VA ELECTRONIC HEALTH RECORD MODERNIZATION (EHRM) SYSTEM
PERFORMANCE WORK STATEMENT (PWS)
DEPARTMENT OF VETERANS AFFAIRS

Office of Electronic Health Record Modernization

Cerner Scheduling Solution (CSS) Project Management, Planning and Strategy

TAC-19-56721
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Contents

1.0   BACKGROUND

The mission of the Department of Veterans Affairs (VA) is to provide benefits and services to Veterans of the United States. In meeting these goals, VA strives to provide high quality, effective, and efficient Information Technology (IT) services to those responsible for providing care to the Veterans at the point-of-care as well as throughout all the points of the Veterans' health care in an effective, timely and compassionate manner. VA depends on Information Management/Information Technology (IM/IT) systems to meet mission goals.

On May 17, 2018, VA entered into a ten-year indefinite-delivery, indefinite-quantity (ID/IQ) sole-source contract with Cerner Government Services, Inc. (Cerner) to acquire the Electronic Health Record (EHR) system being deployed by the Department of Defense (DoD) and related services for deployment and transition across the VA enterprise in a manner that meets VA needs, and which will enable seamless healthcare to Veterans and qualified beneficiaries. Procurement of a single common system across VA and DoD shall achieve VA's goal of seamless care for Veterans by facilitating the transition of active duty military members to VA and improving their timely access to the highest quality of care.

Cerner's EHR solution shall provide VA with a single system that can store and retrieve administrative, clinical, laboratory, radiology, pharmacy and scheduling data, and can interact with other internal and external systems. Modernization of VA's EHR will support a Veteran-centric, team-based care model, with modern decision support tools; clinical information content services; identification, communication and standardization of care paths; and resource provisioning. This will improve interoperability, performance, and user experience for the majority of the health care delivery and ancillary teams responsible for directly or indirectly providing health care services; and in turn will improve quality, safety, and timeliness of health care services delivered to Veterans.

Cerner shall provide a comprehensive EHR solution and services as specifically defined in the EHRM Basic contract. For purposes of this Performance Work Statement (PWS), the VA EHR solution will be referred to as the VA Electronic Health Record Modernization (EHRM) System. Under this task order, Cerner shall provide project management, planning, and strategy for the Cerner Scheduling Solution (CSS) deployment at VA.

2.0   APPLICABLE DOCUMENTS

The Contractor shall comply with the documents in Paragraph 3.0 in the EHRM Basic PWS.

3.0   SCOPE OF WORK

The Contractor shall provide project management and planning support services for the VA CSS solution. These services include CSS project management, CSS enterprise management, CSS functional management, and CSS technical management.

3.1   APPLICABILITY

This Task Order (TO) effort PWS is within the scope of paragraph 5.1 Project Management and 5.2 EHRM System of the EHRM Basic PWS.

3.2   ORDER TYPE

The effort shall be proposed on a Firm Fixed Price (FFP) basis.

4.0   PERFORMANCE DETAILS

4.1   PERFORMANCE PERIOD

The period of performance (PoP) shall be 4 months from the date of award, with one 12-month option period.

4.2   PLACE OF PERFORMANCE

Efforts under this TO shall be performed both in Contractor facilities, as well as VA facilities. Program meetings may also be held at VA Central Office, some of which may require in person attendance. Project management activities that occur at the enterprise level shall be performed at Contractor facilities.

4.3   TRAVEL OR SPECIAL REQUIREMENTS

The Government anticipates travel to perform the tasks associated with the effort, as well as to attend program-related meetings or conferences throughout the PoP. Include all estimated travel costs in your firm-fixed price line items. These costs will not be directly reimbursed by the Government.

The total estimated number of trips for this effort shall be proposed by the Contractor.

4.4   CONTRACT MANAGEMENT

All requirements of Section 9.0 of the EHRM Basic PWS apply to this effort. This TO shall be addressed in the Contractor's Monthly Progress Report as set forth in the EHRM Basic contract.

4.5   GOVERNMENT FURNISHED PROPERTY

The Government has multiple remote access solutions available to include Citrix Access Gateway (CAG), Site-to-Site Virtual Private Network (VPN), and RESCUE VPN.

The Government's issuance of Government Furnished Equipment (GFE) is limited to Contractor personnel requiring direct access to the network to: development environments; install, configure and run Technical Reference Model (TRM) approved software and tools (e.g., Oracle, Fortify, Eclipse, SoapUI, WebLogic, LoadRunner); upload/download/ manipulate code, run scripts, and apply patches; configure and change system settings; check logs, troubleshoot/debug, and test/QA.

When necessary, the Government will furnish desktops or laptops, for use by the Contractor to access VA networks, systems, or applications to meet the requirements of this PWS. The overarching goal is to determine the most cost-effective approach to providing needed access to the VA environment coupled with the need to ensure proper Change Management principles are followed. Contractor personnel shall adhere to all VA system access requirements for on-site and remote users in accordance with VA standards, local security regulations, policies and rules of behavior. GFE shall be approved by the Contracting Officer's Representative (COR) and Program Manager (PM) on a case-by-case basis prior to issuance.

