

**adapt,
evolve &
transform.**

PDI 2021



—— at all times ready

Defense Health Agency PPBE Systems Implementation



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Agenda



1. Business Challenge
2. Project Background & Phases
3. Phase 1: Pilot Recap
4. Phase 2: Objectives
5. Phase 2: Processes & Progress
6. Functions & Capabilities





Business Challenge

- Hampered by legacy financial systems and disparate Military Services' accounting processes, DHA was looking to improve their procedures, while also saving time, money, and manpower in their budgeting activities. DHA required a Commercial Off The Shelf (COTS), financial management (FM) tool to assist them in managing their budget and automating the creation of their mandatory yearly budget exhibits for POM development and submission.
- Current financial management operations are processed using Excel files that are manually worked and not integrated into legacy systems, i.e. at the end of every year, it takes 3-4 weeks to “flip” PB data to POM data within the Excel files. DHA has also reached the limit of what Excel can support in terms of data rows but still need more data granularity.





Project Background

- DHP Programming Office identified the requirement for a technical solution in the fall of 2019
 - Increasing risks and decreasing effectiveness from using Microsoft Excel worksheets to manage programming actions on DHA's ~ \$33B portfolio.
 - Excel will not support the programmatic detail requirement below the BAG, PE, and OP-32 level. Additional programmatic details are needed to support DHA's authority, direction and control of MTFs for programming and execution of resources.



Approach



- DHA Resources and Management Directorate (J8) teamed with OneStream and Definitive Logic to integrate a modern Planning, Programming, Budgeting and Execution (PPBE) tool to:
 - Develop the Program Objective Memorandum (POM)
 - Submit the POM and President's Budget (PB)
 - Streamline operations and increase budget activity standardization
 - Build yearly required budget exhibits for Government obligations.
- Roadmap the solution from an initial programming deployment through budget exhibits, budget execution management, budget distribution, and manpower planning and management to include working with DHA J1/8 on developing and deploying the change management strategy across the organization and its subordinates by communicating with the affected users, preparing and presenting process change documentation.



Project Phases



Phase 1

- ✓ Gather requirements for as-is and to-be states
- ✓ Demonstrate capability using “as-is” process & data structures

Phase 1: Kickoff & Pilot Development

Phase 3

- ✓ Build 24POM entirely in the tool with all exhibits
- ✓ Add execution functionality
- ✓ Bring full user base on board

Phase 3: 24POM Build & Data Source Integration

Phase 2

- ✓ Validate 22POM in tool
- ✓ Run full 23POM Operational test
- ✓ Add lower levels of data
- ✓ Migrate tool to SaaS (IL4) environment

Phase 2: 23 POM Parallel & Tool Validation





Pilot Summary

- From Project Award on June 30th 2020, the DL team worked with the requirements and data provided by the DHA team to build a Pilot of the tool, which was submitted on December 9th, 2020.
- The OneStream-based PPBE pilot accomplished:
 - Programming issues/options creation
 - Acceptance and rejection of issues/options with text justifications
 - Accurate costing of DHA Manpower
 - Budget Exhibits including the OP-32 Summary of Price and Program Growth
 - Issue/option briefing slides (MS Office Integration) for senior leader decision making forums
 - BI dashboards and reporting capabilities applied to PPBE use cases
 - Serve as record for multiple cycles (admin/POM/PBR/PB) of PPBE
 - Requirement capture with elements which can be sortable by:
 - BAG, Program Elements (PEs)
 - OP-32/Object Class
 - Region/Market, Military Treatment Facility (MTF), Cost Center, and other data fields to be defined





Accomplished Outcomes

- Definitive Logic delivered a OneStream-configured solution that automates, standardizes, and links the PPBE and Performance Management processes maximizing time and information for better analysis. The tool developed the ability to build yearly government required financial exhibits. DHA analysts will be able to store data at the level of detail needed to support the mission, such as by the MTF (Military Treatment Facility). HQ or Component users do not need to re-enter modifications (program/pricing changes, technical adjustments, transfers) per each PPBE phase. Additionally:
 - Time Saved and Data Quality Improved - Data is copied from one phase to the next along with all modification data for edits in the next PPBE phase.
 - Currently, it takes the client a month to “flip” data files in Excel. The tool will do it in 5 minutes or less, and it will be 100% accurate.

