

**2026  
DEFENSE HEALTH INFORMATION  
TECHNOLOGY SYMPOSIUM**

**AUGUST 11-13, 2026  
HYATT REGENCY NEW ORLEANS  
NEW ORLEANS, LA**

# Enterprise Dashboards for Real-Time Decision-Making

**A Panel Discussion with:**

*Dr. Jesus Caban, Ms. Beatrice Collazo, Ms. Dawn Herman*



# Disclosure Statement

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# Learning Objectives

- 1** Leverage interactive dashboards to monitor progress across DHA's Lines of Effort (LOEs), enabling leaders to assess strategic posture and performance in real time.
- 2** Analyze enterprise-wide data to identify trends, risks, and opportunities, moving seamlessly from high-level strategy to actionable insights.
- 3** Understand the integration of DHA's Campaign Plan, POAM, and LOEs into a visual management system that drives decision-making and accountability.

# Speaker Introduction



**Dr. Jesus Caban**

Chief Data & Analytics Officer  
DHA



**Ms. Beatrice Collazo**

Lead, Analytics and Insights  
DHA



**Ms. Dawn Herman**

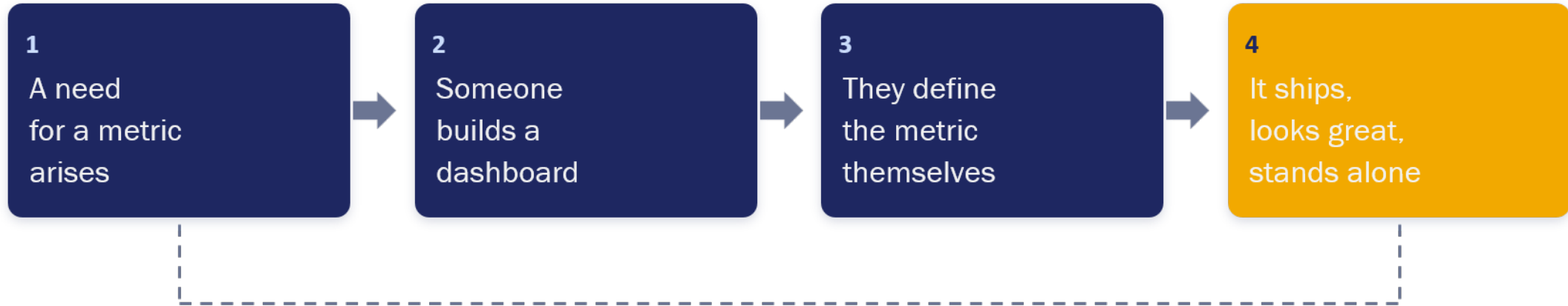
Chief, Readiness, Strategy, &  
Business Innovation  
DHA

# DHA Analytics Paradox

## How do we encourage innovation without creating chaos?



# The Challenge



repeats, team by team, quarter by quarter

Local dashboards,  
speed,  
experimentation

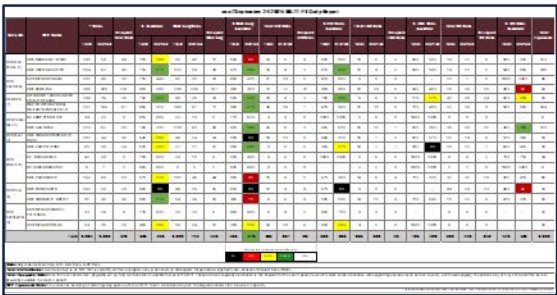


One set of numbers,  
everyone believes

# The Hidden Cost of Dashboard Proliferation

Example for bed status reports

(1) Daily Report



(2) Weekly Directors' Report



(3) MHS Execution Tool



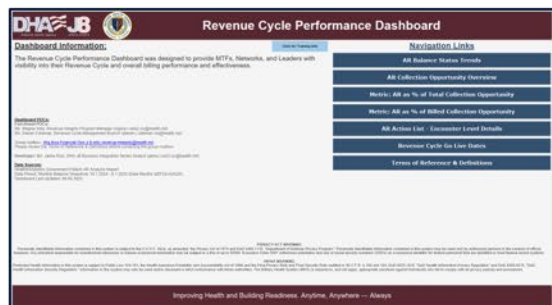
(4) NRT Dashboards



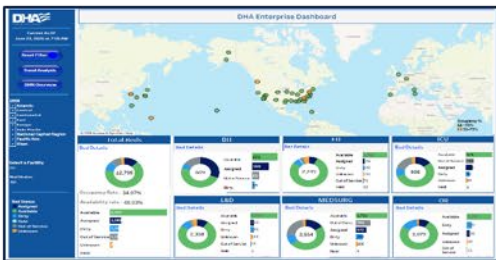
(5) GENESIS Patient Flow dashboard



(6) J8 FMIS Bed Dashboards



(7) EIDS Dashboards



(8) MEDCOP



(9) TRAC2ES



(10) WDP > ADVANA



(11) MAVEN



# Scale of the Issue

BITAB (Tableau)

| Projects | # of Workbooks |
|----------|----------------|
| 70       | 10K            |

MED365 Power Platform  
(April 2026)

| Active Workspaces | # of Assets |
|-------------------|-------------|
| 1.1K              | 23K         |

MHSG HDI (Tableau)

| Projects | # of Workbooks |
|----------|----------------|
| 165      | 808            |

# How is DHA Addressing this Issue?

Govern data,  
not dashboards  
and creativity

1

Certified,  
authoritative data

2

Dashboard  
consolidation

3

Literacy

4

# (1) DHA Data Strategy

These foundational principles form the core framework for how DHA manages and governs data, ensuring it becomes a trusted, mission-enabling asset.

