



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

Office of Electronic Health Record Modernization

EHRM Program Management

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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.

Under this task order, Cerner shall provide enterprise program and project management support for the EHRM solution.

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.

2.0 APPLICABLE DOCUMENTS

The Contractor shall comply with the following documents, in addition to the documents in Paragraph 3.0 in the EHRM Basic PWS, in performance of this effort:

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3.0 SCOPE OF WORK

The Contractor shall provide enterprise program and project management support services for the VA EHRM system. These services include EHRM program management, EHRM enterprise management, EHRM functional management, and EHRM technical management.

3.1 APPLICABILITY

This Task Order (TO) effort PWS is within the scope of paragraph 5.1 Project Management.

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 12 months from the date of award, with two 12-month option periods and one optional task that can be exercised multiple times throughout the PoP.

4.2 PLACE OF PERFORMANCE

Efforts under this TO shall be performed virtually, in Contractor facilities and at VA facilities. Meetings may also be held at the VA Central Office, some of which may require in person attendance.

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. All travel costs are to be included in estimated travel costs in the Contractor's firm-fixed price line items and shall not be directly reimbursed by the Government.

The total estimated number of trips for this effort shall be proposed by the Contractor. The Contractor shall review travel under this TO on a quarterly basis. Based on this quarterly review, the Contractor shall inform VA of program risks related to travel.

4.4 CONTRACT MANAGEMENT

All requirements of Section 9.0 of the EHRM Basic PWS apply to this effort and 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.

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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 and software licenses, 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. 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 VA Program Manager (PM) on a case-by-case basis prior to issuance.

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

- 50 of standard laptops
- 15 individual user licenses for Microsoft Project
- 15 individual user licenses for Microsoft Project Web Application (PWA)

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 (PIV) 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 perform the following:

5.1 PROGRAM MANAGEMENT

5.1.1 CONTRACTOR PROGRAM MANAGEMENT PLAN

The Contractor shall deliver a Contractor Program Management Plan (CPMP) that lays out the Contractor's TO execution approach, timeline and tools to be used in execution of this TO effort. The CPMP shall include the following details pertaining to the execution of this TO:

- A. Staffing strategy and approach, including considerations for surge support
- B. Program and project managers and their respective areas of responsibility
- C. Task leads and their respective areas of responsibility
- D. TO Communications guidelines
- E. Program management methodologies and approach
- F. TO execution model/approach for requirements management and clarification,
- G. Approach to deliverables reviews
- H. Approach to compliance reviews, including the interoperability assessment and Section 508 compliance
- I. TO planned approach for coordinating and executing planned, routine, and ad hoc data collection reporting requests

The CPMP shall take the form of both a narrative and graphic format that displays the schedule, milestones, risks and resource support. 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:

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A. Contractor Program Management Plan

5.1.2 REPORTING REQUIREMENTS

The Contractor shall provide a Monthly Progress Report with three major sections in accordance with Section 9.6.1.1 of the EHRM Basic PWS, with sub-sections covering sub-activities (PWS Sections 5.2.1 – 5.2.11, 5.3.1 – 5.3.9, and 5.4.1 – 5.4.5) specific to each major task of this PWS including:

- Enterprise Management: PWS section 5.2 and subsections
- Functional Management: PWS section 5.3 and subsections
- Technical Management: PWS 5.4 and subsections

Each of the major and sub-sections of these reports shall individually cover all the activities of the past month, upcoming activities, issues, risks and mitigations for the appropriate PWS sections:

Additionally, requirements under this TO may 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 EHRM. Additionally, the Contractor shall coordinate external communications with VA prior to release. Program-level report activities shall be included in the Monthly Progress Report.

Additionally, the Contractor shall provide a monthly Program-level Quick-Look Report that includes a summary level overview covering active IDIQ TOs to identify common Program issues across task orders, opportunities for improved efficiency and effectiveness, pressure points for VA support, program-wide risks and relevant lessons learned (if applicable). The format and content may be modified by bilateral agreement between Contractor and VA based on the needs of the EHRM Program.