DHA legacy process took up to 3 weeks to add a new data element and was extremely prone to error as the element needed to all Excel sheets and everything relinked. The OneStream tool permits these updates in under a minute.





Phase 2 - Objectives

- **Completed and Currently Working**
 - 22POM/22PB load and validation
 - Dimensional changes to support object class detail
 - User workflow & security enhancements
 - J Book development
 - Prioritize PWS exhibit list to identify what is a must-have for Phase 2
 - Identify exhibits that are not necessary or possible to complete until Phase 3
 - Dimensional changes to support MTF detail, OCO, direct/reimbursable funding
 - Data load & Cube View enhancements
 - 23POM parallel modifications
- **Late 2021:**
 - Begin to analyze execution systems landscape
 - Identify change management & training plan
- **Ongoing:**
 - Manpower module build out
 - Support hosting provider needs and deployment/release process, including testing procedures
 - Develop system documentation as needed for user support and hosting provider





Phase 2 - Collaboration

- Along with the shift from two-week long sprints during the Pilot Phase to four-week long sprints during Phase 2, there have been multiple collaborative processes added to ensure DHA and DL are working together and fully understand requirements and priorities during the execution of the project.
 - **Sprint Retrospective/Kickoff** – At the beginning of each sprint, a meeting is held between the teams to discuss the progress of the most previous sprint, as well focusing on the event of the new sprint and ensuring priorities and requirements are agreed upon before work begins.
 - **Backlog Review** – At the midway point of each sprint, the teams come together to review progress and, if necessary, reprioritize upcoming tasks for the remainder of the sprint and the following one.
 - **Demonstration/Signoff Sheet Review** – During the third week of each sprint the teams meet for DL to present a demonstration within the tool of progress and functionality. The Signoff Sheet, which outlines all requirements agreed upon to be completed during the sprint, is then reviewed and testers for the following week are assigned.
 - **Collaborative Testing Week** – The final week of each Sprint allows DHA team members to log into the system and test all the requirements that are included within the sprint. The DL team provides any assistance and answers any questions that may arise, and