1

## Mission Readiness First

Data initiatives must directly enable readiness, care delivery, and operational efficiency with measurable ROI

2

## Federated Governance

Centralized standards with decentralized execution by empowered domain teams

3

## Collective Data Stewardship

Every team member is accountable for data value, quality, protection, and responsible use.

4

## Data as a Product

Treat data like shared enterprise software with rigorous management and clear ownership

5

## Trust Through Designated Sources

Anchor trust in Authoritative Data Sources with verifiable lineage and transparency

6

## Metadata is the Foundation

Actively govern and publish metadata to ensure discoverability and context

7

## Security and Privacy by Design

Integrate security, compliance, and PHI/PII protection from initial design

## LOEs

1

Strengthen Data Roles

2

Maximize ADS Use

3

Operationalize DaaP

4

Build Trust

5

Maintain EDC

## 2) Data Products

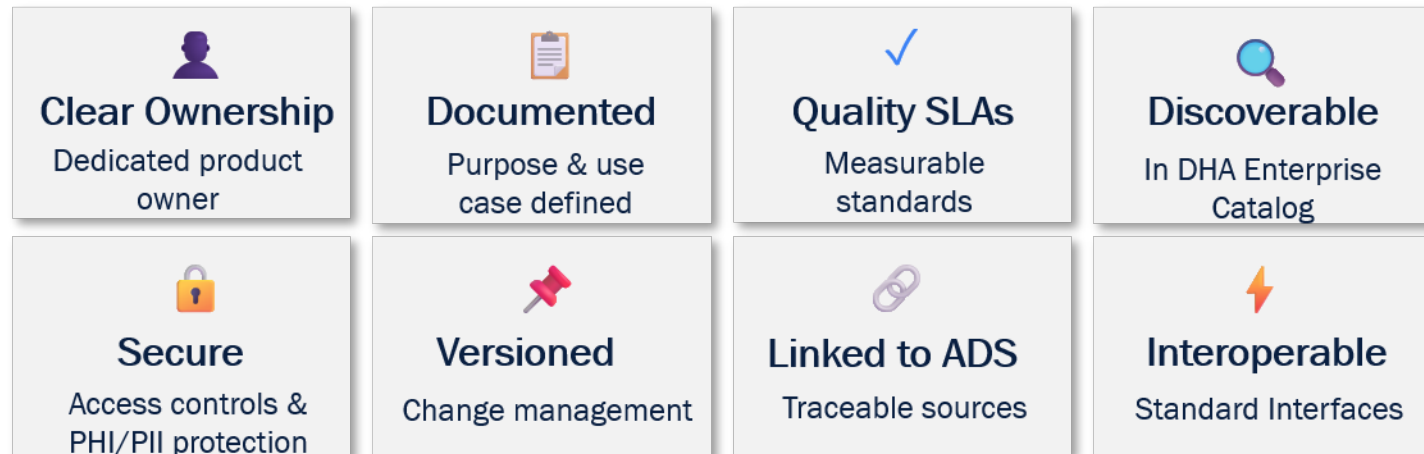
### Traditional Data

- IT-centric ownership
- Project-based delivery
- Reactive maintenance
- Unclear accountability

### Data Products

- End-to-end team ownership
- Continuous iteration
- Proactive quality management
- Clear success metrics

### DHA Data Products Characteristics





## ★ DECISION ADVANTAGE

Complete Meal Served · Operational & Strategic Outcomes



Combatant  
Commands



Military  
Services



Healthcare  
Leaders



Analysts



AI  
Systems



### DATA PRODUCTS

Individual Plates · Mission-Ready, Consumable Data Assets



Bed Availability  
Data Product



Blood Inventory  
Data Product



Access to Care  
Data Product



Deployment Readiness  
Data Product



### FOOD PREPARATION

Governed Transformation · Quality-Assured Processing

Trusted Processing

Compliance Controls

Consistency Checks



**Regulations**  
Data Governance  
& Policy



**Food Inspections**  
Data Quality &  
Data Management



### RECIPES

Methodologies, Documentation & Data Contracts

Transformation Logic

Data Contracts

Lineage & Provenance

Reusable Patterns

Certified Methods



### ORGANIZED PANTRY

Data Domains & Common Data Models

MDR

M2

Patient Domain

Logistics Domain

CDM



### GROCERY STORES

Enterprise Data Platforms

MIP

HDI

GENESIS

FMIS

WDP

Other Enterprise Platforms



### RAW INGREDIENTS

Source Data · Unprocessed Operational Data

Encounters

Appointments

Schedules

Facilities

Readiness Data

Logistics Data

### 3) Value Assessment of a Dashboards

- This initiative evaluates the performance, usage, and redundancy of numerous healthcare quality dashboards. The primary goal is to provide data-driven recommendations for consolidating or retiring dashboards, thereby improving efficiency and reducing redundancy across the Defense Health Agency.
- **Comprehensive Analytical Framework:** A robust methodology was employed, analyzing dashboards across three key dimensions:
  - **Measure Health:** Assessed the performance of individual dashboard metrics against established benchmarks and historical trends.
  - **Dashboard Usage:** Analyzed user engagement trends from Tableau to determine if a dashboard's audience is growing, stable, or declining.
  - **Measure Redundancy:** Quantified the degree of overlapping content between dashboards to identify opportunities for consolidation.
- **Data-Driven Scoring & Recommendations:** A composite score (0-100) was developed for each dashboard (a) High Value (Keep), Mid Value (Consolidation Candidate), (c) Minimal Value (Retire)