Deliverables:

- A. Monthly Progress Report
- B. Program-Level Monthly Quick-Look Report

5.1.3 COMMAND CENTER SUPPORT

The Contractor shall support an OEHRM Command Center including preparation, co-facilitation and remediation of two executive level reports per week.

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5.1.4 TECHNICAL KICKOFF MEETING

The Contractor shall hold a technical kickoff meeting within ten business days (10) of TO award. The Contractor shall present, for review and approval by the Government, the roles, near term milestones and activities, key contract details, and a discussion of goals and objectives, major TO technical requirements, administrative matters, and requested GFI and GFE associated with Contractor performance for the TO. The Contractor shall coordinate all meeting logistics, providing both in-person and virtual accommodations to the Government. The Contractor shall provide a meeting agenda to all attendees at least five calendar days prior to the meeting and submit meeting minutes to all attendees within three (3) calendar days after the meeting for review and approval by the Government. The Contractor shall invite the Contracting Officer (CO), Contract Specialist (CS), COR, and the VA PM. Meeting timeframes and locations may be adjusted to accommodate scheduling difficulties upon written approval of the VA PM and/or COR.

5.2 EHRM ENTERPRISE AND PROJECT MANAGEMENT

The Contractor shall provide a Delivery Management Organization with a single lead Point of Contract to manage the execution of the EHRM Program. The Contractor shall provide sub-leads for Functional, Technical, and Enterprise Management activities. The Contractor shall provide the leadership, processes, tools, and deliverables required for Program and Project Management, Functional Management, and Technical Management.

5.2.1 EHRM PROGRAM MANAGEMENT

The Contractor shall provide program, planning, strategic, executive, and project management support to accomplish the vendor-side managerial, logistical, and integration required to implement and sustain the EHRM System. The Contractor shall support program management activities across all components of the EHRM solution. The Contractor shall identify an individual as the primary contact point for all program issues/concerns/status. The Contractor shall follow VA approved Project Management guidance, in accordance with VIP for Major Programs associated with this TO.

5.2.2 SCHEDULE MANAGEMENT

The Contractor shall maintain, analyze and report on the Integrated Master Schedule (IMS) that depicts the implementation and deployment of the EHRM solution. The IMS shall be maintained within the Microsoft (MS) Project Online environment hosted by VA, as defined below:

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- A. The IMS shall identify 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, and creation of a schedule that depicts this information as a cohesive whole.
- B. The IMS shall identify and track sites associated with the EHRM deployment.
- C. The Contractor shall ensure that baselined schedule in MS Project is in place for VA concurrence 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 or TO modification).
- D. 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 on the second and fourth Monday of each month so that all updates are included in the corresponding Bi-Weekly Schedule Report submission.
- E. The Contractor shall follow the established VA Change Control Process and VA 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 IMS and 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.
- F. On a monthly basis, the Contractor's Bi-Weekly Schedule report shall also provide a schedule risk analysis table identifying schedule activities with associated risks, and VA dependency analysis table including known DoD events impacting VA schedules. 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. 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.
- G. The Contractor shall create and maintain Quick-Look reporting summary information for inclusion in the Bi-Weekly Schedule Reports on the overall IMS highlighting schedule variances, risks, dependencies and mitigations to provide snapshot program-level information to OEHRM senior leadership. Information from this dashboard shall be incorporated to the overall program Quick-Look provided under TO section 5.1.2: Reporting Requirements.

Deliverables:

- A. Integrated Master Schedule (IMS)
- B. Bi-Weekly Schedule Reports

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5.2.3 RESOURCE MANAGEMENT

The Contractor shall centrally manage the onboarding and offboarding of its personnel across all active and future IDIQ TOs and modifications. The Contractor shall designate a dedicated single EHRM Contractor Onboarding, Offboarding and Resource Management POC to oversee the tracking of onboarding and offboarding status of all Contractor personnel. This POC shall be the designated and dedicated security manager for the IDIQ.