Based upon the Government assessment of remote access solutions and requirements of this TO, the Government estimates that the following GFE will be required by this effort:

1. **5** laptops

The Government will not provide IT accessories including but not limited to Mobile Wi-Fi hotspots/wireless access points, additional or specialized keyboards or mice, laptop bags, extra charging cables, extra Personal Identity Verification card readers, peripheral devices, or additional Random Access Memory (RAM). The Contractor is responsible for providing these types of IT accessories in support of this effort as necessary and any VA installation required for these IT accessories shall be coordinated with the COR.

4.6   SECURITY AND PRIVACY

All requirements in Section 7.0 of the EHRM Basic PWS apply to this effort.

It has been determined that protected health information may be disclosed or accessed and a signed Business Associate Agreement (BAA) shall be required. The Contractor shall adhere to the requirements of the BAA executed between OEHRM and Cerner Corporation; and shall comply with VA Directive 6066 and VHA Handbook 1605.05.

4.6.1 POSITION/TASK RISK DESIGNATION LEVEL(S)

The position sensitivity and the level of background investigation commensurate with the required level of access for all PWS tasks is Tier3/Non-Critical Sensitive in accordance with Section 8.7 of the EHRM Basic PWS.

The Tier3/ Non-Critical Sensitive Position Sensitivity and Background Investigation requirements identify, in effect, the Background Investigation requirements for Contractor individuals, based upon the tasks the particular Contractor individual will be working. The submitted Contractor Staff Roster must indicate the required Background Investigation Level for each Contractor individual based upon the tasks the Contractor individual will be working, in accordance with their submitted proposal.

5.0   SPECIFIC TASKS AND DELIVERABLES

The Contractor shall perform the following:

5.1   PROJECT MANAGEMENT

5.1.1 CONTRACTOR PROJECT MANAGEMENT PLAN

The Contractor shall deliver a Contractor Project Management Plan (CPMP) that lays out the Contractor's approach, timeline and tools to be used in execution of this TO effort. The CPMP should take the form of both a narrative and graphic format that displays the schedule, milestones, risks and resource support. The CPMP shall also include how the Contractor shall coordinate and execute planned, routine, and ad hoc data collection reporting requests as identified within the PWS. The initial baseline CPMP shall be concurred upon and updated in accordance with Section B of the TO. The Contractor shall update and maintain the VA Program Manager (PM) approved CPMP throughout the PoP.

Deliverable:
    A. CSS Contractor Project Management Plan

5.1.2 REPORTING REQUIREMENTS

The Contractor shall provide a CSS Bi-weekly Progress report including Monthly Progress Report detail in accordance with Section 9.6.1.1 of the EHRM Basic PWS as well as onboarding status and timelines.

The Contractor shall participate in the OEHRM quarterly Program Management Reviews (PMRs) with VA.

Additionally, requirements under this TO will require working with the EHRM Program Management Office support contractor team to provide inputs into program-level reporting and performance analysis/monitoring requirements. As a result, the

Contractor shall support up to 20 named program-level reports and/or performance analysis/monitoring requirements per year. The Contractor shall support and respond to internal and external data calls and requests from third parties to include but not limited to Congress, unions, VSO etc. as it relates to CSS. Additionally, the Contractor shall coordinate external communications with VA prior to release. Program-level report activities shall be included in the CSS Bi-weekly Progress Report.

Deliverable:
> A. CSS Bi-weekly Progress Report

5.1.3 TECHNICAL KICKOFF MEETING

The Contractor shall hold a technical kickoff meeting within ten days after TO award. The Contractor shall present, for review and approval by the Government, a Contractor Project Management Plan that includes the details of the intended approach, work plan, and project schedule for each effort. The Contractor shall review the roles, goals and objectives, and to discuss technical requirements, administrative matters, GFP associated with Contractor performance for the IDIQ. The Contractor shall specify dates, locations (can be virtual), agenda (shall be provided to all attendees at least five calendar days prior to the meeting), and meeting minutes (shall be provided to all attendees within three calendar days after the meeting). The Contractor shall invite the Contracting Officer (CO), Contract Specialist (CS), COR, and the VA PM.

5.2   CSS ENTERPRISE MANAGEMENT SUPPORT

The Contractor shall provide and implement a Delivery Management Organization to manage the execution of the CSS Program. The Contractor shall provide the leadership, processes, tools, and deliverables required for Project Management, Functional Management, and Technical Management.

5.2.1 CSS PROJECT MANAGEMENT

The Contractor shall provide project management support to accomplish the vendor-side managerial, logistical, and integration required to implement and sustain the CSS. The Contractor shall support project management activities across multiple TOs to implement and sustain the CSS solution at the pilot sites as well as performance of this effort. The Contractor shall identify an individual as the primary contact point for all project issues/concerns/status. The Contractor shall follow VA approved Project Management guidance, in accordance with VIP for Major Programs associated with this TO. CSS project management activities shall be modeled after EHRM project management processes to ensure consistency and cohesiveness in the management approach.