## 4) Data Literacy (1 of 2)

<https://go.mil/dha-cdao>

### Resources

The collage features several DHA resource documents. On the left, 'Generative AI Resources: Approved Platforms for DHA' lists platforms like GenAI.mil, Ask Sage (health.mil), Ask Sage (Army), CamoGPT, Microsoft CoPilot, and Approved Cloud-Native Services. In the center, 'Clinical Prompt Engineering Best Practices' includes 'Critical Safety Reminders' (Validate All Output, Protect PHI, Expertise First, Standardize Language) and '10 Essential Prompting Principles for DHA Providers' (Be Specific and Detailed, Define Your Goal Clearly, Provide Context and Setting, Use Standard Medical Language). On the right, 'Enterprise Dashboards: A Visual of Governed Data Products' is partially visible.

### Trainings



#### MDR Users Group

An environment where MDR users can meet, interact, share knowledge, and receive training.



#### WISDOM Training

Multi-day course designed to empower users to leverage MHS data in support of operational questions, management decisions, and corporate goals.



#### Joint Knowledge Online Training

Self-guided courses including: Data as a Strategic Asset (DHA US1137) and Overview of Reporting in MHSG (MHSG US002-SUST-CBT)

## 4) Data Literacy (2 of 2)

### Data and AI Community of Practice



Weekly collaborative forum with over **2,000 users across the enterprise** designed to advance data literacy, analytics, and the responsible adoption of AI across the Agency.

**DHA CDAO Data and AI Community of Practice**

**About**

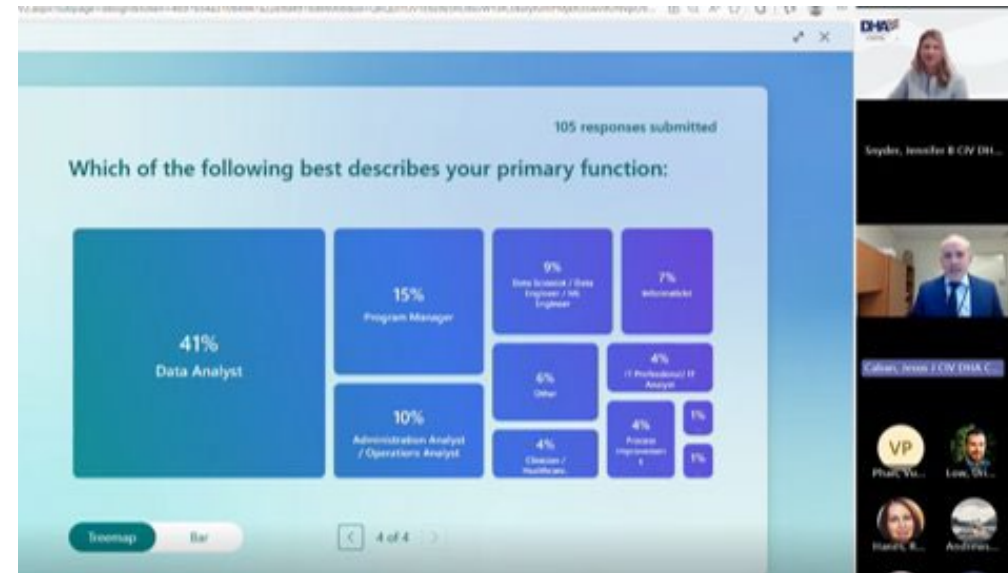
**WHAT IS THE DATA & AI COMMUNITY OF PRACTICE?**  
The DHA CDAO Data & AI Community of Practice (CoP) is a collaborative forum designed to advance data literacy, analytics, and the responsible adoption of AI across the Agency. This initiative directly supports the recent DoW AI Strategy, particularly its focus on workforce training, education, and the ethical adoption of AI capabilities. Join our weekly Lunch and Learn sessions, offering an overview of plans to enhance data and AI maturity across the Agency. Sessions are held each Wednesday at 11:00 eastern.

**HOW TO PARTICIPATE?**  
This CoP is designed to be interactive and practical, fostering open discussions and shared learning across the enterprise. Whether you're new to data and analytics or deeply involved in this work, you are welcome to join. Enter our unique code "plodoc" in the "Join a team" search bar in MS Teams.

**CONNECT WITH US**  
Reach out at [dha.ncr.cofs.mbx.cdac-info@health.mil](mailto:dha.ncr.cofs.mbx.cdac-info@health.mil) or visit <https://militaryhealthsharepoint.mil.us/sites/cdao> for additional resources.

**Upcoming Events**

| Date     | Topic                                  | Speaker            |
|----------|----------------------------------------|--------------------|
| May 6th  | Accessing and Querying Bed Status Data | Dr. Jesus Caban    |
| May 13th | Health Data Reporting in MHS GENESIS   | Lt. Col. David Alt |
| May 20th | Armed Services Blood Program Overview  | MSGT Tayla Ashe    |
| May 27th | Joint Trauma System (JTS) Capabilities | CDR Darshan Thota  |



<https://go.mil/dha-cdao>

# Literacy and Workforce Development

Which dashboard should I use?

