



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

Office of Electronic Health Record Modernization (OEHRM)

EHRM and Centralized Scheduling Solution Operations

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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.

The Contractor shall provide and support the comprehensive EHR solution and services that were procured in the EHRM deployment task orders executed under the VA Electronic Health Record Modernization (EHRM) IDIQ. As part of these activities, the Contractor shall operate and maintain all hardware and software used in the deployment of the Contractor solution at the IOC sites. In addition, the Contractor shall provide help desk support, as well as conduct additional operations testing to ensure the continued capability of the EHRM solution at all deployed sites. The Contractor shall also provide operational support for the Centralized Scheduling Solution (CSS) as it is deployed. For the purposes of this PWS, the VA EHR solution will be referred to as the VA Electronic Health Record Modernization (EHRM).

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2.0 APPLICABLE DOCUMENTS

The documents in Paragraph 3.0 in the EHRM Basic PWS apply to the performance of this effort. As a result, there are no additional referenced documents.

3.0 SCOPE OF WORK

The Contractor shall sustain the software and hardware technical solutions that were incorporated as part of the Site Deployment activities for all sites. Unless otherwise specified, the operations work defined in this Task Order will begin upon go-live of the first IOC site. Operations tasks include the following:

- Project Management
- Regional Leadership Model
- Help Desk Support
- User Provisioning
- Major Incident Management
- Technical Operations
- Release Management
- Operations Training
- Solution Support
- Value Management
- Contractor Provided Hardware
- Centralized Scheduling Solution (CSS) Operations Support
- Additional Operational Support

3.1 APPLICABILITY

This Task Order (TO) effort PWS is within the scope of section 5.7, "Sustainment," of the EHRM Basic PWS. Additionally, this TO PWS is within the scope of section 5.2.1.2, "Hardware Requirements" and Section 5.2.3, "Software Maintenance" 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

Unless otherwise specified, the operations work defined in this Task Order will begin upon go-live of the first IOC/CSS site. The base period of performance (PoP) shall be 12-months and includes multiple optional tasks. Specifically, for the base period, the Contractor shall provide operations support to Health Information Exchange (HIE) as

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described in PWS tasks 5.1-5.11 tailored to the requirements of the deployed functionality, as well as ongoing operations readiness activities as required.

4.2 PLACE OF PERFORMANCE

Efforts under this TO shall be performed at the contractor site, deployed sites and their associated facilities, and any VA location identified for EHRM or CSS test evaluation, user test activities or training activities such as EHRM/CSS program office in Washington DC or VA simulation learning centers.

Base period operations shall support the HIE.

Option period locations may include the following locations and their associated facilities:

- a) VISN 20 – Mann-Grandstaff VAMC, Spokane, WA including West Consolidated Patient Account Center (CPAC) – Las Vegas, NV
- b) VISN 20 – Puget Sound: Seattle VAMC, Seattle, WA and American Lake VAMC, Tacoma, WA
- c) Centralized Scheduling Solution (CSS) deployment sites in Columbus, OH
- d) Centralized Scheduling Solution (CSS) deployment sites in Cleveland, OH

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. Anticipated locations include, but are not limited to, Kansas City, MO; Washington, DC; Veterans Service Integrated Network (VISN) 20 IOC site locations, West CPAC, Columbus OH, and Cleveland OH. The Contractor shall review travel under this TO on a quarterly basis. Based on this quarterly review, the Contractor shall inform VA of project risks related to travel.

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.

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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 on the Government assessment of the requirements of this TO, the Government estimates that the following GFE will be required by this TO:

Standard laptops: 20

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.

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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 provide maintenance and support for the EHRM solution, including the Millennium and HealthIntent products, all other Contractor delivered software as well as third-party licenses comprising the solution, Contractor-developed interfaces, Integrated devices, license renewals, Contractor-provided hardware at all deployed locations. The Contractor shall provide operational training, change management, value management, and revenue cycle support as well as managed services and transaction services. During the base period, 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 the base period 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. The Contractor shall update the Operations RACI (Responsible, Accountable, Consulted and Informed) Matrix provided under TO 6 as required.

The Contractor shall include a subsection specific to CSS in the CPMP.

Deliverable:

- A. Contractor Project Management Plan (CPMP)

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5.1.2 REPORTING REQUIREMENTS

The Contractor shall provide a Monthly Progress Report in accordance with Section 9.6.1.1 of the EHRM Basic PWS. The Contractor shall include a subsection specific to CSS in the Monthly Progress Report.

Deliverable:

- A. Monthly Progress Report

5.1.3 OPERATIONS MEETING SUPPORT

Kickoff:

The Contractor shall hold a kickoff meeting within ten (10) days after TO award. The Contractor shall present, for review and approval by the Government, the details of the intended approach, work plan, and project schedule for each effort. 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 ten (10) calendar days after the meeting). The Contractor shall invite, at a minimum, the Contracting Officer (CO), Contract Specialist (CS), COR, and the VA PM.

Bi-Weekly Stakeholder Meeting:

The Contractor shall conduct regular status and review meetings on a bi-weekly basis (every other week) to discuss upcoming actions, risks, issues.

Quarterly service review:

The Contractor shall conduct a quarterly service review of all operations support activities. The Contractor shall schedule and conduct a walkthrough of service review findings with VA stakeholders.

VA Change Control Board:

The Contractor shall participate in enterprise VA change control board meetings as requested. The Contractor shall provide insight on the scope and impact of proposed changes on the VA EHRM solution set. Additionally, the Contractor shall provide input on any DoD coordination required for proposed changes.

The Contractor shall regularly engage with VA in change planning of areas owned by VA that may impact the EHRM system. Such areas may include but are not limited to:

- a) Physical plant (HVAC, structural, power, etc.)
- b) Local network infrastructure

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- c) Enterprise network
- d) VA-owned and maintained systems
- e) Business Process
- f) Telecom infrastructure

5.1.4 COORDINATION WITH EHRM DEPLOYMENT

The Contractor shall coordinate with the appropriate EHRM teams to ensure that sustainment expansion, and additional capabilities are included in operational activities of this Task Order. The Contractor shall work with VA to ensure that there is a smooth handoff between post-deployment support and operation/sustainment activities. The Contractor shall support the VA in the identification of new tasks and expansion of existing tasks as required to support the on-going enterprise deployment.

5.2 REGIONAL AND LOCAL SUPPORT

5.2.1 REGIONAL LEADERSHIP MODEL

The Contractor shall establish and support a regional (VISN) leadership model that provides early EHRM engagement throughout sustainment. It will be comprehensive across all workstreams represented in the field and span both implementation and sustainment work (pre and post go live) through all waves in that VISN. The model will align to how the VISN and OEHRM operate and be replicated across future VISNs. The Contractor shall provide VISN executive leadership team support to manage coverage across the people, functions, and operations. The Contractor shall staff three leadership positions as well as a support team that will be located at a pre-determined, regional location. Leadership positions shall include a delivery partner, a functional executive, and a client accountable executive.