5.2.3.1 ONBOARDING SUPPORT

The Contractor shall centrally manage the onboarding of its personnel across all current and future IDIQ TO awards and modifications. The Contractor's resource management activities shall include the steps to allow Contractor resources, if required, to obtain a VA network and email account, complete training, initiate background investigations, and gain physical and logical access, which may include elevated privileges to the necessary VA development and test environments. The Contractor shall provide the names and roles of the resources that will support the program within each TO's Contractor Staff Roster and shall also be documented and updated in the Contractor Onboarding Report.

The Contractor shall designate a dedicated single EHRM Contractor Onboarding POC to track the onboarding status of all Contractor personnel. The Contractor shall provide a team of dedicated resources to support all onboarding activities. The Contractor Onboarding POC shall be responsible for accurate and timely submission of all required VA onboarding paperwork to the VA team responsible for managing onboarding activities, currently the OEHRM Organizational Coordinators, and otherwise referred to herein as VA Onboarding Team. The Contractor shall be responsible for tracking the status of all onboarding activities and report the status at the individual staff-level during onboarding status meetings. In addition, the Contractor shall utilize and maintain a tracking tool to provide near real-time updates of all activities specific to an individual's current onboarding status, e.g. training completion dates, date background check was initiated and completed, TO assignment, etc. The Contractor shall adhere to the most current version of VA policies and procedures and shall adapt their onboarding processes as necessary to support efficiencies identified during the PoP, as well as VA policy and procedure updates. The Contractor shall notify VA via email of any updates to their onboarding process and/or onboarding team members within two (2) business days of the update. The Contractor shall provide a weekly Onboarding Report for any staff with outstanding onboarding requests for review by the VA Onboarding Lead, each respective TO COR, as applicable, and VA Project Manager (PJM). The Contractor shall first coordinate all onboarding activities, outstanding requests, and items for resolution with the VA Onboarding Team.

The Contractor shall update the existing Resource Management Plan that includes a timeline for onboarding, compliance, provisioning, and access for expert resources. The completion dates for the following milestones shall be included for each staff member:

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- A. Completion of mandatory onboarding paperwork
- B. Fingerprints submitted (if applicable)
- C. Background investigation initiated
- D. Background investigation completed
- E. Network Access received
- F. Submit e-Pass (for elevated privileges if applicable)
- G. Government Furnished Equipment (GFE) Issued (as applicable) with elevated privileges (if applicable)
- H. CAG/VPN access granted
- I. Contractor Off-boarding Date
- J. Training (Initiation and Completion Dates)

Upon VA request, the Contractor Onboarding team shall complete Talent Management System (TMS) training to support the functions of a TMS administrator to include, but not limited to, account validation, self-enrollment support, re-activation/de-activation of accounts, account transfers, account monitoring and reporting support, password reset and training assignment support. The Contractor shall collect signed rules of behavior documents, signed non-disclosure agreements, training certificates, applications for access to VA information systems, TMS, PIV card requests and other related information, for assigned projects, and upload all documentation to the VA SharePoint site, in accordance with VA guidance. The Contractor shall provide the documents, files and information to the VA Onboarding Lead, TO COR(s) or other staff, when requested, to support VA's onboarding process for granting access to VA systems. The Contractor shall submit access requests, including TMS applications, PIV card applications, remedy tickets, and electronic Contractor Access Request Forms (eCARFs). The Contractor shall monitor the submission of the artifacts and follow up with Contractor personnel to assure that all artifacts submitted are complete and correct.

The Contractor shall manage the onboarding process for VA network access to individual system/environment access for all newly onboarded and existing staff. The Contractor shall collect required documentation and applications for access to VA information systems, TMS, PIV card requests and other related information, for assigned projects, and upload all documentation to the VA SharePoint site, in accordance with VA policy. The Contractor shall submit network access requests, GFE and PIV requests for contractor staff, in accordance with VA guidance. The Contractor shall monitor the submission of the artifacts and follow up with Contractor personnel to assure that all artifacts submitted are complete and correct.