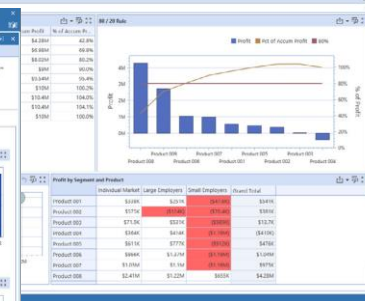
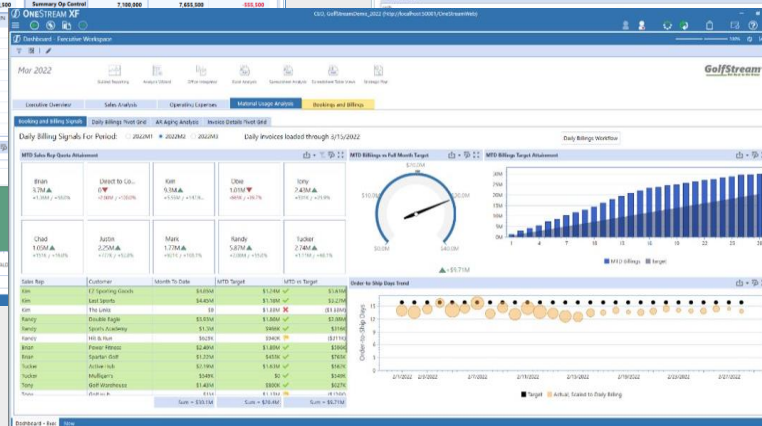
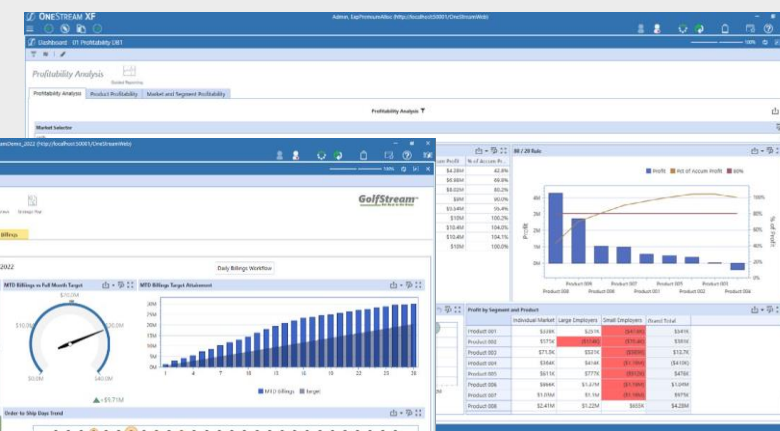
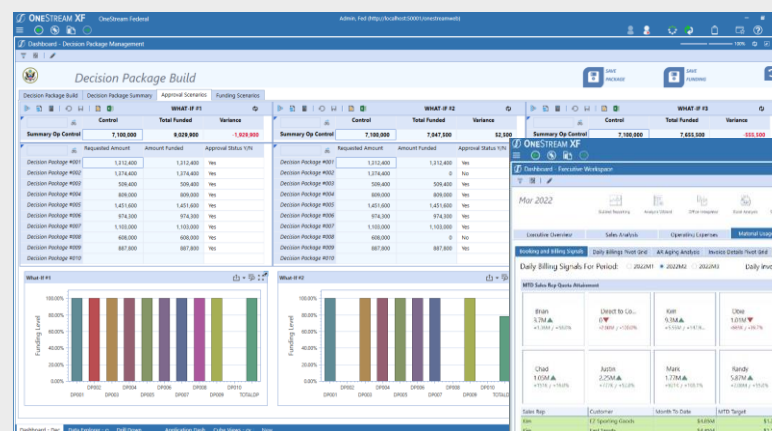
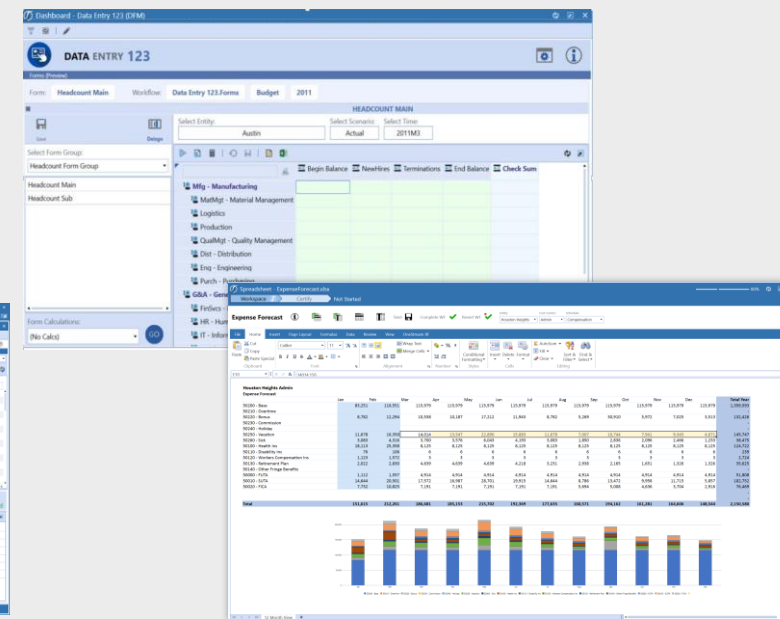
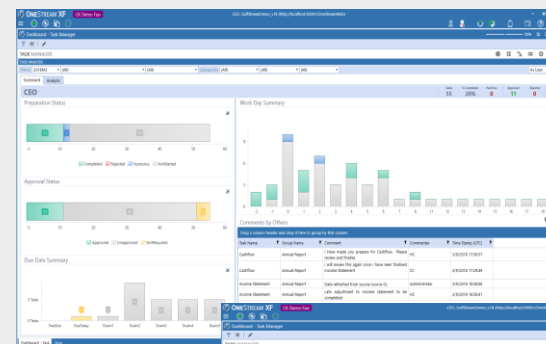