The Delivery Partner responsibilities include:

- a) Advocate for the VISN roadmap and strategy into enterprise planning activities
- b) Aggregate and prioritize client requests and needs to support continuous improvement
- c) Synchronize the seamless delivery of all platform and delivery organizations for the benefit of the client
- d) Proactively monitor and analyze client system key indicators to ensure optimal performance and availability, including risk assessment and mitigation
- e) Manage communications with aligned VA and Contractor subject matter experts
- f) Establish and maintain effective lines of communication
- g) Responsible for effective executive reporting and project management of issues
- h) Work with the broader delivery executive community to identify and measure improvement areas
- i) Ensure alignment to the VISN technical community
- j) Responsible for working with the facilities on the process for submitting changes to the system (the mechanism for local governance)
- k) Responsible for reporting and supporting a quarterly executive review
- l) Support the Identification and prioritization of training needs

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The Functional Executive responsibilities include:

- a) Manage communications with aligned VA stakeholders and Contractor subject matter experts
- b) Establish and maintain effective lines of communication
- c) Help determine and prioritize VISN functional optimization and veteran outreach projects
- d) Advocate for VISN functional and value achievement strategy
- e) Integrate all efforts across applicable functional workstreams such as, physician, nursing, ancillaries, revenue cycle and population health
- f) Ensure functional adoption
- g) Ensure alignment to VISN functional community
- h) Serve as the liaison for functional enterprise standards and governance
- i) Responsible for reporting and supporting a quarterly executive review
- j) Support the Identification and prioritization of change management

Client Accountable Executive responsibilities include:

- a) Support the overall “health” of the VISN on EHRM related activities that fall outside of delivery and functional pillars
- b) Manage communications with aligned VA and Contractor subject matter experts
- c) Establish and maintain effective lines of communication, includes but not limited to, VSOs, state and local delegation, unions and partners
- d) Maintain communications with OEHRM
- e) Serve as the entry point for non-VISN 20 visits
- f) Responsible for Contractor and OEHRM partner relationships
- g) Responsible for hosting a quarterly executive review
- h) Plan and lead strategic road mapping sessions
- i) Use the agreed upon governance process to propose solutions and services tailored to the client’s needs and vision
- j) Manage a national client relationship and advocate for the client within Contractor
- k) Build and maintain strategic partnerships at all levels across the client organization
- l) Oversee all Contractor-related engagements with the client to achieve consistency in strategy, messaging and quality of interaction

5.2.2 VISN AND VAMC SUPPORT MODEL

The Contractor shall provide support after the system is activated to provide continuous coverage with resources that support the VISN, VAMCs and associated clinics, including but not limited to:

- a) **Enterprise Support Coordination:** Supports EHRM as the first tier in issue resolution and critical immediate-response needs (front and back end). Manages

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change requests from VA medical centers (VAMCs) in coordination with the VA functional change control process.

- b) **Change Management and Communications:** Ensures the change network is continuously supported through new scope additions or system upgrades. Works with enterprise teams to capitalize on sharing proactive messages from existing VISNs to facilities in the process of implementing EHRM.
- c) **Upgrade Center and Consulting:** Engages after enterprise approval of a system or code upgrade to coordinate efforts across VISN teams and facilities.
- d) **Learning:** Supports new training and adoption efforts. Consists of VISN and VAMC-based learning staff.
- e) **Technology and Local IS Support:** Supports the maintenance and monitoring of deployed hardware and devices. Consists of VISN and VA medical center-based team members who work closely with the Office of Information and Technology (OIT) and information system (IS) support teams on EHRM local issues.
- f) **Nurse Support:** Helps on-site nurses adopt EHRM through various activities, such as ensuring workflows are standardized and evidence based. Supports local nursing community with EHRM-related governance and updates to standard operating procedures.
- g) **Clinical Ancillaries:** Helps on-site clinical ancillary personnel adopt EHRM through various activities.
- h) **Physician Support:** Helps on-site providers and medical students adopt EHRM through various activities. Supports physician group meetings and continuous advancement efforts.
- i) **Continuous Performance Improvement:** Measures and monitors site and VISN improvement as well as value achieved post-go live. Assists with identifying new value metrics focused on system optimization or care improvement and suggests potential optimization projects based on data.
- j) **Population Health and Veteran Outreach Strategy:** Maintains governance in support of population health initiatives, cultivates value achievements, and develops advanced strategic initiatives to maximize the efficiency and effectiveness of population health priorities.
- k) **Revenue Cycle:** Monitors revenue cycle metrics and aligns with leadership at CPAC. Supports on-site revenue cycle personnel adoption of EHRM.

5.3 MANAGED SERVICES

The Contractor shall provide managed services for EHRM deployments. These services consist of the EHRM Service Desk, Application Management Services (AMS), Engineering/Development, Configuration/Technical Change Management Support, and Problem Management. Depending on the nature of the service required, any one service item may pass through any or all support services listed below.

The Contractor shall provide functional and technical support for EHRM System incidents at the VISN and enterprise levels. These services cover the standard four-tier help desk model and extend beyond the four tiers to cover:

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1. **Tier 1** – Resolution of basic requests such as password resets (not including passwords related to PIV access or non-Contractor systems), navigation assistance and other high-volume issues.
2. **Tier 2** – Escalation of issues that cannot be resolved at Tier 1 and require additional expertise and investigation; Contractor-managed and delivered.
3. **Tier 3** – Resolution of complex problems escalated from Tier 2
4. **Tier 4** – Highest level of support, includes incidents escalated from Tier 3 that require engineering and IP to identify and correct system-, hardware-, and code-level defects of the greatest complexity
5. **Configuration/Technical Change Support**
6. **Problem Management**
7. **Preventive/Proactive Maintenance**
8. **User Provisioning**

Managed service support provided by the Contractor shall comply with the Help Desk Service Level Agreement defined in the overall EHRM IDIQ. The Contractor shall communicate ticket status to the originator of the ticket by phone or email.

In the performance of Managed Service Support, the Contractor shall communicate to ESD via the bi-directional help desk interface to document the ticket status, close all service tickets, and record the resolution to the problem.

The Contractor shall provide statistics, issues, trends, and aging information of all tickets across all tiers in the Monthly Progress Report. Statistics shall include the number of tickets received and resolved by Tier, number of tickets exceeding resolution time SLA, open items of note, and remediation plans. The Contractor shall include an analysis of ticket trends to identify opportunities to review/expand training or modify workflows to reduce future issues.

5.3.1 EHRM SERVICE DESK

The Contractor shall provide EHRM Service Desk support including:

- a) Provide 24x7x365 coverage (after hours, weekends and holidays)
- b) Coordinate Contractor and VA service desk processes and language, including ticket grouping, severity assignment, categorization and ticket classification
 - a. Bi-directionally conduct warm hand-off calls between VA ESD and EHRM Service Desk
- c) Maintain bi-directional interface to the ESD COTS ticketing system via established APIs ensuring that relevant resolution information is updated to the ESD ticket.
- d) Receive, log, and track EHRM incident and trouble tickets re-routed from VA ESD for entry to the EHRM Service Desk process
- e) Any ticket issued with patient safety implications will be fast tracked, resolved as quickly as possible and reported back to the VA ESD

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- f) Pass any incidents received by the EHRM Service Desk that do not relate to the Contractor system back to the VA ESD Help Desk (to include transfer of a caller) for troubleshooting and continued resolution
- g) Respond to incident tickets within standard criticality response times
- h) Gather information for deeper troubleshooting by Cerner Application Management Services (AMS) as required
- i) Provide Tier 1 Knowledge Base for Knowledge Articles and Frequently Asked Questions (FAQ) for incident resolution
- j) Develop Tier 1 triage and hand-off scripts

In addition, the Contractor shall provide 24/7/365 Consumer Support to Veterans to resolve technical issues with the HealthLife patient portal and Wellness programs including access, navigation and third-party device integration concerns.