The Contractor shall support Cerner-hosted meetings to include minutes, agendas, and facility availability.   The Contractor shall coordinate with the Government leadership to plan, conduct, and document a variety of Program technical and management meetings for the CSS Program

5.2.1.1 SCHEDULE MANAGEMENT

The Contractor shall create and manage a CSS Integrated Master Schedule (IMS) that depicts the implementation and deployment of the CSS solution and is incorporated into the overall EHRM IMS. The Contractor shall create, maintain, analyze, and report integrated schedules, within the Microsoft (MS) Project Online environment hosted by VA, as defined below:

A. The IMS shall identify CSS work breakdown structure and include all applicable project milestones for identifying and documenting discrete events necessary to complete the project, definition of relationship (dependency) between and among these events, determination of the expected duration of each event, resources required for each, and creation of a schedule that depicts this information as a cohesive whole.
B. The IMS shall identify and track sites associated with the CSS deployment.
C. The Contractor shall develop a schedule for activities to capture functional and technical requirements.
D. The Contractor shall ensure that a Cerner resource and baselined schedule in MS Project is in place within 20 business days of receiving baselined requirements (e.g. as new requirements are identified within 20 business days of award of a new TO).
E. The Contractor shall work with VA and support contractors to capture interdependent tasks that are required to design, develop, test and deploy to each site.
F. The Contractor shall update and maintain the schedule on a bi-weekly basis in the VA OEHRM MS Project Online environment and generate corresponding Bi-Weekly Schedule Reports containing the planned versus actual program/project performance and updated critical path information. The Contractor shall update the MS Project Online environment at the start of business on the second and fourth Monday of each month so that all updates are included in the corresponding CSS Bi-Weekly Schedule Report submission.
G. The Contractor shall follow the established Change Control Process and Change Control Management Plan to address any schedule variance reported within the Bi-Weekly Schedule Report as updated in the VA OEHRM MS Project Online environment. The Contractor shall adhere to VA guidance for changing dates related to baselined dates. The CSS IMS and CSS Bi-Weekly Schedule Report shall clearly reflect all Contractor-provided updates made to the VA OEHRM MS Project Online environment for VA review and COR acceptance.

H. On a monthly basis, the Contractor's CSS Bi-Weekly Schedule report shall also provide a schedule risk analysis table identifying schedule activities with associated risks, and a VA dependency analysis table. Additionally, the Contractor shall provide, on a case by case basis as requested by VA PM, a what-if analysis, with breakouts of sub-sections for individual groups/teams. The Contractor shall include this information in the submission due on the fourth Monday of each month.
I. When data are provided/entered that create overall critical path slippage, the Contractor shall notify the VA PM within one business day, by email and phone.

Deliverables:
        A. CSS Integrated Master Schedule
        B. CSS Bi-Weekly Schedule Reports

5.2.1.2 RISK MANAGEMENT

The Contractor shall adhere to VA-defined risk and issue management processes and report risks and issues to VA for all CSS activities.

The Contractor shall create and manage a project Risk Management Plan (RMP) to identify their approach to identifying and categorizing project risks, proposing mitigations, and tracking status on risk resolution. The Contractor shall provide a presentation to VA of updated risk responses and actions to include mitigation strategies at each PMR.

The Contractor shall:
a. Report, monitor, manage and mitigate risks for each respective deployment site.
b. Enter and update risks per VA's direction.
c. Include risk trigger dates that map to specific tasks in the IMS.
d. Assess the status of and report on its risks on a weekly basis to VA for inclusion in the Program Risk Management Registry, maintained by EHRM PMO Contractor. When new risks occur, which could impact the configuration, testing and deployment schedule, the Contractor shall notify the COR and VA PM via email within 24 hours. Email subject line shall read "CSS {Site Deployment Location} Risk Alert Notification."
e. Provide the COR and VA PM a bi-weekly Risk Management Status Report

Deliverables:
A. CSS Risk Management Plan
B. CSS Bi-Weekly Risk Management Status Report

5.2.1.3 QUALITY MANAGEMENT PLANNING

The Contractor shall plan and manage CSS Quality Management activities. The Contractor shall perform three major tasks as part of the quality planning process:

A. Define customer quality objectives and measures specific to the scheduling pilots;

    a. The Contractor shall define the operational processes required to fulfill the quality objectives. For each phase, the Contractor will 1) produce an auditable checklist of necessary, value-added activities that assert the quality of a given service and/or solution, 2) help baseline progress on work items, cost, and schedule and 3) ensure there is a common understanding of completion by those involved on a specific work product and/or service.

    b. Meeting the criteria defined in the checklist implies that work was delivered on time, within budget, and in compliance with technical requirements.

B. Determine how quality objectives and measures will be met and exceeded, and define the performance metrics (i.e. key performance indicators) and associated thresholds that can be used to forecast, monitor, and evaluate progress against cost, schedule and technical requirement compliance and realization, and ultimately quality objective achievement;

    a. The Contractor shall use metrics to continuously forecast, track and assess progress against cost, schedule, and technical requirements compliance and realization.

C. Define Customer Quality Objectives/Measures.

    a. The Contractor shall hold a series of requirements meetings after IOC Task Order kick-off to identify and capture this understanding and document it in our Quality Management Plan as quality objectives.