# DHA Lines of Effort (LOEs)

## LOE 1: Deliver Medically Ready Warfighters

DHA will reduce 90% of lost warrior days outside of standard physiologic healing timelines. To improve, DHA will enhance DoW Total Force medical readiness (deployability & employability) by standardizing profile durations and implementing the Profiling and Readiness Action Tracking Unified System (PARATUS), a unified tracking system. This new interface will modernize legacy Service platforms that manage Profiling, Light/Limited Duty (LD/LIMDU), the Disability Evaluation System (DES), and fitness waivers.

## LOE 2: Deliver Medical Warrior Currency

DHA will ensure that 85% of identified, deployable military medical personnel in MTFs meet 100% of their Joint Knowledge, Skills, and Abilities (JKSA) and Force Sustainment requirements. DHA will achieve this by resourcing core readiness platforms to increase case complexity and volume through an expanded payor mix, T-Plus empanelment, and the recapture of complex care from the private sector and other partners.

## LOE 3: Deliver Joint Warfighting Capabilities

DHA will deliver effective Combat Support Agency functions required by the Joint Force 90% of the time to include joint trauma standards, armed forces medical examiner, critical blood products, medical education and training, research, MTF medical logistics, medical planning support and Role 4 capabilities. DHA will accomplish this by formally defining requirements, policies, and authorities to effectively resource and prioritize its Combat Support Agency (CSA) functions.

## LOE 4: Deliver the Healthcare Enterprise All Beneficiaries Deserve

DHA will improve overall beneficiary inpatient satisfaction from 76% to 90% and ensure 98% of patients awaiting specialty care are seen within 28 days. By 2028, 100% of eligible direct care MTFs will achieve A/B Leapfrog Safety Grades that exceed the 95th percentile on Healthcare Effectiveness Data and Information Set (HEDIS) cancer screenings and meet national benchmarks for ORYX measures including neonatal complications. These improvements will enhance operational readiness and ensure seamless integration of direct care and private sector care to honor our commitment to those who serve.

# Leveraging IT for the Everyday Problem

## READY MTFs. READY WARFIGHTERS.

### THE PROBLEM

Without visibility into performance, availability, staffing and resource shortages – we delay care and degrade warfighter readiness

### CALL TO ACTION

Build and use IT tools, dashboards, and reports to maximize care and equip MTFs to return warfighters to duty.

# Resources at Your Fingertips

## CDAO Storefront

A one-stop portal for all resources.

- Dashboards and Reports of Interest
- MHS GENESIS
- MIP Resources
- Measures Library



<https://bitab.health.mil/#/views/Storefront/Storefront?iid=1>

## Financial Management Information System (FMIS)

Functional, tactical, MTF level driven reports and dashboards to monitor granular details driving various KPIs across the system.



<https://fmis.health.mil/>

## Military Information Platform (MIP)

Provides a collection of data sources and analytical capabilities.



<https://carepoint.health.mil/sites/MIP/Pages/OneFrontDoor.aspx>

## Health Data Intelligence (HDI)

Cloud based platform providing operational data from MHS Genesis

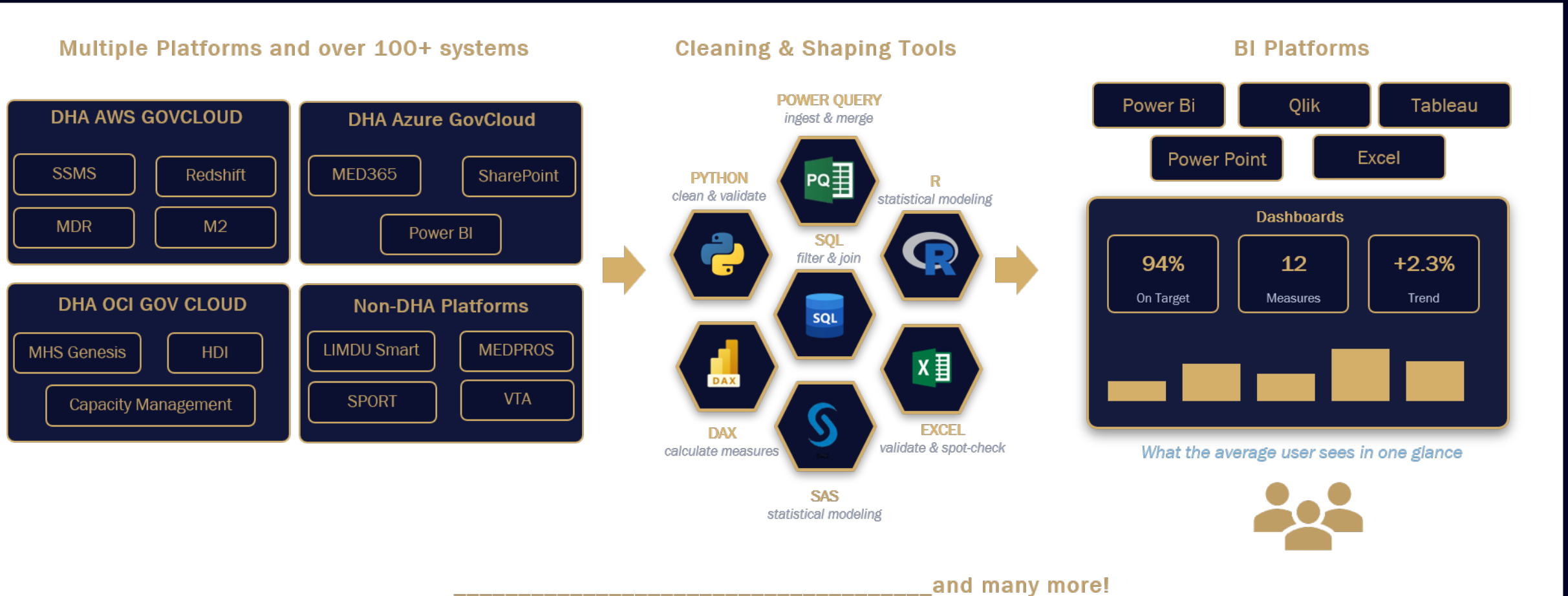
## Discern

Cloud enabled system that integrates clinical and operational workflows into a single platform. Near Real Time Reports – 15 Minute Delays