5.3.2 APPLICATION MANAGEMENT SUPPORT

The Contractor shall provide Application Management Services (AMS) for the EHRM solution and Contractor-developed interfaces which include issue management, troubleshooting, application configuration/maintenance, and proactive monitoring.

The Contractor shall perform the following under AMS:

- a) AMS Liaison. Provide a local Support Services Owner (SSO) for each VISN and a Regional Client Executive (RCE) for each region to manage the AMS support relationship.
- b) Incident Management. Identify, assess impact, report, track, escalate, notify and resolve Incidents that occur within the EHRM applications.
- c) Application Change Management. Process responsible for changes to EHRM applications to promote business benefit while minimizing the risk of disruption to services. This process directs the building, testing, risk assessment and validation of those application changes that have been given approval in a non-production environment prior to being configured into the live EHRM system.
- d) Change Control. Ensure that the standardized methods and procedures are used and followed for efficient and prompt handling of all changes to the EHRM applications.
- e) Content Management. Ensure that standard content such as Multum, ICD-10, CPT-4 is updated on a monthly, quarterly or yearly basis.
 - o Multum content will be updated as needed, based on release schedule.
- f) Report Management. Maintenance of Contractor-developed custom reports (CCL, PowerInsight, Discern, etc.) needed for the EHRM applications.
 - 1. Contractor shall make modifications to Contractor-developed custom reports or rules to address changes requested by VA personnel, as well as those required for release upgrades and content updates.
 - 2. Creation of 25 new custom CCL reports per contract year and additional new custom reports can be accommodated using Optional Task 5.13. Modifications to existing production custom CCL reports impacting more

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than 25% of the CCL code shall be considered new custom report development.

3. Modifications to source code, addition of custom tables, and custom scripting (involving insert, update, and/or delete statements) are not considered custom report maintenance and can be accommodated using Optional Task 5.13.
- g) 24x7x365 Application Monitoring. The process that measures and evaluates the performance of an application and provides the means to isolate and rectify any abnormalities or failures. The Contractor shall monitor the following transactions:
 1. Operations Jobs
 2. Print Jobs
 3. Chart Servers
 4. Faxing
 5. Contractor-provided Interfaces
- h) Problem Management. Identify root cause and corrective or preventative action for one or more incidents.
- i) Monthly Reporting. Provide reporting on service performance metrics, proactive reviews, progress updates on outstanding issues, and identification of continuous improvement opportunities.

5.3.3 ENGINEERING/DEVELOPMENT SUPPORT

The Contractor shall provide engineering/development support including:

- a) Code defect identification and resolution
- b) Critical issue resolution
- c) Application and architecture defect correction
- d) Incremental package release via Cumulative Service Packs (CSPs), Exception Packages, and Code Baselines

5.3.4 CONFIGURATION /TECHNICAL CHANGE MANAGEMENT SUPPORT

EHRM configuration requests, enhancements or improvements received as change requests from the Service Desk will be submitted by the Contractor to VA for approval. The Contractor shall implement approved updates following priorities identified by VA.

Changes requiring significant development will be executed as consulting services projects and executed through Optional task 5.13 (EHRM) or 5.14 (CSS) of this task order. Criteria for changes requiring consulting services may include but are not limited to:

- Design and/or build of additional Licensed Software
- Implementation or a comprehensive redesign of the Licensed Software or user workflows
- Facility or clinic rollouts

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- Changes that must be implemented against specific milestone dates
- Technical infrastructure required to run the Licensed Software
 - Including medical device implementations
- Modifications to third party software
- Modifications to source code or addition of custom tables
- Development of interfaces, custom reports, or Discern rules
- Development of Discern Advisors, mPages, and National Hospital Inpatient Quality Measures (NHIQM)

5.3.5 PROBLEM MANAGEMENT

The Contractor shall provide Problem Management support to focus on preventing incidents from recurring, minimizing the impact of incidents that cannot be prevented, and driving operational efficiency.

The Contractor shall manage the lifecycle of all problems, where a problem is defined as the unknown cause of one or more incidents. Problems can also be identified from a single significant incident, indicative of a single error, for which the cause is unknown, but for which the impact is significant. The lifecycle includes proactive activities to detect and prevent future problems/incidents by diagnosing the root cause of incidents, determining the resolution of those incidents, the development of a known error sub-process to allow quicker diagnosis and resolution if future incidents do occur, and ensuring that the resolution is implemented through appropriate change control procedures.

The Contractor shall:

- a) Perform the activities required to diagnose the root cause of problems.
- b) Implement the resolution through the appropriate change management and release management procedures.
- c) Maintain lessons learned about problems and the appropriate workarounds and resolutions, so that the VA and the Contractor can reduce the number and impact of incidents over time.
- d) Track key indicators in the Monthly Progress Report to include
 1. High impact problems and time to resolution,
 2. Number of open problems and their respective impact
 3. Total view of problems not resolved within agreed upon time frames.
- e) Trends of number of problems being reported by category with the resulting resolutions.

5.3.6 PREVENTIVE/PROACTIVE MAINTENANCE

The Contractor shall conduct ongoing analysis of the EHRM solution to determine preferences, purging, and other settings that may impact the optimal use of the System.

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All settings found to be not aligned with recommendations will be documented and presented to VA to determine priorities, at which point the Contractor will begin the necessary proactive changes following approved change management practices. If VA chooses not to pursue specific recommendations, the Contractor will note the recommendation as "overridden" and will provide a report of all "overridden" recommendations at the next quarterly service review.

5.3.7 USER PROVISIONING

The Contractor shall provide account provisioning, maintenance, and termination services for EHRM solution users. VA will be responsible for VA enterprise credentials, password resets as well as incidents not related to EHRM systems. The Contractor will be responsible for the Contractor issued credentials and password resets. VA will identify individuals and provide associated attributes, permissions, and all required approvals necessary for a VA user to be provisioned in the EHRM system. The Contractor shall provide Provisioning Standard Operating Procedures outlining all requested attributes, all mandatory attributes, permission choices, and process steps required for all EHRM systems. The Contractor shall process all provisioning requests received within the timeframe identified in the agreed upon SLA.