The Contractor shall incorporate all outcomes from this task into a Quality Management Plan that will be updated monthly to maintain a current view of quality management activities.

Deliverable:

A. CSS Quality Management Plan

5.2.1.4 PROJECT COMMUNICATIONS MANAGEMENT

The Contractor shall deliver and manage a CSS Project Level Communications Plan tailored from the EHRM Communications Plan as part of the CPMP to outline the communications required to manage the overall CSS project. The Contractor shall coordinate with the PMO Contract support staff and include as part of the Project Level Communications Plan an approach to communicating action items and issues that require immediate response. The Contractor shall implement the Communications Plan and coordinate all communications with VA prior to external release.

The Contractor shall tailor the EHRM Stakeholder Communication Strategy and Plan for CSS including end-users, managers, leadership, project team and other key participants to identify specific communication needs to the CSS implementation. The Contractor shall coordinate with VA and Contractor EHRM Strategic Communications teams, as well as the EHRM PMO contractor to align messaging content and delivery to prepare stakeholders with specific information related to CSS deployment. Stakeholder communications shall include the use of social media listening technology and surveys to assist site preparation assessments and support mass communications. The Contractor shall include communications to VA as well as legislative stakeholders in the strategy and planning process. Communications strategy and planning shall include development of:
   a. CSS Communication Repository
   b. CSS Communication Portal
   c. CSS Communication Style Guide
   d. Initial Campaign Materials
   e. Crisis Communication Plan

The Contractor shall develop CSS communication materials and implement the CSS Stakeholder Communication Strategy and Plan. All communications shall be coordinated with VA prior to release.

Deliverable:
   A. CSS Project Level Communications Plan
   B. CSS Stakeholder Communication Strategy and Plan
   C. CSS Communication Materials

5.2.1.5   CSS SCOPE MANAGEMENT

The Contractor shall analyze all components of the CSS implementation to determine scope considerations and boundaries. The Contractor shall develop a CSS Site-Specific Scope Definition Document that identifies all functionality to be implemented at CSS deployment sites including:

   -   Cerner Scheduling
   -   Cerner Patient Portal
   -   Other Cerner modules/functionality
   -   Interfaces
   -   APIs
   -   Data Migration
   -   Data Syndication
   -   Reports
   -   Scheduling apps and reminders
   -   Interaction with revenue cycle processing
   -   Site-specific considerations
   -   Cerner Scheduling software development

The Contractor shall update the Scope Definition Document as required throughout the PoP of this TO.

Deliverable:

A. CSS Site-Specific Scope Definition Document

5.3 CSS FUNCTIONAL MANAGEMENT PLANNING AND OVERSIGHT

The Contractor shall provide a Functional Management Organization (FMO) that develops the framework and begins launch of change management, functional requirement management, product management, deployment management planning and develops / launches the value management and communication strategy. The functions outlined shall work in a cohesive manner to approach the VA with a consolidated strategy to functional management that:

a. Tailor the EHRM change management strategy to CSS
b. Baselines the VHA's scheduling priorities vs.CSS.
c. Leads requirements elaboration sessions to detail critical changes to the scheduling workflow
d. Tailor EHRM communications and training strategies to CSS
e. Evaluates operational readiness across facilities

5.3.1 ORGANIZATION CHANGE MANAGEMENT STRATEGY, PLAN AND CONTENT

The Contractor shall tailor and manage the EHRM organizational change management strategy and plan to an overall CSS Change Management Strategy and a Site-specific CSS Change Management Plan based on the results of initial CSS analyses performed. This plan will include insight and coordination of all PMO contract activities during the individual site survey visits.

The Contractor will utilize the EHRM Change Management Strategy to define a systematic and scalable approach for integrating the people side of the change, concurrent with all other EHRM implementation activities and other VA Modernization initiatives.

In alignment with the EHRM Change Management Strategy, the Contractor shall support use and execution of national EHRM tools and toolkit and provide for ongoing feedback. This execution shall include:

- Defining the change vision
- Alignment of VISN and VAMC leadership
- Assessment of change impact of new workflows

- Analysis of stakeholder readiness and development of stakeholder engagement plans
- Execution of engagement plans and monitoring, and adjustment as needed
- Establishing of change network and deployment of change toolkits
- Establish an understanding of policy changes as part of the prior deployment of MASS. Document policy changes and ensure they are integrated into the deployment and change readiness of the users

The Contractor shall tailor EHRM change management materials for CSS.

Deliverable:

A. Overall CSS Change Management Strategy
B. Site Specific CSS Change Management Plan
C. CSS Tailored EHRM Change Management Materials

5.3.2 CSS TRAINING STRATEGY AND CONTENT

As part of the CSS Change Management Strategy, the Contractor shall tailor and manage the EHRM Training Strategy for CSS to integrate training of organization, process, and technology changes specific to scheduling. The CSS Training Strategy shall identify approaches (e.g., Super Users, Train-the-Trainer, Instructor-led Training, On-the-Job Support), roles and responsibilities needed to develop and execute on training, as well as preliminary scheduling, risks, and mitigations.