The Contractor shall identify all personnel needing Citrix Access Gateway (CAG) access. Each onboarded staff member shall log in to CAG within 24 hours of access being granted. The Contractor shall send monthly notifications to all personnel with CAG access; reminding them of the requirement to log in every 30 days to avoid account deactivation. The Contractor shall track and monitor when log in has occurred. The Contractor shall follow-up with staff members if log in has not occurred within three (3) business days of the reminder email being sent to ensure this requirement is

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completed. In accordance with VA policy and procedures, failure to maintain access/clearance may result in termination of GFE.

Additionally, specific onboarding and resource management tasks shall include but are not limited to:

1. Submitting remote access account requests
2. Managing and maintaining an onboarding tool to coordinate eQIP activities (e.g. four- and seven-day notices), fingerprint requirements and activities, etc.
3. Facilitating an onboarding status meeting at an agreed upon frequency with VA (e.g. bi-weekly)
4. Coordinating PIV appointments, issuance, return, and renewals; as well as sending PIV applications to the 005 PIV email group
5. Working with VA Onboarding Team to monitor the status of the SAC adjudication, reciprocity, transmittal, Certificate of Eligibility (COE) and Certificate of Investigation (COI)
6. Acting as a liaison to the VA Onboarding Team and EHRM PMO support contractor to ensure timely corrections and additions to paperwork
7. Tracking of ePass tokens (received and returned)
8. Tracking SIC BI process of new staff members
9. Monitoring and maintaining all onboarded personnel to ensure compliance of established users, e.g. account maintenance, TMS training updates, yearly renewal of certifications, etc.

Deliverables:

- A. Weekly Onboarding Report
- B. Updated Resource Management Plan

5.2.3.2 OFFBOARDING SUPPORT

The Contractor shall manage the offboarding process for VA access to individual system/environment access for all Contractor staff. The Contractor shall prepare all forms necessary for termination of access to VA information systems, in accordance with VA guidance. The Contractor shall assist in confirming whether the GFE equipment, associated documentation, and PIV card have been returned to the proper receiving authorities in accordance with VA policy. The Contractor shall certify when all offboarding activities are complete for personnel no longer supporting the project, to include account closure, PIV/GFE turn-in, network account and Remote access closure and TMS removal. The Contractor shall notify the VA Onboarding Team and the respective TO COR(s) via email when the Contractor has certified that all offboarding activities are complete for a particular individual. All Offboarding requirements and status information shall be reported and included in the Weekly Onboarding Report.

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5.2.4 RISK MANAGEMENT

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

The Contractor shall create a project Risk Management Plan (RMP) which aligns with the OEHRM Risk Management Plan (RMP) to outline their approach to identifying and categorizing project risks and issues, proposing mitigations and action plans, and tracking status on risk and issue resolution. The Contractor shall provide a presentation to VA of updated risk and issue responses and actions to include mitigation strategies at each PMR.

The Contractor shall:

- a. Report, monitor, manage and mitigate risks and issues for all components of the EHRM solution, including past, current and future deployments as well as active and upcoming task orders.
- b. Enter and update risks and issues per VA's direction.
- c. Notify VA when risks and issues are closed along with closure criteria (i.e. fully mitigated, etc.) and provide the VA Risk or Issue Owners and Action Owners.
- d. Assess the status of and report on risks and issues on a bi-weekly basis to VA for inclusion in the OEHRM Risk Management Registry, maintained by EHRM PMO Contractor. When new risks are identified or issues have occurred, which could impact the configuration, testing and deployment schedule, the Contractor shall notify the COR and VA Project Manager (PM) via email within 24 hours. Email subject line shall read "EHRM {Site Deployment Location} Risk Alert Notification."
- e. Provide the COR and VA PM a Bi-weekly Risk Management Status Report

Deliverables:

- A. Risk Management Plan
- B. Bi-Weekly Risk Management Status Report

5.2.5 QUALITY MANAGEMENT PLANNING AND EXECUTION

The Contractor shall:

- a. Update and maintain the performance metrics (i.e. key performance indicators) and associated thresholds that can be used to forecast, monitor, and evaluate progress against schedule and contractual requirement compliance and realization, and ultimately quality objective achievement. The Contractor shall use metrics to forecast, track and assess progress against schedule, and technical requirements compliance and realization.