# From Scattered Data to a Single Clear View

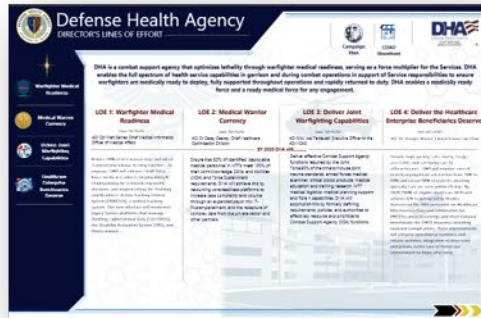
*The hidden complexity behind every dashboard or report leadership reads*



# Today's Focus

These enterprise dashboards consolidate data from multiple systems into single user interfaces and are a subset of larger set of dashboards provided for use across the enterprise.

## Director's Lines of Effort (Concept)



- Coming Soon!

## ADHCA Review and Analysis Near Real Time



- Multiple KPIs across 6 major performance areas
- Near Real Time Monitoring

## Total Workforce Management Tool



- Staffing Needs
- Staff Resourcing
- Staffing Mix

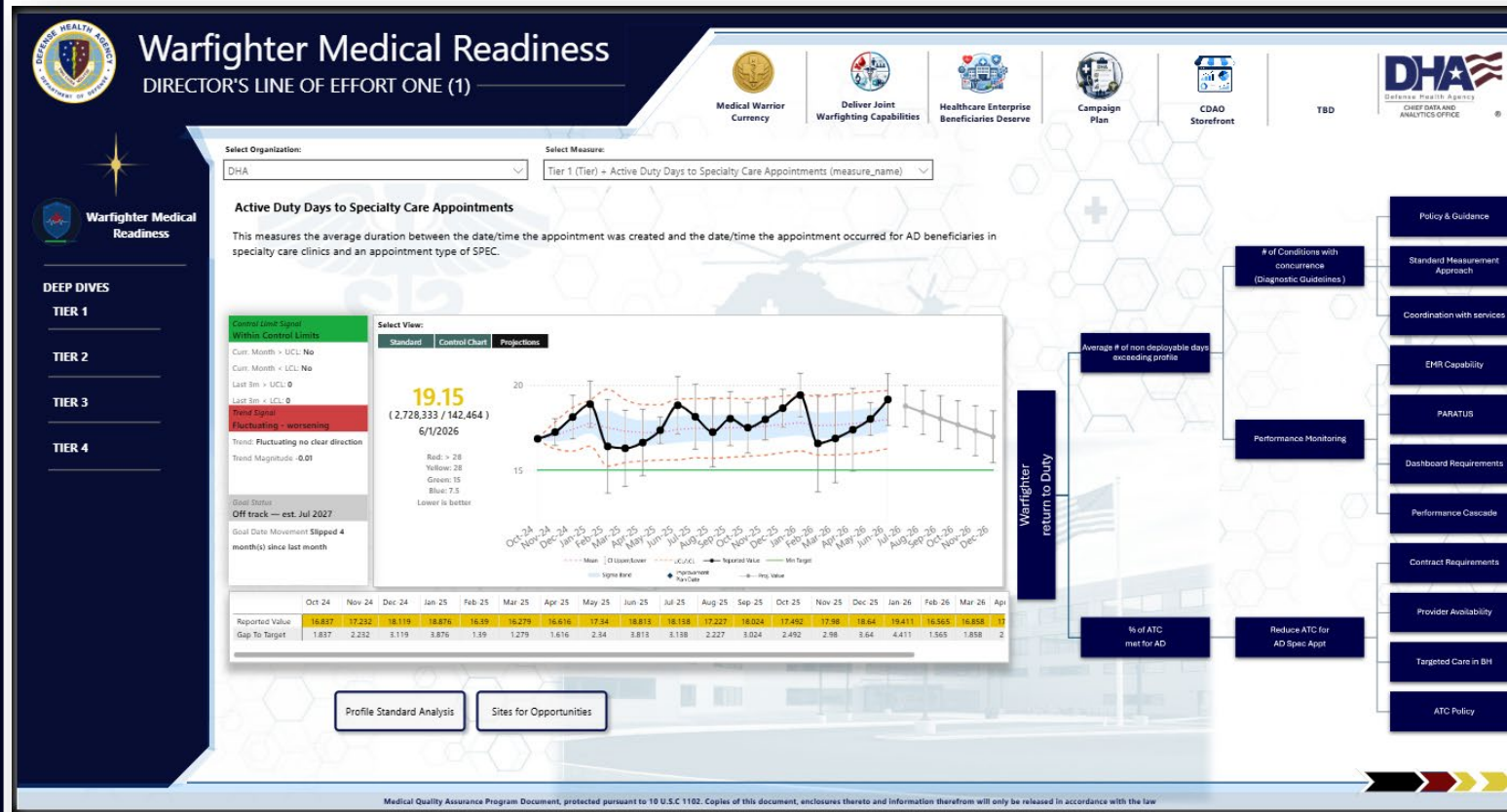
## Integrated Manpower & Personnel Resourcing Tool