The CSS Training Strategy shall include:
a. Identification of the training format to be used, e.g. traditional instructor led, blended learning, classroom, train-the-trainer, Computer Based Training
b. A training structure to be used, e.g., optimal class size, number of instructors, site resource requirements
c. A training plan based on best practices for each role/skill/knowledge base
d. Identification of curriculum to be developed, based on best practices for adult learning, to meet each of the site's skills, knowledge base, user roles
e. Process for determination of training schedules to meet VA's availability in accordance with Contractor's best practices
f. Number of trainers required for each training classes per deployment site and for post Go-Live support
g. Percentage of personnel expecting to be trained
h. Identification of resources and locations (at VAMCs or at associated facilities) required to conduct trainings: room, hardware, supplies etc.
i. A training survey to be filled out by trainees after class
j. Recommended assessment strategy for participants to ensure readiness
k. Training assessment tools and strategy for training scheduling tools (Learning Management systems, etc.)
l. Approach of how lessons learned will be incorporated in future training plans
m. Identification of potential risks and mitigations

n. Approach to VA resource site-based support to assign role-based learning journeys and assist in enrollment.
o. Strategy for VA resource site-based training operational support.
p. Identify a materials management strategy that identifies how training materials are printed, stored, and accessed for appropriate classes
q. Site-to-site variations and identification of risk mitigation.
r. Sustainment and new hire training approach.
s. Super User Strategy to identify, resources requirements, processes, approaches, and roles and responsibilities to develop and execute a Super User approach.
t. Site-specific CSS Training Plan

The Contractor shall tailor EHRM training materials for CSS training.

 Deliverable:
> A. CSS Training Strategy including site-specific CSS training plans
> B. CSS Training Materials

5.3.3 WORKFLOW PLANNING AND FUNCTIONAL REQUIREMENTS MANAGEMENT

The Contractor shall:
a. Provide VA EHRM clinical and business workflows expertise to ensure delivery of end-user focused capabilities
b. Integrate with the VA clinical and business teams to document key configuration requirements to be implemented within Cerner's solution
c. Tailor strategy and process for identifying new functional requirements and incorporating new requirements in the EHRM/CSS Roadmap
d. Tailor and manage the EHRM Workflow Development, Configuration and Normalization Plan and processes for CSS to address VA-specific additions, modifications and configurations required to Cerner commercial baseline scheduling workflows.

The Contractor shall incorporate new requirements identified in the monthly progress report.

Deliverable:

A. CSS Workflow Development, Configuration and Normalization Plan

5.3.4 DEPLOYMENT MANAGEMENT

The Contractor shall tailor and manage the EHRM deployment management plan for CSS. The plan shall describe how the Contractor:
   a. Works with local governance stand-up and implementation; leads initial local scheduling steering efforts to ensure inclusion of best practices
   b. Tracks deployment activity status and user adoption metrics
   c. Defines the deployment methodology and event structure to assist with communication and oversight
   d. Guides planning, organization and resource management for VHA deployment activities and deployment initiatives
   e. Oversees the deployment activities to ensure best practice alignment including EHRM functional and technical requirements.
   f. Coordinates activities across multiple CSS TOs to ensure all functional and technical activities are coordinated for go-live.
   g. Leads communication with project management office and deployment leads

The Contractor shall provide ongoing management and oversight to include:
   a. Coordination with project management office, site and deployment teams to conceive, draft and distribute communications product.
   b. Risk identification and proposed mitigation to successful adoption by working collaboratively with the other project team members

The Contractor shall provide a Site-specific Deployment Plan for each CSS deployment site initiating during the PoP of this TO.

Deliverable:
A. CSS Deployment Management Plan
B. CSS Site-Specific Deployment Plan

5.3.5 VALUE MANAGEMENT

The Contractor shall tailor and manage the EHRM Value Realization Strategy for CSS. The Value Realization Framework measures value through Critical Success Factors (organization goals), measurable Key Results Indicators (outcomes), objective and measurable Key Performance Indicators (actions). The Value Realization Strategy will include a value measurement plan that:

   1.   Engages key National, VISN and VAMC stakeholders in the creation of value objectives
   2.   Utilize the Value Realization Framework six perspectives of clinical, process improvement, financial, Veteran satisfaction, employee satisfaction and learning and growth to identify, measure and track performance, including technical and sustainment activities related to continuous performance improvement
   3.   Describes how success will be defined, including a timeline for measurement

4.   Outlines a plan for communicating value to internal and external stakeholders

The Contractor shall continuously update the Value Realization Strategy and Plan to reflect improved deployment information.

Deliverable:
A. CSS Value Realization Strategy

5.4   CSS TECHNICAL MANAGEMENT PLANNING, OVERSIGHT AND SUPPORT

The Contractor shall provide the technical thought leadership required to support the technical management planning activities and provide ongoing technical oversight required throughout the TO period of performance. This includes but is not limited to software, hardware, and workflow configuration (terminologies, knowledge artifacts). The Contractor shall conduct technical oversight activities in accordance with EHRM technical management processes including:
- Technical requirements management
- Configuration management
- Test management
- Cybersecurity management
- Implementation planning

The Contractor shall include status on these technical activities in the CSS Bi-weekly Progress Report described in PWS task 5.1.2.

