



# Service Oriented Enterprise, or SOE

...an OCTO strategic focus area instilling a culture of reuse and sharing across the MHS

## Key Benefits of SOE

- Migration from systems-based to services-based approach allowing for greater flexibility in adding, removing, or altering modular components of the systems
- Reusable enterprise assets lifecycle leading to increased enterprise cost savings
- Improved interoperability and streamlined external partner interaction as a result of improved health care data exchange practices
- Shortened development lifecycle and capability deployment
- Improved ability in adapting to changing enterprise business needs

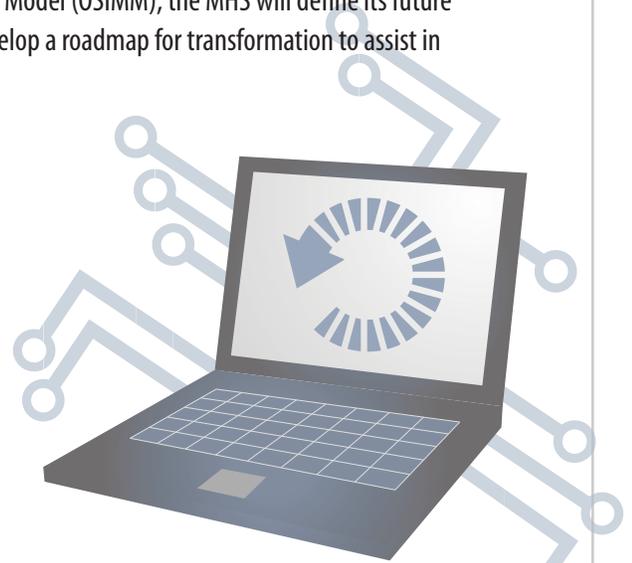
These benefits will play a key role in enabling the organization to reach a Level 4/5 OSIMM maturity level, which will allow for more agile deployments of new capabilities as well as increased efficiencies in daily operations.

A Service Oriented Enterprise (SOE) is an expansion of traditional Service Oriented Architecture (SOA) practices into a mechanism that allows for enterprise adoption and management. This approach uses a set of components called “services” in a network and technology agnostic manner to encapsulate business functionality. In this architecture, services are combined to fulfill business capabilities leading to greater business agility and increased reuse of software across multiple IT initiatives.

Through a series of strategic activities, this focus area will strive to:

**define, implement, and manage the creation of a SOE that is aligned with business priorities by providing an organizational framework for instilling, governing, and evolving the culture of ‘reuse’ and ‘sharing’ of enterprise assets for improved interoperability and agility in the delivery of health care**

The technological advances embodied by service-orientation offer the Military Health System (MHS) an excellent opportunity to improve its information sharing and collaboration activities while impacting the way the MHS’ mission is executed. Most importantly, this approach allows one greater flexibility for adding, removing, or altering modular components of the systems, which are instantiated as services, therefore reducing cost and the time to capability deployment. Leveraging the Open Group Service Integration Maturity Model (OSIMM), the MHS will define its future target state maturity level and develop a roadmap for transformation to assist in planning efforts.





## KEY ACTIVITIES OF THE SOE STRATEGIC INITIATIVE

By identifying and leveraging policies and processes across the enterprise, and establishing a central, horizontal governance framework to oversee and manage the SOE, the MHS can become much more effective through central and consistent management of enterprise services. In order to accomplish this initiative, the OCTO has outlined the following key activities:

### Activity #1: Define the SOE Strategy and Foundational Framework

In December 2010, the OCTO completed its SOE Vision document that provides an overview and highlights critical activities in defining a foundational MHS SOE strategy. The document captures the MHS' SOE vision, goals, and objectives; identifies the scope of the initiative along with known assumptions and constraints; tailors and defines an MHS SOA maturity model; and identifies short-term and long-term target SOA maturity levels for the organization, based on the OSIMM.

### Activity #2: Capture "As-Is" Maturity Assessment

Using questionnaire responses from more than 13 OCIO organizations, the OCTO completed an assessment of the current state of the MHS SOA initiatives in March 2011 and determined an overall ranking of the organization in terms of its SOA maturity. The assessment reveals that the MHS is currently between a Level 1 and 2 OSIMM rating, consistent with an organization that is in the early stages of transformation from a "silo-ed", systems-based paradigm to a net-centric service-based paradigm.

### Activity #3: Complete Gap Analysis between Current and Target Maturity Level

The analysis, completed during the spring of 2011, involved analyzing the As-Is capture of the enterprise relative to the defined SOE target maturity level, a process that highlights gaps that need to be addressed in order to attain the target maturity level.

### Activity #4: Develop SOE Roadmap

The OCTO developed a SOE Roadmap to address gaps realized during data collection and analysis activities. The Roadmap, completed in June 2011, aligns the people, processes, and technology aspects of a SOE with the business needs of the enterprise. The Roadmap also reveals a number of organizational and technological changes required to establish an MHS-wide SOE, specifically: governance, a repository, and blueprints.

### Activity #5: Establish Governance/Control Model

A key component of the success of a SOA is the introduction and implementation of governance for services. In the absence of SOA governance, services tend to be created in an uncoordinated manner which can lead to a variety of issues such as inconsistent service contracts, duplication of effort, and silos of interoperable services. The OCTO will leverage work from other SOE activities to establish a governance/control model to provide oversight and compliance checks of the SOE implementation process.

### Activity #6: Establish SOE Governance Center (SOEGC)

In 2011, the MHS Chief Information Officer (CIO) approved the establishment of a SOEGC. The SOEGC is a focal point for coordinating enterprise SOA efforts and provides a strong foundation for technical implementation in addition to creating a multi-disciplinary team of individuals working together to determine the best strategy for embedding SOA into the enterprise. A charter, as well as a defined set of roles and responsibilities, is currently being reviewed and worked by key SOE stakeholders.

### Activity #7: Complete SOE Reference Implementation

The OCTO developed a reference implementation around allergy use cases. The allergy reference implementation is an executable representation of the SOA blueprint developed by the OCTO and demonstrates integration of various technical components in the SOA stack.

### Activity #8: Define and Execute Compliance Reviews

### Activity #9: Author SOE Policies, Processes, & Standards

### Activity #10: Establish and Maintain SOA Portfolio

### Activity #11: Develop and Maintain Toolkits

### Activity #12: Define/Maintain SOE Balance Scorecard

### Activity #13: Provide Mentoring and Education on SOA

### Activity #14: Define and Execute Organizational Change Management

*Helping to improve adaptability, agility, interoperability, usability, and data availability*