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- b. Maintain EHRM Program Performance Committee. The Contractor shall collaborate with the VA Performance Specialist, Deliverables Team, Task Order PMs, POCs, and CORs to discuss any performance concerns that impact the quality of the deliverables and their conformance with the PWS and Cerner's Quality Assurance Surveillance Plan (QASP) ratings.
- c. The Contractor shall incorporate all outcomes from this task into a Quality Management Plan that will be updated twice, within 30 days of signing and at the 6th month mark to maintain a current view of quality management activities.

In accordance with the Quality Management Plan, the Contractor shall:

- a. Capture program performance metrics and produce a Quality Management Report on Key Performance Indicators (KPIs) defined in the Quality Management Plan on a per site, Wave, and aggregate EHRM program level
- b. Report against the baseline on progress of work items, schedule and activity completion in alignment with the "definition of done."

Deliverables:

- A. Quality Management Plan: 3 Iterations (Initial, 30-Day Update, 6-Month Update)
- B. Quarterly Program Quality Management Report

5.2.6 GOVERNANCE

The Contractor shall participate in, and provide recommendations in an advisory role to, the OEHRM and Joint Governance decision-management processes through collaboration with DoD and VA. This will address decisions that could impact the Departments' technical, functional, and business operations in addition to other areas requiring concurrence as recommended by the Contractor. All such decision requests are required to be submitted to OEHRM through the established intake processes.

The Contractor shall also facilitate the Joint VA/Cerner Innovation Governance Board in accordance with the Innovation Board Charter.

The Contractor shall support and participate in the established and approved OEHRM Program Control Division (PCD) Governance process as defined by Governance documentation (charters, SOPs, etc.). The Contractor shall attend applicable working groups as defined by VA and recommended by the Contractor to the VA EHRM Executive, PM, Functional advisory groups, and Technical advisory groups as a subject matter expert (SME) advisor. The Contractor shall attend Governance board informational briefings, and respond to any other informational inquiry, as a SME advisor on an as needed basis.

The Contractor shall create or complete the following documentation within the Governance process to include Intake Forms to start the Governance process, Briefings of Record (BoRs), and any additional documentation required for the Governance process as requested by the Government. The members of the Contractor's

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Governance team must obtain and maintain valid VA credentials and network access to meet OEHRM requirements for the use of VA tools that support Governance processes and knowledge management.

The Contractor shall keep in communication with VA by the approved, defined OEHRM Governance process and regular meetings with the Government OEHRM Governance Lead. Issues that arise will be reported to the OEHRM Governance Lead, and triaged by the OEHRM Governance Team, to ensure that Governance decisions are made by the appropriate Governance body and appropriately recorded/documented. The Contractor shall participate with designated VA personnel at any project/program or Governance-related meetings per the Government's request (e.g. Functional Governance Board Informational Briefing, Technical Governance Board Informational Briefing, VA/DOD Joint decision or working groups, etc.), present recommendations and/or white papers for Joint review and approval, and capture meeting minutes as requested.

5.2.7 EHRM ENTERPRISE COMMUNICATIONS

The Contractor shall develop and update an Enterprise Level Stakeholder Communications Strategy and Plan and National Veteran Engagement Plan. These plans and strategies shall address EHRM messaging, priority audiences, communications activities and lists of artifacts focused on educating, informing and engaging an agreed-upon group of stakeholders, with concurrence by VA. The Contractor shall coordinate the development and execution of communications artifacts and activities with OEHRM Communications, OEHRM Change Management, VHA Communications, OEI Communications, OIT Communications, and OPIA per the agreed to concurrence process outlined in the Enterprise-Level Stakeholder Communications Strategy and Plan.

The Contractor shall provide subject matter expertise to review and validate content developed by VA associated with national level communications artifacts, including OEHRM intranet and internet pages, and OEHRM newsletters.