5.4.1 ARCHITECTURE MANAGEMENT

The Contractor shall provide and execute architecture design, planning and ongoing management and oversight support to ensure proper development, hosting, deployment and execution of all components of the CSS solution. The Contractor shall tailor and manage the EHRM Architecture Management Plan for CSS. The Contractor shall work with the applicable technical work groups to account for CSS-specific data architecture, infrastructure architecture, system design, and standards as part of the Solution Architecture.

The tailored CSS Architecture Management Plan shall include:

a. Development and continuous update of a CSS Solution Roadmap to account for the sequence of solution components and new features.
b. Identification of relevant areas of the program for which national standards apply, approaches to continuously manage standards and adherence to

standards, identification of areas of the program for which standards do not exist, participation in standards organizations.
  c. Planning for VistA sunsetting: Upon the deployment of the CSS-deployed solution, the site's VistA scheduling functionality will be fully shut down. Additional states of VistA may be achieved through modifications:
      1. Running with ALL logins disabled and no automated processes (interfaces, tasked jobs)
      2. Running with READ ONLY access for all existing users and automated processes
      3. Running with WRITE access to select VistA applications not yet replaced by EHRM effort, also with READ ONLY access for all existing users to other VistA applications
  d. The tailored plan shall highlight differences between CSS architecture and the overall EHRM architecture

Deliverable:

  A. CSS Architecture Management Plan

5.4.2 DATA MIGRATION AND DATA MANAGEMENT

The Contractor shall tailor and manage the EHRM Data Migration and Management Plans for CSS including the following:

  a. Analysis of scheduling data stored in VistA including historical data, interfaces, and paper records to determine data-migration requirements
  b. Analysis of scheduling data stored in other legacy systems to determine data migration, syndication and reporting approach for IOC.
  c. Legacy scheduling data management and archiving
  d. Ingestion and syndication of data with other government agencies and affiliates.
  e. Ensuring operational integrity for CDW based enterprise solutions
  f. Analyzing and identifying dependencies on legacy systems, to include national and class 3 applications
  g. Plan and document the data ingestion mechanism and processes along with terminology mapping to standards associated with data migration and data synchronization/syndication.
  h. Implementation sequence and priorities, data quality, data volumes, data provenance, data validation, and patient identity data integrity.
  i. Approach to master data management, data storage, access, data conversion, and data security strategies, addressing necessary metadata to support access control rules.

  j. Identification of key scheduling data in VistA along with other relevant systems and outline a strategy to make it viewable and actionable.

k. Plan initial and incremental loading of data into HealtheIntent to include batch and streaming (i.e. near real-time) options
l. Create a plan to develop VA-required federal, state and local reporting
m. The plan shall include continuity of VA operation using Cerner data and making data available to external applications and partners.

The Contractor shall support data migration and management planning to support seamless care and to ensure operational integrity. The CSS Data Migration and Management Plan shall contain enough detail to support CSS data migration, data syndication, and report development, test and execution in the following CSS Deployment TO. The Contractor shall provide ongoing data migration and data management and oversight.

Deliverable:

A. CSS Data Migration and Management Plan

5.4.3 CSS SYSTEM INTEGRATION AND INTERFACES

 Scheduling integration requirements may include, but are not limited to:

A. Existing VistA integrations to external or internal support systems
B. Community Care
C. Mobile Apps / Mobile Devices – Internal and External
D. Patient Portals

The Contractor shall analyze interface requirements and develop and manage an Interface Development Plan for CSS. The Contractor shall:

a. Identify and specify internal and external interfaces including Interface Control Documents sufficient to support interface development and testing in a separate TO.
b. Update the VistA Data Library
c. Update the System Description Document (SDD) to include required interfaces
d. Identify interfaces that may require changes to Cerner and/or VA-systems at the User Interface (UI) level.
e. Analyze interface requirements to define the sizing and level of effort associated with the development required for each interface

Deliverable:

A. CSS Interface Development Plan
B. CSS Interface Control Documents

5.4.4 DATA EXCHANGE – APPLICATION PROGRAM INTERFACE (API) PLAN

The Contractor shall develop and manage a CSS API Plan for exposing APIs for scheduling. The plan shall be submitted to VA SMEs for review and concurrence. If API work is required in support of CSS, the Contractor shall include sufficient detail in the plan to enable API execution in the following CSS deployment TO.

Deliverable:

E. CSS API Plan

5.4.5 CERNER SOFTWARE DEVELOPMENT REQUIREMENTS

The Contractor shall develop and manage Cerner software development requirements for VA-specific functionality required for CSS. The CSS Software Development Requirements shall be submitted to VA SMEs for review and concurrence. If software development is required in support of CSS, the Contractor shall include sufficient detail in the plan to enable development, test and deployment to occur in the following CSS deployment TO.

Deliverable:
A. CSS Software Development Requirements

5.5 OPTION PERIOD

The Contractor shall continue all management activities and strategy, plan, and content updates as defined in PWS Sections 5.1 through 5.4, to include all subparagraphs.