The Contractor shall perform the following activities under User Provisioning:

- a) Perform provisioning work within the system boundary
- b) Maintain Account Provisioning Standard Operating Processes for creation, termination, modifications, and escalations
- c) Provide self service capabilities to update user level attributes
- d) Participate in annual audit of access to systems to validate that system access controls are effective as required by VA Policy
- e) Maintain individual users' accounts only as approved through Account Provisioning SOP, including contractor and partner accounts
- f) Remove all system access to EHRM solutions for separated users as defined in the Account Provisioning SOP
- g) Provide ability to maintain segregation of VA and DoD provisioning and separation requests to avoid adverse impact to Dual Users

Deliverable:

- A. Account Provisioning Standard Operating Procedure (updated annually)

5.4 MAJOR INCIDENT MANAGEMENT

Major incidents are defined as the sub-category of incidents having significant impact or urgency, requiring engagement and response processes beyond that of routine incidents. Major incident response is handled jointly with the Contractor hosting team – with system outages and cyber-attacks primarily handled by hosting, and solution-related incidents covered in this Operations TO.

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The Contractor shall perform the following duties in support of the Major Incident Management process:

a) Incident Communication

The Contractor shall provide a single point of contact for escalation services. The Contractor's Situation Manager will provide frequent communication and drive issue resolution during a major incident. Upon notification of a major incident Situation Manager will immediately be engaged to coordinate dedicated contractor resources on a conference bridge call until issue resolution or VA acceptance of an alternative workflow. The Contractor shall provide:

1. Initial Mission Critical team will be directly engaged upon triage of major trouble reports from EHRM Service Desk, proactive monitoring teams or other teams agreed upon between VA and the Contractor.
2. Initial triage and classification of major incident will determine action items. The more critical in nature, the more frequent the communication and immediacy of additional technical team engagement.
3. Frequent communication with primary stakeholders including issue status, feedback from client contacts, additional technical engagements as needed.
4. Collaboration with support leadership to ensure continuity of updates to affected client contacts and sites.
5. Collaboration with resources for system restoration and application/solution related issues.

b) Incident Project Manager

The Contractor shall provide a project manager that will oversee the major incident management process. This project manager will:

1. Act as a liaison between VA and Contractor stakeholders
2. Provide root cause analysis for each major incident within the agreed upon Service Levels
3. Strategize on preventative actions with VA to limit incidents
4. Communicate lessons learned to VA's Incident and Problem Management Team to avoid similar incidents for future implementation sites

5.5 RELEASE MANAGEMENT

The Contractor shall coordinate VA/DOD joint code strategy across environments, releases, training and upgrades.

5.5.1 UPGRADE MANAGEMENT

The Contractor shall plan, build, test, and deploy EHRM solution releases to include:

- a) Roadmap and schedule all upgrade projects

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- b) Coordinate release with the system development lifecycle components: Engineering Management, Program/Project Management, Requirements Management, Strategic Investment Management, Development Management, Cybersecurity Management, Infrastructure Management, Logistics & Lifecycle Sustainment Management, Test Execution, Change and Configuration Management, Transition Planning, Scheduling, and Build and Deployment Management
- c) Establish a common understanding of each EHRM System release between the Functional, Business and Technical Stakeholders
- d) Identify and manage risks to successfully deploy each EHRM System release
- e) Create and maintain the application and technical assessments in support of ATO documentation
- f) Complete build required for the upgrade
- g) Test the majority of functionality, following criteria specified in the Joint Master Test Plan, in one non-production environment (does not include testing every user and every build tool)
 - a. Testing will include two major end-user roles identified by VA for each solution
 - b. Testing will be based on a detailed test script developed by the Contractor based upon recommended approach and VA input gathered from solution assessments and VA-provided test scripts
- h) Update the EHRM current production code level to Contractor's latest code level or approved STP (Solution Testing Partner) release at the time of the project
- i) During upgrade projects and up to four (4) weeks after deployment into production, provide issue resolution support to EHRM VA Test & Evaluation sustainment team during system and integration validation testing. Support services include responding to issues found during VA sustainment testing, resolving issues/fixing and documenting fixes, and repeating sustainment testing cycle as necessary. Exit criteria will be defined for VA sustainment testing and the move to production installation.
- j) Create Release Notes describing system updates

Deliverable:

- A. Release Notes

5.5.2 OPERATIONS TESTING

The Contractor shall perform activities for package installs or upgrades to the EHRM system. Through the Contractor's Upgrade Center Managed Services (UCMS), the Contractor shall:

- a) Identify and help prepare the non-production upgrade environment, create Upgrade Center regression test scripts for sustainment testing and installation (excluding interface, third-party testing, local devices, and custom CCL testing)

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- b) Provide test cases, scripts and perform contractor regression testing, continuous package testing
- c) Provide the non-production environment (mock domain), and test data, for contractor and VA Test & Evaluation sustainment testing, and installation
- d) Install upgrade into production after meeting exit criteria for sustainment testing and appropriate VA approvals are completed
- e) Collaborate with VA in accordance with the VA processes to support releases of VA supported software that impact EHRM systems

5.6 TECHNICAL OPERATIONS

5.6.1 TECHNICAL OPERATIONS SUPPORT

The Contractor shall ensure that software and hardware maintenance requirements are met. Maintenance consists of upgrades, correcting faults, modifications improving performance or other attributes, and adapting to a changing organization and technical environment. Maintenance includes responding to issues identified by system monitoring data.

The Contractor shall monitor External Systems Inbound (ESI) logs for interface failures. When a failure is identified, a ticket will be logged for resolution. Tier 3 support tickets will be logged for any issues requiring resolution from an external system. In addition, the Contractor shall provide support for HL7 messages generated from Cerner Millennium.

Contractor-developed interfaces shall be supported throughout the PoP of this and following operations Task Orders. For all modifications to Contractor-developed interfaces, the Contractor shall provide the required Veteran-Focused Integration Process (VIP) documentation and updated Interface Control Documents (ICD).

The Contractor shall support Contractor-developed EHRM VA-side interfaces for a minimum of 90-days after go-live. After 90 days and upon VA approval, if the interface is stable and without incident, the Contractor may transition support of the interface to the appropriate VA technical team for maintenance. Transition of these VA-side EHRM interfaces includes a meeting between VA technical staff and Contractor in which descriptive documentation of the interface code is delivered and maintenance requirements and procedures are documented.

The Contractor's EHRM operations support shall include all manpower, maintenance, and support activities conducted by the Contractor to ensure the operation and performance of EHRM. A VA facility transitions into operations support no earlier than Go-Live and no later than completion of post-implementation/Go Live support period. At the completion of the twelve (12)-day Command Center support provided under the deployment TO, new tickets will be transferred to the Operations TO for continued support.

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The Contractor shall include a summary of technical operations activities and issues in the Monthly Progress Report.

5.6.2 CONTRACTOR PROVIDED HARDWARE

5.6.2.1 HARDWARE MAINTENANCE

The Contractor shall maintain Contractor-provided local hardware that is not included as part of the Hosting Task Order, specifically, the Cerner Connectivity Engines, Connectivity Engine Terminal Servers, Device Adaptors, CareAware Connect devices. Support for this hardware includes support under Cerner Advance Exchange services which includes the following:

1. Replacement of hardware that is non-functional and not at end-of-life
2. Install new hardware and de-install old hardware
3. Repair or dispose of any un-installed hardware

Other Contractor-provided local hardware will be supported under the manufacturer's warranty.