- Civilian Focused
- Improve Hiring
- Real Time Monitoring

# Director's Lines of Effort (LOEs)

## Concept

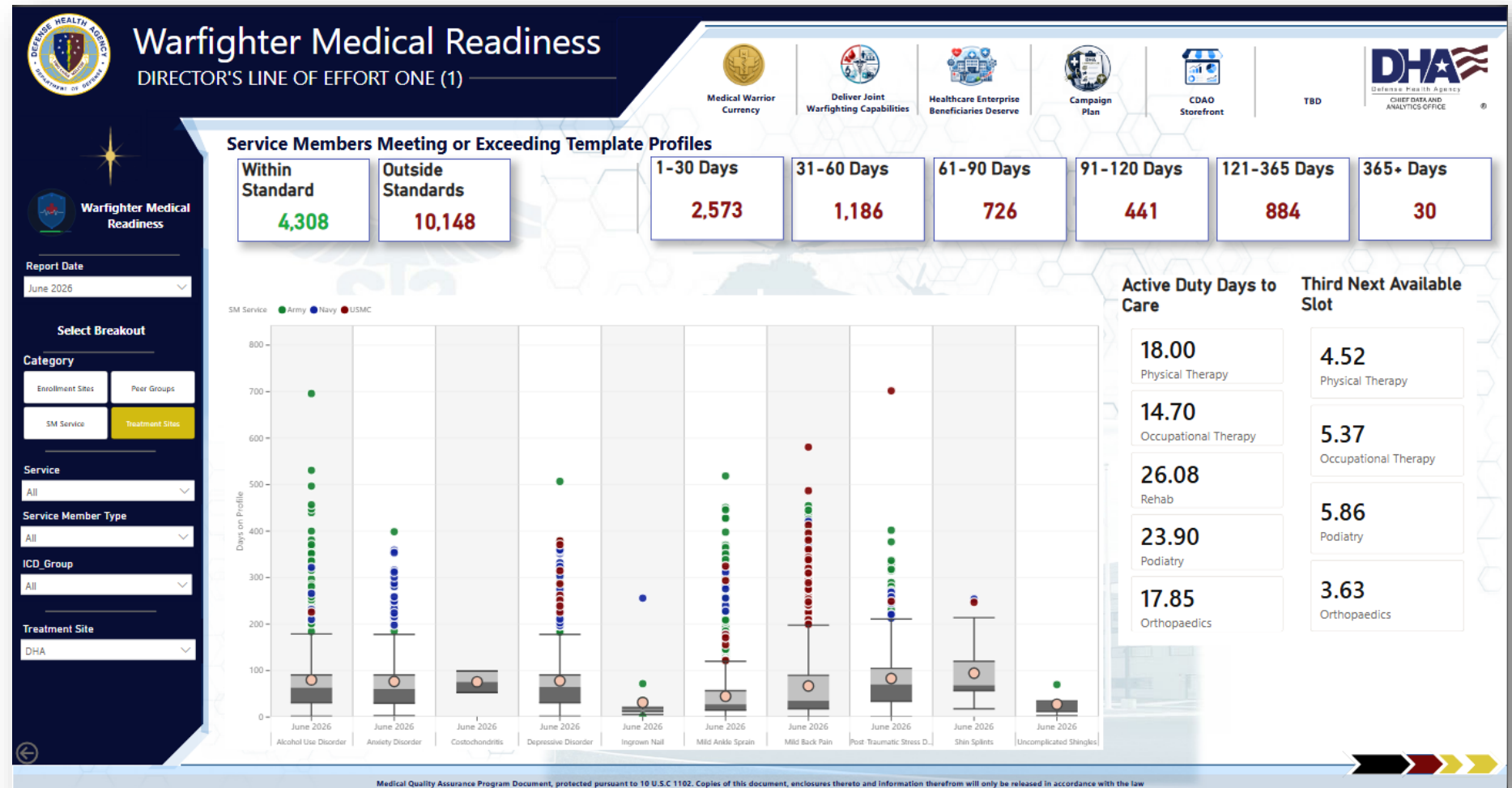


- Director's Lines of Effort (LOEs) dashboard will serve as a central strategic management tool that aligns with senior leadership's primary objectives while offering targeted analytical depth to drive overall performance.

# Limited Duty Template Profiles

## Concept

- Flags to isolate individuals who are exceeding the standard number of days on profile
- Highlights potential bottlenecks in the medical pipeline by tracking access to care appointments



# Integrated Disability Evaluation System



- Visually mapping out the entire Integrated Disability Evaluation System (IDES) pipeline, the dashboard acts as a critical tracking and accountability tool.
- Specifically, the dashboard displays the average number of days a service member has spent in the multi-stage IDES pipeline—from the initial Medical Evaluation Board (MEB) and the Physical Evaluation Board (PEB) to final VA rating and transition/out-processing



<https://bitab.health.mil/#/views/DHAIDESPerformanceDashboard/IDESScorecard?iid=3>

# ADHCA Near Real Time (NRT) Dashboard



- The Defense Health Agency (DHA) Assistant Director for Health Care Administration (ADHCA) Near Real Time (NRT) Dashboard is a critical data-driven decision-support tool designed to provide timely, accurate, and highly detailed healthcare metrics across the Military Health System (MHS).

