



Decision Support Services

...an OCTO strategic focus area helping MHS leadership make strategic, informed decisions

Key Benefits

- Quantitative portfolio rationalization
- Return on Investment (ROI)-driven acquisitions
- A decision tool that defines 'what if' scenarios that can be used for informed decision making

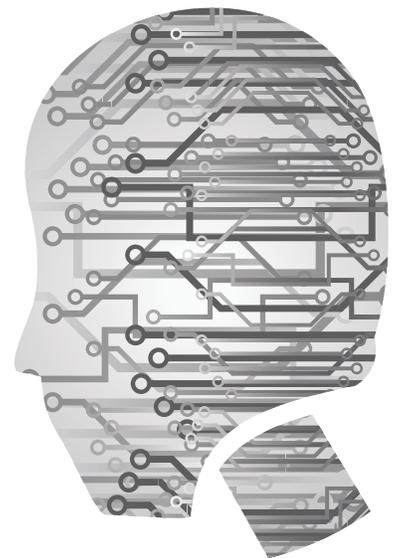
As the Military Health System (MHS) strives to transition its current electronic health record (EHR) to a future-state, joint solution with the Department of Veterans Affairs (VA), leadership is challenged with having to make tough decisions regarding the future mix of health IM/IT solutions that will continue to meet the needs of MHS health care providers world-wide in support of our wounded, ill, and injured warfighters. With this in mind, the OCTO's Decision Support strategic focus area is helping to support the needs of MHS decision makers.

Through a series of strategic activities, this focus area strives to evolve a quantitative framework that aligns with enterprise strategy, considers business and technical needs, and translates them into tactical IT enablement.

This service offering leverages the business processes established within the MHS and performs business process-to-portfolio evaluation in order to ensure visibility and transparency within MHS decision making. This service was first piloted at the MHS in response to the White House's 25-Point Implementation Plan to Reform Federal IT and the Office of the Deputy Chief Management Officer's (DCMO) Business Capability Lifecycle requirements and call to make business processes and systems more effective and efficient. The framework also helps to ensure that decision making directly supports the business need, and guarantees that capabilities are selected based upon overall Return on Investment (ROI) for the enterprise.

How it Works

Through the OCTO's Decision Support service offering, the MHS is able to leverage a quantitative framework based on objective enterprise data to classify capabilities for investment prioritization and focus. The framework facilitates identification of how effective and efficient a particular capability is within the context of the enterprise by qualifying the benefits that the capability provides to underlying business processes.



By instantiating the investment sequencing methodology into the MHS' governance model so existing and new capabilities can be reviewed, decision makers are better informed regarding the allocation of MHS resources and funds





KEY ACTIVITIES

The OCTO's Decision Support strategic focus area is helping to provide leadership with the necessary tools to make strategic, informed decisions in support of the evolving needs of MHS health care providers and beneficiaries. In order to accomplish this initiative, the OCTO has outlined the following key activities:

Activity #1: Establish Investment Sequencing and Decision Support as a Service Offering Provided for the Enterprise

In the summer of 2011, the OCTO completed an investment sequencing of Information Management (IM) business systems for the Program Objective Memorandum (POM) 14. The project measured different enterprise components in a transparent and unbiased way and mapped these elements to the enterprise business processes.

Activity #2: Implement Investment Sequencing Reviews per MHS Strategic Priorities

The OCTO is leveraging the Dynamic Business Capability Mapping (DBCM) methodology, coupled with Application Health Grids, to identify the best approach to sequence capabilities for potential future iEHR adoption based upon a system's underlying value to business processes as well as the system's technical maturity. This decision support framework is constantly updated as additional data is factored into the model in order to further enable and support informed senior-level decision making.

Activity #3: Integrate Investment Sequencing into Portfolio Management Process

The OCTO is continuing to use the investment sequencing process (e.g., DBCM/Application Health Grids) on an expanding list of pilot projects. Including the investment sequencing methodologies into the portfolio management process is helping to ensure that leadership has the appropriate tools to assist with comparing different portfolio alternatives in a clear and unbiased way, and complements the existing portfolio management toolkit.

Activity #4: Extend Framework to Facilitate Transition Planning

Started in September 2011, the Transition Application Planning (TAP) Project, under the direction of the OCTO, has been analyzing more than 250 MHS central portfolio and Service-specific systems, including more than 1300

system-to-system interface connections between MHS systems, in an effort to provide recommendations for whether to migrate, update, consolidate/retire, or re-evaluate capabilities/systems in support of a movement to the future state integrated electronic health record (iEHR) architecture based on Service Oriented Architecture (SOA) principles.

The analysis leverages both the DBCM and Application Health Grid methodologies to reduce subjectivity by measuring and mapping the business value and technology maturity of an entire IT Portfolio, thereby aiding portfolio decision making. The TAP and supporting framework continues to evolve as the DoD and VA jointly define the iEHR architecture.

Activity #5: Analyze and Prioritize DoD/VA Sharing Initiatives using Established Framework

In 2011, the OCTO initiated its investment sequencing action plan with the initial analysis of DoD/VA sharing initiatives, including the Nationwide Health Information Network (NwHIN), the Virtual Lifetime Electronic Record (VLER), and the North Chicago project. The purpose of the analysis was to present a transparent and impartial way to measure the value of portfolio alternative elements by their ability to increase enterprise value.

Activity #6: Create Strategy Portal for Self-Service Decision Support and Forecasting

Leveraging the work completed in support of the TAP, the OCTO is working to develop a self-service portal that will enable decision makers (at an executive level) to view TAP data points - including value to the business process, technical maturity, overall cost to maintain, and system interconnects - to help facilitate informed strategic, technical, functional, infrastructure, and financial decision making.

The framework will also provide viewpoints that will make it possible for leadership to understand and execute what-if scenarios to predict the cost of implementing different migration strategies along with the benefits ultimately rendered to the enterprise before any actual investments are made.