5.6.2.2 CYBERSECURITY

The Contractor shall monitor and maintain application security for iAccess End User Devices (EUDs), 724 EUDs, Cerner Connectivity Engines (CCE) and CCE Terminal Servers by periodic releases of software versions. The VA will complete routine scans on the devices and the Contractor shall work to resolve any outstanding issues. The contractor shall be provided access by the VA to the enterprise deployment tool (ex. SCCM) for software deployment for iAccess and 724.

The forward deployed stack will be monitored and managed using Cerner commercial tools as well as VA tools.

Deliverable:

- A. Monthly Continuous Monitoring (ConMon) Scan report

5.6.2.3 SECURITY INCIDENT MANAGEMENT

All security investigations will be part of a joint CSSP effort and will follow the Joint Incident Response Plan for incident roles, responsibilities and notification timeline. Following the Joint Incident Response Plan guidelines, security logs will be fed in real time or near real time to the CSSPs to ensure all CSSP analysts have logs available and logs that are not available will be made available. All actions taken through incident investigations, evidence collections, and notifications and response will be governed by

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the Joint Incident Response Plan which will be agreed upon by CSSPs participating in the monitoring and protections of this environment.

5.6.2.4 SECURITY COMPLIANCE / PLAN OF ACTION and MILESTONES (POAM)

In the event a POAM is created for a security, privacy, or other programmatic or system level weaknesses, the Contractor shall assist VA in completing the required activities and milestones in support of the issue being resolved fully and timely in accordance with the established POAM for findings in scope. VA will consider Contractor input when determining whether a POAM is required. Determination of the need to create POAMs will be the exclusive decision of the VA EHRM System Owner, or his or her designee. The Contractor shall collaborate with VA on the content, timeline, and implementation assessment of POAMs.

5.7 TRAINING AND CHANGE MANAGEMENT

5.7.1 CHANGE MANAGEMENT

The objective of the Change Management Sustainment Strategy is to provide the VISN/VAMC and associated facilities with support the end user experience after go-live and new capability deployments by designing and delivering targeted Organization Change Management interventions. To accomplish this the contractor shall create and support the execution of a Sustainment Change Management Plan.

The contractor shall:

- 1) Attend ongoing Change Leadership Team (CLT) meetings to support ongoing change management activities at each site.
- 2) Establish and participate in end user group forums to capture “voice of the customer” feedback to inform new system, workflow, and/or human capital requirements.
- 3) Monitor key change management metrics to, as necessary, create site-specific change management interventions to be executed in partnership between the Cerner Sustainment CM resource, VA CLTs and VA Super Users.
- 4) Support the development and delivery of key site sustainment communications, targeting continued awareness, desire, knowledge, ability, and reinforcement. Sustainment communications might include:
 - Executive and senior leaders continue to communicate the *WHY*
 - Direct supervisors continue to communicate directly with employees: recognize new behaviors, acknowledge specifically what they need to do differently. Continue to connect the change to what is important to them.
 - Two-way channels to gather feedback, troubleshoot
 - Report on pre-determined metrics re: user adoption, proficiency, others
 - Awareness of new tip sheets and/or job aids
 - Future capability set information
 - Good news stories/share successes

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Deliverables:

- A. Site Sustainment Change Management Plan
- B. Draft Agendas and materials for CLT and End User Group Forums

5.7.2 END-USER OPERATIONS TRAINING

The Contractor shall provide the following:

- a) Execution of the IOC Sustainment Training Plan provided in the IOC deployment Task Order (TO1) for New Hire training for new employees that arrive on station at IOC after initial end user training is complete. The sustainment training period begins immediately after go-live at each site. Execution of training is dependent on VA approval of the IOC Sustainment Training Plan no later than 60 prior to go-live.
- b) Training will be provided for the following:
 - a. New employees based on the site calendar (typically every two weeks). Training will be role-based and meet all requirements for access to the system
 - b. Employees changing roles to meet new role requirements
 - c. Health Professional Trainees as required
- c) Execution of the IOC Sustainment Training Plan provided in the IOC deployment Task Order (TO6) for Health Professional Trainees that is appropriate to the duties and responsibilities of the position and the duration of the assignment. Execution of training is dependent on VA approval of the IOC Sustainment Training Plan no later than 60 prior to go-live.
- d) Provide sustainment training for existing employees based on EHRM updates as needed and agreed upon by VA/Cerner.
- e) Provide Sustainment training on additional EHRM capabilities/solutions that impact less than 10% of the total number of end-users per site.
- f) Execution of Cerner/VA will perform scheduled refresher training (Classroom, one on one, or over the shoulder) for existing employees based on identification of a need using both subjective and objective reporting (supervisor identification, Lights On and Advance data, other reporting).
- g) No more than 90 days after go-live deliver a Train-the-trainer training program plan to support identified national program offices to align training for offsite trainer groups that support deployed locations. Train-the-trainer training will be initiated after Puget Sound Go Live and upon Cerner/VA agreement on schedule and attendees.

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- a. Start date of the Train-the-trainer training program for Puget Sound training staff may vary from the national program office aligned training dates per approval from VA/Cerner leadership.
- h) Maintain a training strategy that encompasses the above groups required for VA review and approval
- i) Using VA-approved training plan deliverables, execute a VA-approved multi-platform training strategy in alignment with our EHRM deployment training strategy approach.
 - 1. Training will be role-specific and based on approved workflows for each role
 - 2. Training will include proficiency checks to ensure comprehension
 - 3. Training materials will be SCORM and 508 compliant
 - 4. Training will be scheduled and administered using the VA Talent Management System
 - 5. Proficiency checks will be administered using the VA Talent Management System
 - 6. Student data reporting will be administered using the VA Talent Management System
- j) Maintain and update the Training Domain to reflect updates to the production domain in alignment with the Enterprise established train domain change windows and update cycles.
- k) New or existing training material updates will follow the established Enterprise content development process and will be provided for government review and approval
- l) Work with VA on the identification and validation of the adequacy of training facilities and resources to meeting site training requirements for sustainment training. Identification of facilities and resources must be completed no later than 45 days prior to go-live to ensure successful training. Providing alternate training facilities, if requested by the government, shall require additional level-of -effort not included in this Task Order.
- m) Provide a monthly schedule of upcoming training events. Provide a monthly training status report that includes approved training metric data.

Deliverables:

- a) New Hire/Sustainment Monthly Training Status Report
- b) Train-the-Trainer Training Program Plan

5.8 REVENUE CYCLE SUPPORT

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The Contractor shall provide transition, contract management, and patient accounting services in support of revenue cycle operations:

5.8.1 REVENUE CYCLE TRANSITION SERVICES

The Contractor shall provide dedicated revenue cycle specialists to help augment and manage accounts receivable during the transition from the legacy system to Cerner Revenue Cycle solutions. Types of dedicated support shall include dedicated medical billing specialist resources, dedicated HIM end user coding support resources, and dedicated Community Care support resources. The transition services provided will include:

- a) Contractor shall monitor standard reporting metrics produced by the applicable solution(s).
- b) Monitor of work queue volumes and client workflows.
- c) Work to perform edits and rejections in Patient Accounting solution as well as the claims scrubber.