The Contractor's work in support of OEHRM communications is defined and documented in the Enterprise Level Stakeholder Communications Strategy and Plan. The Enterprise Level Stakeholder Communications Strategy and Plan shall explicitly address communications support, as well as event planning and execution, for the following workstreams: enterprise activities and events, Veteran engagement activities, clinical and deployment, change management, training and learning, VITAL, Population Health, Revenue Cycle, Patient Portal, Value Realization, and Technical Sustainment.

Enterprise communications shall include:

- a. Development of standalone communications plans and strategies including:
 1. supporting concurrence process

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2. Coordinating with OEHRM and VA pillars as required including OEI, VHA and OIT
 3. 508 compliance for all products/materials
 4. Graphic design support for all products/materials
 5. Copy writing for all products/materials
- b. Additional reporting as required
1. Weekly media/social listening report
 2. Congressional updates
 3. Communicators meetings
 4. OEHRM meetings
- c. Ad hoc communications support including such items as:
1. Responses to Congressional inquiries/artifacts
 2. Responses to media inquiries
 3. Demos for internal/external audiences
 4. OEHRM video development
 5. Support for VA marketing products/campaigns including joint events and tradeshow
- d. Veteran Engagement including:
1. National Veteran Engagement Plan
 2. Engagement strategies for VSO's and supporting communications artifacts
 3. Communication of EHRM achievements to VSO leaders and members
- e. Subject Matter expertise for review/update of VA-developed content including:
1. Weekly Communication Activity Report
 2. On the Record Monthly Newsletter
 3. OEHRM intranet
 4. OEHRM internet
 5. OEHRM VA Insider pages

The Contractor shall report status, artifacts and work products produced, issues and risks in a Monthly Enterprise Communications Status Report covering all efforts described above.

Deliverables:

- A. Enterprise Level Stakeholder Communications Strategy and Plan
- B. National Veteran Engagement Plan
- C. Monthly Enterprise Communications Status Report

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5.3 EHRM FUNCTIONAL MANAGEMENT AND OVERSIGHT

5.3.1 MAINTENANCE OF ENTERPRISE-LEVEL FUNCTIONAL DOCUMENTATION

The Contractor shall maintain enterprise functional documentation and planning documents to reflect the current state of the EHRM solution. The Contractor shall update documents no less than quarterly if any changes have occurred and/or upon request of VA. Planning and strategy documentation shall be posted in VA's SharePoint 365 repository, with email notification to the VA COR, VA Deliverable POCs, and OEHRM Deliverables Team when updates are posted. These documents shall be shareable/exportable to VA documentation systems and include detail beyond diagrams and charts. These documents shall include:

- a. Change Management Strategy
- b. Training Strategy
- c. Value Realization Strategy
- d. Workflow Development, Configuration and Normalization Plan
- e. Deployment Management Strategy

5.4 EHRM TECHNICAL MANAGEMENT

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.

5.4.1 MAINTENANCE OF ENTERPRISE-LEVEL TECHNICAL DOCUMENTATION

The Contractor shall maintain technical enterprise plans and maintain technical documentation to reflect the current state of the EHRM solution. The Contractor shall update documents no less than quarterly if any changes have occurred and/or upon request of VA. Planning and strategy documentation shall be posted in VA's Sharepoint 365 repository, with email notification to the VA COR, VA Deliverable POCs, and OEHRM Deliverables Team when updates are posted. These documents shall be shareable/exportable to VA documentation systems and include detail beyond diagrams and charts. These documents shall include:

- a. Architecture Management Plan and technical documentation
- b. Data Migration Plan and technical documentation
- c. EHRM and VA System Integration Plan and technical documentation
- d. Identity and Access Management Plan and technical documentation
- e. Commercial and custom API Plan and technical documentation
- f. Inventory Management Plan and technical documentation