- Access to Care
- Business Performance
- Outcomes
- Quality and Safety
- Medical Logistics
- Human Resources

# Understanding the Workforce

# Leveraging IT for the Everyday Problem: OWHA – Data and Analytics Total Workforce Management Tool (TWMT)

## Problem Set:

- The Combat Support Agency lacked a fully integrated, predictive understanding of its existing, required, and projected personnel.
- This capability gap hindered the proactive forecasting and mitigation of critical staffing shortages, directly risking the quality of healthcare delivered to active warfighters, compromising medical warfighter readiness, and reducing the overall availability of medical staff needed to support our beneficiary populations.

## Solution Set:

- To eliminate critical staffing shortages and safeguard warfighter medical readiness, the Combat Support Agency leveraged existing IT solutions to deploy an enterprise-wide Total Workforce Management Tool. This single, integrated tool automatically ingests and synchronizes data from approximately 18 disparate sources across multiple platforms, creating a unified "single source of truth."
- By dynamically mapping existing personnel, identifying real-time and projected vacancy gaps, and highlighting the precise workforce mix across all Military Treatment Facilities (MTFs), this capability empowers leaders to proactively project, target, and mitigate staffing shortfalls before they impact the beneficiary population.

# Example of Various Data Sources Connecting to Inform Decisions (Right People – Right Place – Right Time)

| Needed                                   |                        | Funded                                          |            | On Hand                                        |             |                                               | Staffing Mix |                                        |          |                                                        |             |                                           |  |                                         |  |
|------------------------------------------|------------------------|-------------------------------------------------|------------|------------------------------------------------|-------------|-----------------------------------------------|--------------|----------------------------------------|----------|--------------------------------------------------------|-------------|-------------------------------------------|--|-----------------------------------------|--|
| 143,214<br><i>Total MTF Requirements</i> |                        | 112,777<br><i>Total FY27 MTF Authorizations</i> |            | 78.7%<br><i>Total % of Funded Requirements</i> |             | 106,902<br><i>Total MTF Personnel On-Hand</i> |              | 94.8%<br><i>% Filled of Authorized</i> |          | 44,147<br><i>Total Civilians On-Hand (DHA DON LNT)</i> |             | 8,557<br><i>Total Contractors On-Hand</i> |  | 54,198<br><i>Total Military On-Hand</i> |  |
| Current Staffing Overview - DHN          |                        |                                                 |            |                                                |             |                                               |              |                                        |          |                                                        |             |                                           |  |                                         |  |
| Network                                  |                        | Total On Hand                                   | Authorized | % Filled                                       | MIL On Hand | MIL Auth                                      | MIL % Filled | CIV On Hand                            | CIV Auth | CIV % Filled                                           | CTR On Hand |                                           |  |                                         |  |
| Grand Total                              |                        | 106,902                                         | 112,777    | 94.8%                                          | 54,198      | 58,277                                        | 93.0%        | 44,147                                 | 54,500   | 81.0%                                                  | 8,557       |                                           |  |                                         |  |
| DHN 4 Central                            | <div><div></div></div> | 20,891                                          | 20,708     | 100.9%                                         | 13,022      | 13,423                                        | 97.0%        | 5,786                                  | 7,285    | 79.4%                                                  | 2,083       |                                           |  |                                         |  |
| DHN 5 Atlantic                           | <div><div></div></div> | 14,152                                          | 14,043     | 100.8%                                         | 8,365       | 8,623                                         | 97.0%        | 4,245                                  | 5,420    | 78.3%                                                  | 1,542       |                                           |  |                                         |  |
| DHN 2 Pacific Rim                        | <div><div></div></div> | 12,549                                          | 12,956     | 96.9%                                          | 7,515       | 7,972                                         | 94.3%        | 3,987                                  | 4,984    | 80.0%                                                  | 1,047       |                                           |  |                                         |  |
| DHN 6 East                               | <div><div></div></div> | 12,537                                          | 14,595     | 85.9%                                          | 3,288       | 3,916                                         | 84.0%        | 8,763                                  | 10,679   | 82.1%                                                  | 486         |                                           |  |                                         |  |
| DHN 9 Continental                        | <div><div></div></div> | 11,351                                          | 11,010     | 103.1%                                         | 7,568       | 7,215                                         | 104.9%       | 3,011                                  | 3,795    | 79.3%                                                  | 772         |                                           |  |                                         |  |
| DHN 7 NCR                                | <div><div></div></div> | 10,661                                          | 11,638     | 91.6%                                          | 4,251       | 5,618                                         | 75.7%        | 4,819                                  | 6,020    | 80.0%                                                  | 1,591       |                                           |  |                                         |  |
| DHN 3 West                               | <div><div></div></div> | 9,184                                           | 10,117     | 90.8%                                          | 2,648       | 3,047                                         | 86.9%        | 5,993                                  | 7,070    | 84.8%                                                  | 543         |                                           |  |                                         |  |
| DHN 1 Indo-Pacific                       | <div><div></div></div> | 8,693                                           | 10,463     | 83.1%                                          | 2,968       | 3,678                                         | 80.7%        | 5,388                                  | 6,785    | 79.4%                                                  | 337         |                                           |  |                                         |  |
| DHN 8 Europe                             | <div><div></div></div> | 6,883                                           | 7,247      | 95.0%                                          | 4,573       | 4,785                                         | 95.6%        | 2,157                                  | 2,462    | 87.6%                                                  | 153         |                                           |  |                                         |  |
|                                          |                        | Total On Hand                                   | Authorized | % Filled                                       | MIL On Hand | MIL Auth                                      | MIL % Filled | CIV On Hand                            | CIV Auth | CIV % Filled                                           | CTR On Hand |                                           |  |                                         |  |