5.8.2 REVENUE CYCLE CONTRACT MANAGEMENT SERVICES

The Contractor shall:

- a) Interpret, configure, review and correct, VA reimbursement arrangements in Production Environment for Contracts associated with billing and reimbursement.
- b) Test and validate new reimbursement terms for accurate interpretation and calculation
- c) Facilitate usage to accurately “net” reimbursement groups to appropriate expected reimbursement amount
- d) Perform requested updates to support new contract terms and recalculate applicable encounters
- e) Maintain provider values tables for Medicare/Medicaid schemes
- f) Incorporate modifications to current contract period in system as new terms are identified or negotiated by VA

5.8.3 PATIENT ACCOUNTING MONITORING AND RESOLUTION

The Contractor shall monitor all Electronic Remittance Advice (EDI 835) failures and identify root cause. The Contractor shall submit a change request to the governing change control body for any significant system build changes, and following VA approval, the Contractor’s support team will resolve.

5.9 TRANSACTION SERVICES

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The Contractor shall support ongoing transaction services in support of revenue cycle and Multum/Consolidated Mail Outpatient Pharmacy (CMOP) operations. The Contractor shall include monthly transaction volumes for each transaction service in the Monthly Progress Report.

5.9.1 REVENUE CYCLE

The Contractor shall maintain the front office and back office transaction services required to support Revenue Cycle operations including:

- a) Appointment reminders
- b) HDX eligibility check
- c) Experian eCareNext
- d) Experian eligibility Check
- e) Experian Coverage Discovery
- f) Address verification
- g) Experian 278N Notice of Admission
- h) Experian Bad Plan Code
- i) Experian Authorizations
- j) Experian Registration Quality Assurance
- k) Claims Remittance
- l) Alpha II Claims Edit
- m) Alpha II Claims
- n) Pharmacy claims
- o) Contract management – context on what will be paid based on the services delivered.

5.9.2 MULTUM

The Contractor shall maintain Multum subscription services in support of CMOP prescription processing.

5.9.3 SURESCRIPTS

The contractor shall provide Surescript transaction services for electronic prescriptions.

5.10 VALUE MANAGEMENT

Upon completion of the Period of Performance of the EHRM Functional Baseline Design and Development Task Order (Task Order 5), the contractor shall continue sustainment of the Value Management Plan. The Contractor's sustainment value management and realization model provides a structured framework, alignment and support to measure, monitor, and report a set of VA EHRM measurable outcomes and strategic priorities. Leveraging a data-driven and continuous performance improvement approach to drive measurable, sustainable and scalable. The Contractor shall work with VA national

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leadership and stakeholders to report trends, analysis, and insights against a set of defined measurements as identified in the Enterprise Value Plan.

The Contractor shall report against a broad set of metrics and Key Performance Indicators (KPIs) that are tiered across measurement categories of quality/safety, operational, workforce adoption, infrastructure and EHRM user satisfaction. The Contractor shall collect, analyze, baseline, monitor and report on National EHRM Program and VISN metrics for all deployed sites. As part of this TO, the Contractor shall analyze data and workflow processes to report trends and progress toward EHRM value measurement goals, with identified areas for improvement and mitigation strategies. The value measurement reporting process is an ongoing and iterative approach that includes review with appropriate EHRM governance infrastructure and VISN leadership to facilitate reporting against KPIs and metrics to ensure business and clinical operations are tracking at or above pre-conversion levels.

The Contractor shall report status, issues and risks in a Monthly Value Management Status Report covering all efforts described above and in supporting tasks below. The Contractor shall include a subsection specific to CSS sustainment value management in the report.

Deliverable:

- A. Monthly Sustainment Value Management Status Report

5.10.1 NATIONAL VALUE SUSTAINMENT

Upon completion of the Period of Performance of the EHRM Functional Baseline Design and Development Task Order (Task Order 5), the Contractor shall continue to conduct the following value planning tasks to identify key focus areas for measurement and communication of value achieved throughout the EHRM implementation. All value planning activities require VA collaboration, input, and agreeance:

- a) Define and establish National and VISN key stakeholder and Value governance to review and sustain the set of value-based priorities, measurement strategies, and communication throughout the life of the EHRM project
- b) Monitor and report EHRM solution usage metrics as defined in T05 and T06 to sustain adoption
- c) The Contractor shall utilize a set of Performance Improvement tools and processes to enable a culture of continuous improvement across VA enterprise to support achievement of measurable value aligned to Contractor capabilities and overall strategic outcomes. Such practices and tools may include the following:
 - 1. Value Charter and plan documentation
 - 2. Process waste analysis
 - 3. Performance data analysis, baselining, benchmarks, and target definition
 - 4. Root cause analysis

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5. Risks and barriers
6. Stakeholder analysis
7. Communication planning
8. Data validation processes

The Contractor shall include a subsection to the quarterly updates to value metrics specific to CSS.

Deliverable:

- A. Quarterly updates to value metrics

5.10.2 NATIONAL VALUE MANAGEMENT REPORTING

The Contractor shall report the Value realized from the EHRM deployment as outlined in the following tasks and in accordance with the Enterprise Value Plan:

- a) Maintain data sets utilized for trending of individual metrics defined within the Value Plan(s), and as defined metrics from T05 and update data visualization tools as appropriate (e.g. dashboards).
- b) Facilitate a Quarterly National Value Achievement review
 1. Conducted once per quarter, to begin first full quarter after initial IOC site conversion
 2. Includes analysis, trends, of defined value plan measurements from the Enterprise Value Plan (Task Order 5)
 3. Trending to provide insights of improvement toward goals and if data trends demonstrate variation toward goal achievement (e.g. negative trends in data).
 4. Propose mitigation strategies where appropriate to enable potential positive improvement and minimize variability to achieve defined goals
 5. Analysis and recommendations to address any deficiencies
- c) Utilize data captured to communicate progress toward stated value objectives and develop Value Achievement Highlights and Stories that are shared with VA EHRM leadership and stakeholders on an ongoing basis.
 1. VA EHRM project leadership will agree to an appropriate communication and approval process for both internal and external publishing of stated Value Achievements.

Value Achievements will be shared from the Contractor to VA OEHRM leadership and VISN Leadership on a quarterly basis (once per quarter), at a minimum, following implementation. This timeline, cadence, and structure will be established as part of the Value Plan and may be iteratively adjusted within the appropriate documentation as necessary. The Value Achievements will not be shared externally to the project without prior approval from VA EHRM leadership.

5.11 PHARMACY MAINTENANCE SUPPORT

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5.11.1 IOC GO-LIVE MAINTENANCE SUPPORT

After go-live at the Mann-Grandstaff site, the Contractor shall provide Enterprise Pharmacy Maintenance Services and Pharmacy (Outpatient Dispensing, Clinic or Ambulatory Pharmacy and Inpatient Pharmacy locations) updates not elsewhere supported for the Contractor solutions. This maintenance support does not eliminate the Contractor's responsibility for preparatory activities related to a new go-live site such as the "ScanFest" and other drug file readiness steps.