Phase 2 - Workshops

- The DHA and DL teams have held numerous collaborative workshop sessions to begin Phase 2, covering a variety of important requirements within OneStream in order to ensure mutual understanding of the progress and intent of the work being done. These workshops are structured to share knowledge and ideas between the technical team configuring OneStream and the eventual users of OneStream, and to allow questions and answers from both sides that assist in project execution. These Workshops have covered topics such as:
 - Inputs: Cube Views & Data Loads
 - Outputs: Dashboards & Reports
 - Data Structures
 - Exhibits
 - Manpower
 - OCO Module
 - Reporting Actuals



Tool Functions & Capabilities



Workflow Process



OnePlace Application System

→ Workflow

→ Army Program Changes (POM)

■ POM_FY22

🕒 2022

▲ 2022 Periods

▲ ● 2022 Army Program Changes (POM) (2020 - 2026)

- Import
- Create Program Change
- Input Data
- Cost Analysis
- Data Management
- Confirmation Rules



Inputting Data for Funding Changes



Army Program Changes (POM).Input Data - POMTest - 2022 (2020 - 2026)

Workspace Not Started

☒ DHP
☐ Non-DHP

Financials

CIV

MIL

CME

Change: Army_PRI_1006_22 - Sample Title

Obligation Type: Direct

APPN: Operations and Maintenance

PE: 0801720 - Examining Activities - Health Care

OP Line: 401 - DLA Energy (Fuel Products)

Market/Region/Majcom: Regional Health Com...

MTF: Landstuhl Regional Medical Center

Product Line: M_PC - Primary Care

MEPRS: BAZ - INTERNAL MEDICINE

Refresh

Update Narrative

Apply External Transfer

Print Report

Component Funding OCO Funding

Component Funding: Army_PRI_1006_22 - Sample Title

| | 2020 | 2021 | 2022 | 2023 |
|---|-------------------|-------------------|----------|-------------------|
| | Base Plus Changes | Base Plus Changes | Baseline | Base Plus Changes |
| 0801720 26010_401 BAZ - INTERNAL MEDICINE | | | | |

Sample Title

Emerging Issue Title

Component Name

Component Priority

Readiness or Healthcare

Summary

Enhancement

Summary of Proposed Enhancements

Risk If Not Funded

Subject Matter Expert Name and Contact Information

Change Type

Manpower Transaction Type

MHS Goals

Return on Investment

Sub-Reason

Primary Objective

Secondary Objective

Tertiary Objective



Change Request Quad Chart



Priority 1 – Holistic Health

Emerging Issue Title: Holistic Health

Readiness or Healthcare:

Emerging Issue Description: Health

Justification of emerging requirement:

Description of mission needs, capability gaps, or issues to be addressed

Business/Relevancy Value Provided (Enterprise Wide, Component, Market or MTF):

- Explain the value ...what does the MHS gain or benefit specifically
 - Business – ROI, Readiness/Currency
 - Identify Measurable Metrics to Validate Success