# Leveraging IT for the Everyday Problem: OWHA – Data and Analytics

## Integrated Manpower & Personnel Resourcing Tool

### Problem Set:

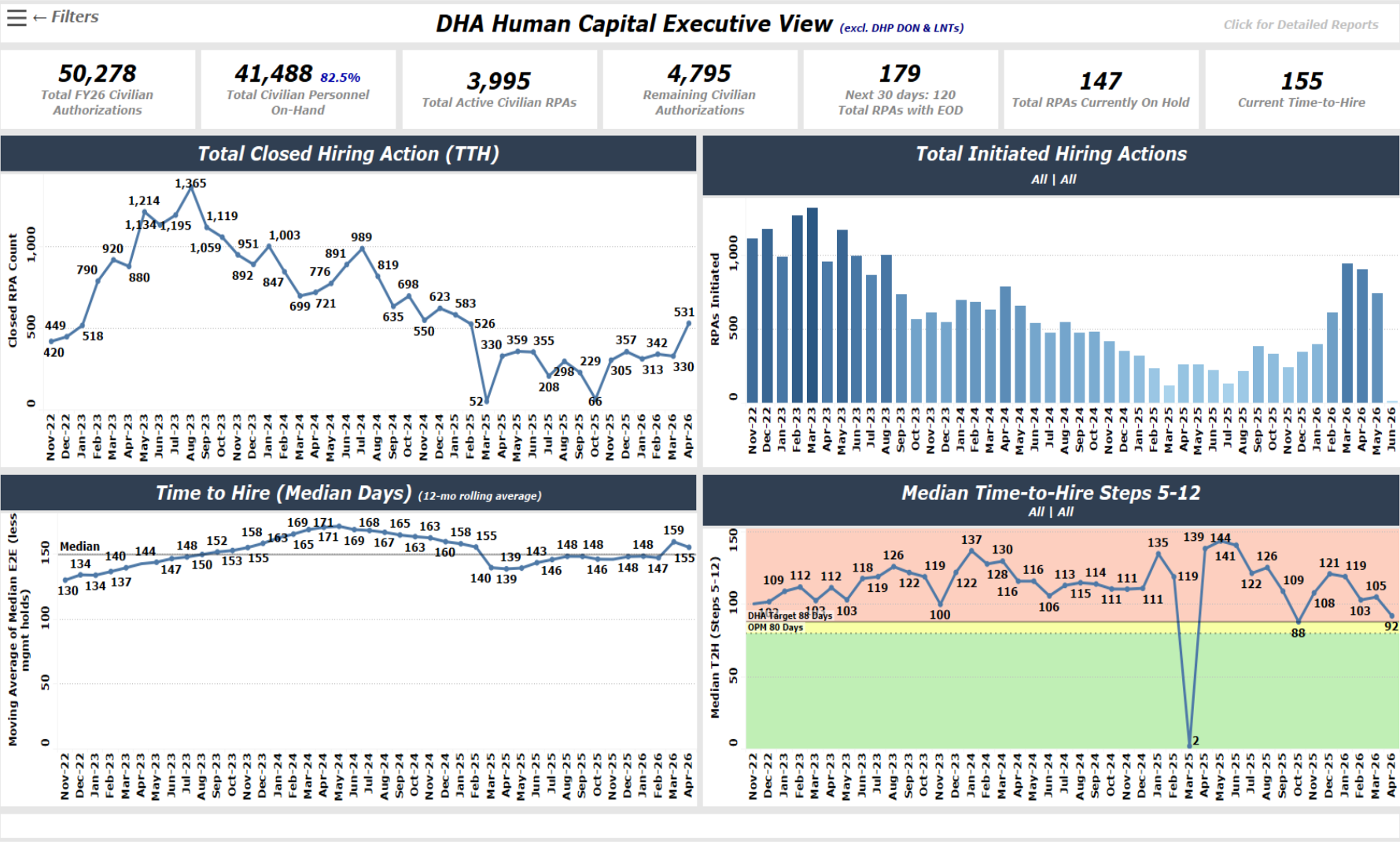
- The Defense Health Agency (DHA) faced critical operational challenges in rapidly hiring and retaining its civilian workforce due to a historical lack of real-time personnel visibility.
- This information gap created barriers to efficient hiring, leaving leadership without timely data on personnel-on-hand, active recruit fill actions, and remaining valid vacancies—ultimately slowing down hiring velocity and risking the continuous support of military medical readiness and beneficiary healthcare operations.

### Solution Set:

- The Integrated Manpower and Personnel Resourcing Tool (IMPRT) is a near real time dashboard built for MTFs and key stakeholders to drive hiring decisions and effectively manage the civilian workforce. The IMPRT application provides access and transparency of manpower and personnel data.
- Executive monitoring
  - Personnel on hand
  - Active recruitment actions
  - Remaining available resources
  - Time-to-Hire
- Network and enterprise summaries
- Timely, accurate, and vetted MTF details

# Tools Developed to Break Down Barriers!

## Integrated Manpower & Personnel Resourcing Tool (IMPRT)



- Getting the right people, in the right place, at the right time means synchronizing efforts across multiple agencies, directorates, and stakeholders.
- This all starts with providing a common understanding of who we have on hand, who we are trying to get on hand, and how long it takes to get them.
- All while relying on our active, IT solutions to provide real time, actionable information.

# Q&A

UNCLASSIFIED

# Contact

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# Thank You!



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