The Contractor shall perform the following under the Enterprise Pharmacy Maintenance Services with validation when required by the Joint Federal Drug File Solution Team under VA/DoD-defined Business Rules. Contractor shall provide VA (as part of the Joint Federal Drug File Solution Team) access for the validation responsibility as defined here upon certification of completed training for these activities and for urgent drug file maintenance requirements.

- a. Add new products in the outpatient drug file, inpatient drug file, pharmacy supply chain (inventory/procurement) file (hereby collectively referred to as the 'drug files') and the pharmacy order catalog (turnaround time 24 hours)
- b. Add new compounds and multicomponent entries to the drug files. (turnaround time 3 business days)
- c. Add NDCs to existing items in the drug files (turnaround time 24 hours)
- d. Modify field entries on existing items in the drug files and the pharmacy order catalog (turnaround time 24 hours)
- e. Inactivate obsolete NDCs, expired or incorrect lots, or items from the drug file as well as inactivate obsolete synonyms from the order catalog (turnaround time 5 business days)
- f. Perform medication related build within Contractor solutions excluding updates to Power Plans and Order Folders. (turnaround time 5-10 business days)
- g. Maintain pharmacy billing codes including HCPCS code assignment and NDC specific quantity conversion factors (QCFs) (turnaround time 7 business days, VA Pharmacy not to maintain HCPCS codes post go-live)
- h. Maintain pharmacy health plans including adding, removing or updating pharmacy payor sheets to existing health plans. (turnaround time 7 business days, VA Pharmacy not to maintain health plans post go-live)
- i. Content Management. Ensure that standard content updates from Multum are updated on a weekly, monthly, quarterly or yearly basis as required.
- j. Add, maintain or remove pharmacy locations and pharmacy devices (turnaround time 3 business days)
- k. Maintain Pharmacy workstations and printer routing (turnaround time 24 hours)
- l. Maintain auto-verify settings for patient care areas or nursing units (turnaround time 5 business days)
- m. Supply Chain maintenance items including MPage Location Defaults, Medication Grouping, Item Location, Cost, and Quantity on Hand Uploads,

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Requisition Routing, Operations Job Creation and Modification, Immunization Routing, Transactions, Inventory View Association, User Group Association, Inventory View Locations and Locators, Purchasing and Receiving Profiles, Vendors and Vendor Accounts (turnaround time 3 business days)

- n. Ensure that the standardized methods and procedures are used and followed for efficient and prompt handling of all changes to the EHRM applications.
- o. Application Configuration Change time will be calculated as the difference between the time a request is “opened” (after Client approves request) in the Contractor tracking tool and the time the request is documented as “closed” (after the change is moved into the production environment and validated) in the Contractor tracking tool, less the time the request is in “Client Action” in the Contractor tracking tool. Issue is considered in “Client Action” when the Contractor is asking Client a question or when the Contractor is requesting information from Client or for the duration of Client validation.

5.11.2 ON-GOING MAINTENANCE SUPPORT

After each additional site deployment, the Contractor shall provide Enterprise Pharmacy Maintenance Services and Pharmacy (Outpatient Dispensing, Clinic or Ambulatory Pharmacy and Inpatient Pharmacy locations) updates not elsewhere supported for the Contractor solutions. This maintenance support does not eliminate the Contractor’s responsibility for preparatory activities related to a new go-live site such as the “ScanFest” and other drug file readiness steps.

The Contractor shall perform the following under the Enterprise Pharmacy Maintenance Services in conjunction with the Joint Federal Drug File Solution Team. Contractor shall provide VA access for joint responsibility as defined here upon certification of completed training for these activities. Contractor consulting team members remain available for mentoring in response to questions from the Joint Federal Drug File Solution team regarding best-practice maintenance of the drug files.

- a. Perform updates to Prior Authorization PowerForms and Discern Alerts used for agency-specific business rules (turnaround time 5 business)
- b. Maintain pharmacy billing codes including HCPCS code assignment and NDC specific quantity conversion factors (QCFs) (turnaround time 7 business days, VA Pharmacy not to maintain HCPCS codes post go-live)
- c. Maintain pharmacy health plans including adding, removing or updating pharmacy payor sheets to existing health plans. (turnaround time 7 business days, VA Pharmacy not to maintain health plans post go-live)
- d. Content Management. Ensure that standard content updates from Multum are updated on a weekly, monthly, quarterly or yearly basis. (turnaround time to match Multum update – i.e., weekly updates have a one week turnaround time)

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- e. Add, maintain or remove pharmacy locations and pharmacy devices (turnaround time 3 business days)
- f. Maintain Pharmacy workstations and printer routing (turnaround time 24 hours)
- g. Maintain auto-verify settings for patient care areas or nursing units (turnaround time 5 business days)
- h. Supply Chain maintenance items including MPage Location Defaults, Item Location, and Quantity on Hand Uploads, Requisition Routing, Operations Job Creation and Modification, Immunization Routing, Transactions, Inventory View Association, User Group Association, Inventory View Locations and Locators, Purchasing and Receiving Profiles, Vendors and Vendor Accounts (turnaround time 3 business days)
- i. Ensure that the standardized methods and procedures are used and followed for efficient and prompt handling of all changes to the EHRM applications.
- j. Application Configuration Change time will be calculated as the difference between the time a request is “opened” (after Client approves request) in the Contractor tracking tool and the time the request is documented as “closed” (after the change is moved into the production environment and validated) in the Contractor tracking tool, less the time the request is in “Client Action” in the Contractor tracking tool. Issue is considered in “Client Action” when the Contractor is asking Client a question or when the Contractor is requesting information from Client or for the duration of Client validation.

5.12 MANN GRANDSTAFF OPERATIONS (OPTIONAL TASK)

The Contractor shall provide operations support for a period of twelve (12) months to Mann Grandstaff and associated facilities as described in PWS tasks 5.1-5.11 tailored to the requirements of the deployment sites.

5.13 PUGET SOUND OPERATIONS (OPTIONAL TASK)

The Contractor shall provide operations support for a period of twelve (12) months to Puget Sound and associated facilities as described in PWS tasks 5.1-5.11 tailored to the requirements of the deployment sites.

5.14 CENTRALIZED SCHEDULING SOLUTION (CSS) COLUMBUS (OPTIONAL TASK)

The Contractor shall provide specific operational support for a period of twelve (12) months to the Columbus CSS deployment and associated facilities in accordance with the PWS paragraphs listed below.

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Note that the CSS deployment and operations support schedule is separate from the EHRM schedule. Therefore, all deliverables referenced in the above tasks shall be delivered under this task specifically for CSS and in alignment with CSS deployment and operations schedule.

5.14.1 PROJECT MANAGEMENT

The Contractor shall deliver Initial CSS Project Management Materials and activities:

- a) CSS Operations Contractor Project Management Plan (CPMP) in accordance with task 5.1.1. Note that the schedule and milestones will be limited to CSS activities.
- b) Operations Kick-Off meeting for CSS in accordance with task 5.1.3.
- c) Quarterly Service reviews for CSS in accordance with task 5.1.3

The Contractor shall include a subsection to the Monthly Progress report specific to CSS in accordance with task 5.1.2.