Baseline Funding and Manpower

| | 2022 | 2023 | 2024 | 2025 | 2026 | FYDP |
|---|-----------|-----------|-----------|-----------|--------|------------|
| Total Existing Baseline Funding | 3,998,399 | 4,103,994 | 4,210,411 | 4,304,118 | 93,437 | 16,710,359 |
| Operation and Maintenance | 3,891,503 | 3,993,033 | 4,095,228 | 4,184,551 | 88,774 | 16,253,089 |
| Research, Development, Test, and Evaluation | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Procurement | 106,896 | 110,961 | 115,183 | 119,567 | 4,663 | 457,270 |
| Total Existing OM Baseline Manpower | 50,654 | 48,582 | 48,582 | 48,582 | 0 | 0 |
| Military End Strength | 17,805 | 15,730 | 15,730 | 15,730 | 0 | 0 |
| Contractor FTE | 797 | 797 | 797 | 797 | 0 | 0 |
| Civilian FTE | 32,052 | 32,055 | 32,055 | 32,055 | 0 | 0 |
| Total Required Funding | 2022 | 2023 | 2024 | 2025 | 2026 | FYDP |
| Operation and Maintenance | 0 | 0 | 0 | 0 | 0 | 0 |
| Research, Development, Test, and Evaluation | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Procurement | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Required OM Manpower | 0 | 0 | 0 | 0 | 0 | 0 |
| Military End Strength | 0 | 0 | 0 | 0 | 0 | 0 |
| Contractor FTE | 0 | 0 | 0 | 0 | 0 | 0 |
| Civilian FTE | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Required RDTE Manpower | 0 | 0 | 0 | 0 | 0 | 0 |
| Civilian FTE | 0 | 0 | 0 | 0 | 0 | 0 |

Impact if Not Funded (Risk Statement)

Describe what will happen if the enhancement is not resourced. Provide meaningful and measurable characteristics affected.

Why Not Funded Internally Versus Other Programs

Describe what cannot be accomplished if the enhancement or reduction is not resourced. Provide meaningful and measurable characteristics affected. (Example: Failure to increase the number of mental health providers will result in # of referrals to the Private Sector and the inability to comply with Congressional Action Y).



Review Cycle Checkbook



OnePlace

Application

System

Workflow

Cube Views

Dashboards

Application Audit Reports

- Cube View Audit
- Application Analysis Reports
- Metadata Audit Reports
- User Data Entry Detail Reports

Dashboard - 00_RevCycle_Checkbook

CHECKBOOK

Army

Funding

Calculate

WF Complete

Revert WF

Next Cycle

Funding Decision Summary (\$K)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------|-----------|-----------|-----------|-----------|-----------|
| Fiscal Guidance | 6,500,000 | 7,000,000 | 7,000,000 | 7,000,000 | 7,000,000 |
| Delta | (77,518) | 677,703 | 526,004 | 489,541 | 499,587 |
| ReviewCycle1 | 6,577,518 | 6,322,297 | 6,473,996 | 6,510,459 | 6,500,413 |
| Baseline | 6,524,419 | 6,250,278 | 6,397,292 | 6,469,777 | 6,469,777 |
| Program Changes | 53,099 | 72,019 | 76,704 | 40,682 | 30,636 |

Positions & FTE Decision Summary

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|------------------------|--------|--------|--------|--------|--------|
| ReviewCycle1 FTEs | 32,857 | 32,860 | 32,860 | 32,860 | 32,860 |
| Baseline | 32,857 | 32,860 | 32,860 | 32,860 | 32,860 |
| Program Changes | | | | | |
| ReviewCycle1 Positions | 50,083 | 48,011 | 48,011 | 48,011 | 48,011 |
| Baseline | 50,083 | 48,011 | 48,011 | 48,011 | 48,011 |
| Program Changes | 0 | 0 | 0 | 0 | 0 |

Decision Detail (Funding in \$K)

| | Review Cycle 1 | Review Cycle 2 | Review Cycle 3 | Review Cycle 4 | Review Cycle 5 | 2022 Direct Funding | 2023 Direct Funding | 2024 Direct Funding | 2025 Direct Funding | 2026 Direct Funding |
|---|----------------|----------------|----------------|----------------|----------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Test | Yes | Yes | Yes | | | 1,162,648 | | | | |
| ----- End of HQ Changes ----- | | | | | | | | | | |
| ----- End of Standard Changes ----- | | | | | | | | | | |
| Title4 | No | Yes | | | | 105,872 | 108,129 | 110,774 | 112,957 | |
| Sample Title | No | Yes | | | | 205 | | | | |
| FY26 CIVPAY Inflation Balance | No | Yes | | | | | | | | |
| Realignment of CIVPAY Dollars to Balance to Programmed FTEs | No | Yes | | | | 0 | 0 | 0 | 0 | 0 |
| ----- End of Component Changes ----- | | | | | | | | | | |

