



Defense Health Agency (DHA) Administration & Management Directorate (A&MD)

**BETTER DOCUMENT PROCESSES AND
A RICH DASHBOARD OF THE WORK**

CLIENT CHALLENGE

As the Defense Health Agency (DHA) transitions administration of Military Treatment Facilities (MTFs) to the DHA, there is an ongoing need to adapt for transformation and reevaluate the efficiency of existing business processes.

For nearly five years, DTS has supported the DHA Administration and Management Directorate's (AM&D's) Business Operations Division (BOD) by providing document management and publications support. We process executive correspondence and healthcare and Congressional documents. We also work with the Publications Systems Office to conduct business process analysis, ensuring they are efficient and compliant with regulations. Our work addresses mandates from the 2017 National Defense Authorization Act (NDAA) enacting significant reforms within the Military Health System, with an emphasis on reducing costs, eliminating redundancies, and improving the delivery of healthcare services at MTFs.

With the DHA's transition of MTFs, the BOD has undergone enormous changes with a vast increase in workload. The DTS team needed to increase the workload without bringing on new contract personnel, redefining the way we operated on a day-to-day basis.

DTS SOLUTION

This constant transformation effort involved DTS consultants in nearly every component of business process analysis and enhancement. DTS implemented processes to ensure the quality of all documentation, as well as developing templates, guidelines, and checklists. The team addressed process issues and provided training in new requirements, tools, and forms. Using these tools and work processes, DTS ensured all packages were complete, consistent, and in compliance with guidelines provided in the current DHA Administrative Instruction. We created customized dashboards, allowing us to move from a manual process so stakeholders have quick and accurate status information available at their fingertips. DTS also developed a user guide to capture changes in the publication process and communicate to stakeholders in near real-time updates. Additionally, we have ensured the work performed meets or exceeds the performance targets established for the contract. Our team initiated an outreach process to reduce the overall DHA percentage in overdue actions.

While DTS had improved a number of inefficiencies, there was still one area we desperately needed to streamline—updating and consolidating policies from the Army, Navy, and Air Force into a single, unified policy for all the military services. DTS began by reviewing the publication process'

current state and identifying areas and tools that had the potential for improvement. One key tool identified was the creation of the Publications Dashboard. This dashboard provided the basic information needed to identify each publication being revised and the total number of days the publication had been in each stage of the process. DTS then interviewed key stakeholders in the Publications Systems Office to understand how the data should be analyzed to identify bottlenecks. These discussions also helped pinpoint improvements needed in the overall publications process.

Once DHA finalized the revised publication process, DTS got to work developing a custom, dynamic dashboard that accurately represented how long the publication had been in the process. This easily identified areas that needed attention and improvement.

Our first task was to break each publication stage into steps and update the number of days publication had been in the step and stage to federal workdays. The dashboard was then programmed to provide numerous types of visuals for executives to easily categorize the steps in a publication causing bottlenecks and those in danger of becoming bottlenecks by types of publications, directorates, and stage. The notes on those publications would then be reviewed to further identify and resolve the issue(s). The data was updated daily, and reviewers can see if the active publications in various category selections, stages and steps are improving in process time against publications of the same type that had already been completed.

CLIENT IMPACT

DTS's expert transformation of business processes, data analytics, and dashboard development led to significant improvements for DHA, including:

- » Slashed manual effort of Publications reporting by 50% with development of the Publications Dashboard
- » Increase of correspondence taskings by over 150% over the last 4 years by implementing business process improvements
- » Reduced average monthly correspondence overdue tasking actions by 5%

DTS is a Service-Disabled Veteran Owned Small Business founded in 2011 by consulting experts with a proven track record of helping government and commercial clients respond to daunting challenges. Headquartered in Arlington, Virginia, DTS maintains a concentrated focus on the business areas in which our principals and staff have significant practical and academic expertise including Program Management, Strategic Planning and Organizational Advancement, Software and Business Process Development, and Learning Enhancement Solutions.

Relevant Services

- Business Process Improvement
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- Data Analytics
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Contract Vehicles:

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