5.14.2 MANAGED SERVICES

The Contractor shall provide managed services support of CSS in accordance with task 5.3. Note that Wellness program support is not within the scope of scheduling operations.

5.14.3 MAJOR INCIDENT MANAGEMENT

The Contractor shall provide Major Incident Management support in accordance with Task 5.4. The project manager will be aligned to support both EHRM and CSS.

5.14.4 TECHNICAL OPERATIONS

The Contractor shall provide Technical Operations support specific to CSS in accordance with task 5.6.

5.14.5 REVENUE CYCLE

The Contractor shall maintain appointment reminders transaction services in accordance with section 5.9.1 of the PWS. This service delivers personalized phone calls, emails, and SMS text messages to remind patients of upcoming appointments that have been scheduled.

5.14.6 VALUE MANAGEMENT

The Contractor shall monitor CSS value objectives for improved outcomes and continuous performance improvement throughout the PoP of this contract in accordance

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with objectives identified in the CSS Value Plan from task 5.2.6 of TO 0022 EHRM CSS Wave S-0 Deployment and the strategy identified in the CSS Value Realization Strategy from 5.3.5 of TO 0013 CSS Project Management, Planning and Strategy. The Contractor shall report on performance against CSS-specific value metrics in a subsection to the Monthly Sustainment Value Management Status Report.

5.15 CENTRALIZED SCHEDULING SOLUTION (CSS) CLEVELAND (OPTIONAL TASK)

The Contractor shall provide specific operational support for a period of twelve (12) months to the Cleveland CSS deployment and associated facilities in accordance with the PWS paragraphs listed below.

Note that the CSS deployment and operations support schedule is separate from the EHRM schedule. Therefore, all deliverables referenced in the above tasks shall be delivered under this task specifically for CSS and in alignment with CSS deployment and operations schedule.

5.15.1 PROJECT MANAGEMENT

The Contractor shall deliver Initial CSS Project Management Materials and activities:

- d) CSS Operations Contractor Project Management Plan (CPMP) in accordance with task 5.1.1. Note that the schedule and milestones will be limited to CSS activities.
- e) Operations Kick-Off meeting for CSS in accordance with task 5.1.3.
- f) Quarterly Service reviews for CSS in accordance with task 5.1.3

The Contractor shall include a subsection to the Monthly Progress report specific to CSS in accordance with task 5.1.2.

5.15.2 MANAGED SERVICES

The Contractor shall provide managed services support of CSS in accordance with task 5.3. Note that Wellness program support is not within the scope of scheduling operations.

5.15.3 MAJOR INCIDENT MANAGEMENT

The Contractor shall provide Major Incident Management support in accordance with Task 5.4. The project manager will be aligned to support both EHRM and CSS.

5.15.4 TECHNICAL OPERATIONS

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The Contractor shall provide Technical Operations support specific to CSS in accordance with task 5.6.

5.15.5 REVENUE CYCLE

The Contractor shall maintain appointment reminders transaction services in accordance with section 5.9.1 of the PWS. This service delivers personalized phone calls, emails, and SMS text messages to remind patients of upcoming appointments that have been scheduled.

5.15.6 VALUE MANAGEMENT

The Contractor shall monitor CSS value objectives for improved outcomes and continuous performance improvement throughout the PoP of this contract in accordance with objectives identified in the CSS Value Plan from task 5.2.6 of TO 0022 EHRM CSS Wave S-0 Deployment and the strategy identified in the CSS Value Realization Strategy from 5.3.5 of TO 0013 CSS Project Management, Planning and Strategy. The Contractor shall report on performance against CSS-specific value metrics in a subsection to the Monthly Sustainment Value Management Status Report.

5.16 ADDITIONAL CSS OPERATIONAL SUPPORT (OPTIONAL TASK)

CSS operations support requirements may continue to evolve to meet VA priorities and may require expansion to meet additional requirements identified throughout the PoP of this Task Order. This optional task may be exercised multiple times not to exceed the CLIN ceiling.

5.17 ADDITIONAL EHRM OPERATIONAL SUPPORT (OPTIONAL TASK)

EHRM operations support requirements may continue to evolve to meet VA priorities and may require expansion to meet additional requirements identified throughout the PoP of this Task Order. This optional task may be exercised multiple times not to exceed the CLIN ceiling.

5.18 HEALTHEINTENT LICENSING AND RENEWAL (OPTIONAL TASK)

The Contractor shall renew licensing for the Hel solutions to support VA requirements, and provide Hel configuration and support services for successful execution of requirements in the RTM.

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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	<ol style="list-style-type: none"> 1. Shows understanding of requirements 2. Efficient and effective in meeting requirements 3. Meets technical needs and mission requirements 4. Provides quality services/products 5. Meets performance thresholds/metrics defined in applicable Service Level Agreements 	Satisfactory or higher
B. Project Milestones and Schedule	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. Currency of expertise and staffing levels appropriate 2. Personnel possess necessary knowledge, skills and abilities to perform tasks 	Satisfactory or higher
D. Invoicing	<ol style="list-style-type: none"> 1. Invoices are current, accurate, and complete. 	Satisfactory or higher
E. Management	<ol style="list-style-type: none"> 1. Integration and coordination of all activities to execute effort 	Satisfactory or higher

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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.

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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

Inspection: Destination

Acceptance: Destination

Free on Board (FOB): Destination

Ship To and Mark For:

	Primary		Alternate
Name:	_____	Name:	_____
Address:	_____	Address:	_____
Voice:	_____	Voice:	_____
Email:	_____	Email:	_____

Special Shipping Instructions:

Prior to shipping, Contractor shall notify Site POCs, by phone followed by email, of all incoming deliveries including line-by-line details for review of requirements. Contractor shall not make any changes to the delivery schedule at the request of Site POC.

Contractors shall coordinate deliveries with Site POCs before shipment of hardware to ensure sites have adequate storage space.

All shipments, either single or multiple container deliveries, shall bear the VA IFCAP Purchase Order number on external shipping labels and associated manifests or packing lists. In the case of multiple container deliveries, a statement readable near the VA IFCAP PO number shall indicate total number of containers for the complete shipment (e.g. "Package 1 of 2"), clearly readable on manifests and external shipping labels.

Packing Slips/Labels and Lists shall also include the following:

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IFCAP PO #: _____ (e.g., 166-E11234 (the IFCAP PO number is located in block #20 of the SF 1449))

Project Description: (e.g. Tier I Lifecycle Refresh)

Total number of Containers: Package ____ of _____. (e.g., Package 1 of 3)

6.4 ENTERPRISE AND IT FRAMEWORK

The Level of Assurance (LOA) requirement, in reference to the HSPD-12 Identity and Access Management PIV requirements set forth in the second paragraph of Section 8.3 of the EHRM Basic PWS, is LOA-x for this specific TO.

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

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both major and minor deliverable releases in an agreed upon format, such that the Government can identify and review language revisions for acceptance.

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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