6.0 GENERAL REQUIREMENTS

6.1 PERFORMANCE METRICS

The table below defines the Performance Standards and Acceptable Levels of Performance associated with this effort. The Government may also utilize the commercially available and VA-specific Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) defined at the ID/IQ level to measure performance under this TO, as applicable.

Performance Objective	Performance Standard	Acceptable Levels of Performance
A. Technical / Quality of Product or Service	1. Shows understanding of requirements 2. Efficient and effective in meeting requirements	Satisfactory or higher

Performance Objective	Performance Standard	Acceptable Levels of Performance
	3. Meets technical needs and mission requirements 4. Provides quality services/products 5. Meets performance thresholds/metrics defined in applicable Service Level Agreements	
B. Project Milestones and Schedule	1. Quick response capability 2. Products completed, reviewed, delivered in accordance with the established schedule 3. Notifies customer in advance of potential problems	Satisfactory or higher
C. Staffing	1. Currency of expertise and staffing levels appropriate 2. Personnel possess necessary knowledge, skills and abilities to perform tasks	Satisfactory or higher
D. Invoicing	1. Invoices are current, accurate, and complete.	Satisfactory or higher
E. Management	1. Integration and coordination of all activities to execute effort	Satisfactory or higher

The COR will utilize a QASP throughout the life of the TO to ensure that the Contractor is performing the services required by this PWS in an acceptable level of performance. The Government reserves the right to alter or change the QASP at its own discretion. A Performance Based Service Assessment will be used by the COR in accordance with the QASP to assess Contractor performance.

6.2 SECTION 508 –INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) STANDARDS

All requirements in Sections 8.10, including subparagraphs, of the EHRM Basic PWS apply to this effort. Deliverable requirements are further defined in the following subparagraphs. The Contractor shall comply with the technical standards at:

https://www.access-board.gov/guidelines-and-standards/communications-and-it/about-the-ict-refresh/final-rule/single-file-version

6.2.1   REPRESENTATION OF CONFORMANCE

The Contractor shall provide a Section 508 Subject Matter Expert lead for VA EHRM 508 resources to work with. The Contractor shall adhere to the VA-approved Section 508 Test and Delivery Plan and Section 508 Accessibility Roadmap delivered under TO 0001. The Contractor shall update the Government Product Accessibility Template (GPAT) and/or Voluntary Product Accessibility Template (VPAT) delivered under TO 0001 to indicate the level of Section 508 conformance as updates are made to its products and/or services to ensure and sustain 508 compliance.

The Contractor shall work closely with VA Section 508 representatives to verify Section 508 conformance of its products and/or services.

6.2.2   ACCEPTANCE AND ACCEPTANCE TESTING

The Contractor shall provide Final Section 508 Compliance Test Results. The Section 508 Test Results shall include a GPAT/VPAT Conformance Statement validating conformance to Section 508 Refresh Success Criteria and Conformance Requirements for already-developed ICT deliverables.

The Final Section 508 Test Results shall be reviewed and approved by VA Section 508 representatives to validate conformance to Section 508 Refresh Success Criteria and Conformance Requirements for ICT deliverables.

For software development for VA interfaces/systems, the Contractor shall prepare and submit a Section 508 Conformance Validation Package with content as outlined in VA Process Asset Library, Software Development Product Build process map.

The Section 508 Conformance Validation Package shall be reviewed and approved by VA Section 508 representatives to validate conformance to Section 508 Refresh Success Criteria and Conformance Requirements for ICT deliverables.

Automated test tools, manual techniques, and checklists are used in the VA Section 508 compliance assessment.

Deliverable:
  A. Final Section 508 Compliance Test Results for ICT Deliverables
  B. Section 508 Compliance Validation Package for ICT Deliverables

6.3   SHIPMENT OF HARDWARE OR EQUIPMENT

Not applicable.

6.4   ENTERPRISE AND IT FRAMEWORK

Not applicable.

6.5   ORGANIZATIONAL CONFLICT OF INTEREST

All functions related to Acquisition Support shall be on an advisory basis only. Please be advised that since the awardee of this Task Order will provide systems engineering, technical direction, specifications, work statements, and evaluation services, some restrictions on future activities of the awardee may be required in accordance with FAR 9.5 and the clause entitled, Organizational Conflict of Interest, found in Section H of the EHRM basic contract. The Contractor and its employees, as appropriate, shall adhere to the corporate-level Non-Disclosure Agreement signed under TO 0001.

