Domain & Directory/Information and Operations Division (I&O); and Mike Nolen, Defense Enterprise Office Solutions program manager/I&O.



### 2023 FORUM Health Information Technology Innovation Award | CS PMO's ILER Team

The Clinical Support Program Management Office's Individual Longitudinal Exposure Record team earned its third consecutive annual information technology Innovation award in June. The award recognizes and honors the federal health technology and consulting community for driving innovation and results across key government agencies, including the Department of Veterans Affairs, the Military Health System, the Department of Health and Human Services, and the Centers for Medicare & Medicaid Services.