Documents

Dimension Librar

HQ (PBR).Fiscal G

Application Dash

Dashboard - 00_f

New



Output (OP-32 Report)



OnePlace Application System

HQ (POM).OP32 - POM_FY22 - 2022 (2020 - 2026)

Input Forms Not Started

Complete Form Revert Form All Forms Complete Workflow Revert Forms Workflow

Workflow

HQ (POM)

POM_FY22

2022

2022 Periods

- 2022 (2020 - 2026)
 - Inflation Rates Load
 - FY22 Issue Load
 - POM RDTE
 - OCO Load
 - MILCON Load
 - POM CIV Issue
 - MILPERS Load
 - MERHCF Load
 - Create HQ Change
 - Fiscal Guidance
 - HQ (POM).OP32**
 - Economic Assumptions
 - Baseline Extension
 - Manpower Rates
 - Reporting
 - Data Management

Workflow Forms

- Required
 - Currency Adjustment
 - Inflation Factor Entry
 - Inflation Factor Override
 - OP32 Report
- Optional

Form Form Audit

Select an Entity: Defense Health Program Select BAG: OM - Operation and Maintenance Calculate

OP 32 Report

| Line | Summary | FY2020 Program | Foreign Currency Adjustment | Price Growth Percentage | Amount | Program Growth |
|-------|---|----------------|-----------------------------|-------------------------|--------|----------------|
| 928 | Ship Maintenance by Contract | 25710 | | 2.00% | | |
| 929 | Aircraft Reworks by Contract | 25710 | | 2.00% | | |
| 930 | Other Depot Maintenance (Non-Fund) | 25710 | | 2.00% | | |
| 932 | Management & Professional Support Services | 25110 | 15,730 | 2.00% | | |
| 933 | Studies, Analysis & Evaluations | 25110 | 17,746 | 2.00% | | |
| 934 | Engineering & Technical Services | 25110 | | 2.00% | | |
| 935 | Training and Leadership Development | 25110 | | 2.00% | | |
| 936 | Training and Leadership Development (Other Contracts) | 25210 | | 2.00% | | |
| 937 | Locally Purchased Fuel (Non-Fund) | 26010 | 422 | 2.00% | | |
| 955 | Other Costs (Medical Care) | 25610 | 368,195 | 3.90% | | |
| 957 | Land and Structures | 32010 | | 2.00% | | |
| 959 | Insurance Claims and Indemnities | 42010 | | 2.00% | | |
| 960 | Interest and Dividends | 43010 | | 2.00% | | |
| 964 | Subsistence and Support of Persons | 25810 | 2,437 | 2.00% | | |
| 984 | Equipment Contracts | 31010 | | 2.00% | | |
| 986 | Medical Care Contracts | 25610 | 1,145,379 | 3.90% | | |
| 987.1 | Other Intra-Government Purchases | 25310 | 3,736 | 2.00% | | |
| 988 | Grants | 41010 | 4,362 | 2.00% | | |
| 989.1 | Other Services | 25210 | 39,723 | 2.00% | | |
| 990 | IT Contracts Support Services | 25710 | 28,438 | 2.00% | | |
| 991 | Foreign Currency Variance | 25210 | | 2.00% | | |
| 993 | Other Services - Scholarships | 25210 | | 2.00% | | |
| 999 | Total Purchases | | 4,542,236 | | | |
| 999 | Total OP Line | | 6,320,215 | | | |

Dimension Librar HQ (POM).OP32 Application Dash Dashboard - 00_1 Data Managemer New



Thank you!