6.6   DELIVERABLES

The Contractor shall provide deliverables for Government review and acceptance IAW with Section B.2 of the Task Order. The Contractor shall incorporate Government feedback provided via the OEHRM Deliverables review process into Task Order deliverables as applicable. Feedback shall be incorporated in either the resubmission or next required submission of the deliverable based upon the timeframe in which it is provided by the Government. For Government feedback requiring additional discussion and/or clarification, the Contractor shall coordinate language updates with VA to resolve and finalize revisions to the affected deliverable. The Contractor shall appropriately mark and date deliverables to maintain version control using the following format: TO Number – CLIN Number Formal Deliverable Title – Deliverable Due Date IAW Section B.2– Version X.X. The Contractor shall annotate major (initial submission) and minor (resubmission) deliverable releases using a numerical system (e.g. Initial submission: TO 0001 – 0001AA Contractor Project Management Plan - August 2018 – Version 1.0; Resubmission: TO 0001 – 0001AA Contractor Project Management Plan – August 2018 – Version 1.1). Resubmitted deliverables shall maintain the original due date defined in Section B.2 of the TO. The Contractor shall provide discrete deliverables in separate email submissions. Email submissions shall include the Contract/Task Order numbers and corresponding deliverable CLIN number. The Contractor shall track updates in both major and minor deliverable releases in an agreed upon format, such that the Government can identify and review language revisions for acceptance.

CSS Project Management, Planning and Strategy
TAC Number: TAC-19-56721

CONTRACTOR EMPLOYEE
PERSONAL FINANCIAL INTEREST/PROTECTION OF SENSITIVE INFORMATION
AGREEMENT

This Agreement refers to Contract/Order _____ entered into
between the Department of Veterans Affairs and _____ (Contractor).

As an employee of the aforementioned Contractor, I understand that in connection with
my involvement in the support of the above-referenced Contract/Order, I may receive or
have access to certain "sensitive information" relating to said Contract/Order, and/or
may be called upon to perform services which could have a potential impact on the
financial interests of other companies, businesses or corporate entities. I hereby agree
that I will not discuss or otherwise disclose (except as may be legally or contractually
required) any such "sensitive information" maintained by the Department of Veterans
Affairs or by others on behalf of the Department of Veterans Affairs, to any person,
including personnel in my own organization, not authorized to receive such information.

"Sensitive information" includes:

      (a) Information provided to the Contractor or the Government that would be
          competitively useful on current or future related procurements; or

      (b) Is considered source selection information or bid and proposal information as
          defined in FAR 2.101, and FAR 3.104-4; or

      (c) Contains (1) information about a Contractor's pricing, rates, costs, schedule,
          or contract performance; or (2) the Government's analysis of that information;
          or

      (d) Program information relating to current or estimated budgets, schedules or
          other financial information relating to the program office; or

      (e) Is properly marked as source selection information or any similar markings.

Should "sensitive information" be provided to me under this Contract/Order, I agree not
to discuss or disclose such information with/to any individual not authorized to receive
such information.   If there is any uncertainty as to whether the disclosed information
comprises "sensitive information", I will request my employer to request a determination
in writing from the Department of Veterans Affairs Contracting Officer as to the need to
protect this information from disclosure.

I will promptly notify my employer if, during my participation in the subject
Contract/Order, I am assigned any duties that could affect the interests of a company,
business or corporate entity in which either I, my spouse or minor children, or any
member of my immediate family/household has a personal financial interest. "Financial
interest" is defined as compensation for employment in the form of wages, salaries,
commissions, professional fees, or fees for business referrals, or any financial

investments in the business in the form of direct stocks or bond ownership, or partnership interest (excluding non-directed retirement or other mutual fund investments). In the event that, at a later date, I acquire actual knowledge of such an interest or my employer becomes involved in proposing for a solicitation resulting from the work under this Contract/Order, as either an offeror, an advisor to an offeror, or as a Subcontractor to an offeror, I will promptly notify my employer. I understand this may disqualify me from any further involvement with this Contract/Order, as agreed upon between the Department of Veterans Affairs and my company.

Among the possible consequences, I understand that violation of any of the above conditions/requirements may result in my immediate disqualification or termination from working on this Contract/Order pending legal and contractual review.

I further understand and agree that all Confidential, Proprietary and/or Sensitive Information shall be retained, disseminated, released, and destroyed in accordance with the requirements of law and applicable Federal or Department of Veterans Affairs directives, regulations, instructions, policies and guidance.

This Agreement shall be interpreted under and in conformance with the laws of the United States.

I agree to the Terms of this Agreement and certify that I have read and understand the above Agreement. I further certify that the statements made herein are true and correct.

_____
_____
Signature and Date   Company

_____
_____
Printed Name   Phone Number

APPENDIX B

The Value Realization Framework (VRF) leverages concepts from the Balanced Scorecard to "translate an organization's mission and strategy into a comprehensive set of performance measures" and contextualizes these measures for service delivery.

Mission Essential Functions (Ex. Clinical)
Providing the best quality and effectiveness on healthcare and benefits services to Veterans without error and harm in order to return the Veterans to a state of comfort and peace.

Process Improvement
Improving efficiency in completing all tasks required for providing the best services to the Veterans.

Financial
Providing cost-effective services to Veterans while maintaining their quality.

Veteran Satisfaction

Providing health care and benefits services with respect, compassion and empathy, by exceeding the needs and expectations of Veterans and their family members.

Employee Satisfaction
Providing pathways for VA employees to serve Veterans in models that are more effective, efficient, sustainable and conducive to restoring and preserving professional satisfaction.

Learning & Growth
Promoting a knowledge-based culture of best practices and standards in order to improve the performance and outcomes throughout the organization.