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- g. Interoperability Plan and technical documentation
- h. Technical Requirements Management Plan and technical documentation
- i. Configuration Management Plan and technical documentation (including VA enterprise configuration management as well as Joint VA/DoD change control and configuration management process)
- j. Cybersecurity Management Plan and technical documentation
- k. Implementation Management Plan and technical documentation

5.4.2 GOVERNANCE, MONITORING AND STATUS

The Contractor shall provide enterprise technical delivery planning and task order management across all Technical Workstreams. The Contractor shall produce a tactical technical delivery roadmap that includes all technical projects to be delivered for the OEHRM and CSS programs to support the functional capability set at each site. The Contractor shall work with VA Technical leadership to brief this roadmap to Technology Integration Office (TIO), Office of Information and Technology (OIT) and Program leadership to ensure appropriate need by dates for delivery of capabilities on time. The Contractor shall work with VA Technical leadership to manage resources and task orders associated with the delivery of this roadmap across the enterprise. The Contractor shall maintain a repository of work arounds (if applicable) for areas where technical capability, policy or other information is not yet available to inform areas for OEHRM and Cerner to collaborate on further.

The Contractor shall:

- a. Support EMOC
- b. Conduct annual reviews of EHRM architecture, hosting, capacity and performance with VA. Those reviews should include plans for technology upgrades, new architectural components, improvements to staging of forward deployed hardware and other topics of joint interest. The Contractor shall review technical issues over the last year and status of mitigations.
- c. Support VA and joint VA/DoD governance on the following:
 - 1. Architecture
 - 2. Technical Requirements
 - 3. Cyber Security
 - 4. Builds and Releases
 - 5. Risks and Issue Resolution
 - 6. Environment management
 - 7. Other topics as needed

5.4.3 TEST MANAGEMENT

The Contractor shall maintain a Joint EHRM Master Test Plan with input and concurrence from VA EHRM Program Office, provide testing process documentation

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which includes but is not limited to, areas of test design, test traceability, test execution (white box testing, black box testing, regression testing as applicable), and the tools used.

The Contractor shall include test and evaluation strategy components including, but not limited to the following: Contractor testing activities, joint VA and Contractor data migration testing (covers the data extract, transformation, loading, and data integrity validation).

The Contractor shall provide ongoing management and oversight to include: testing for non-functional requirements found in the Government Requirements Traceability Matrix (RTM), site testing such as Integration Validation and medical device testing activities during site deployments

The Contractor shall participate in a Test Evaluation Collaboration Workgroup that is comprised of VA organizations that have roles and responsibilities in the VA EHRM Test & Evaluation. The Contractor shall provide planning and support for the following:

- a. For new development that is part of the Generally Available (GA) set of software solutions, the VA may request the ability to verify projects to ensure that they are consistent with ISO and FDA certifications.
- b. Provide input and participation into the creation of the VA EHRM Program Test & Evaluation Plan which is developed by the government.
- c. Ensure the Joint EHRM Master Test Plan addresses the EHRM's ability to meet the non-functional requirements in the Government RTM particularly performance, scalability (at scale for anticipated number of concurrent users), back out of an exception package/patch or rollback to previous version. For non-functional requirements such as performance, scalability, accessibility and section 508, the plan may include such activities as government test observation of performance testing in Contractor test lab, government analysis of previous performance/abilities testing results, qualifications by similarities evaluation.
- d. Provide support for the VA Test and Evaluation including items such as participation in test and evaluations defect/issues processing, assistance in troubleshooting/triaging, jointly troubleshooting issues that appear to be development/test environment related, responding to findings from test and evaluation activities.
- e. Provide overall test environment coordination, planning and process definition including the number of test environments, which VA, DoD and Cerner components are connected to each environment, and where different types of testing will occur.
- f. Include a Test Data Management Plan, as part of the Joint EHRM Master Test Plan, with input and concurrence by the VA. Interface testing & VA Test & Evaluation

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testing will require the creation and provisioning of test data using enterprise and facility data collection workbooks early enough in either EHRM Baseline preparation or wave planning, site assessment cycle to support interface development, interface testing, and VA Test and Evaluation test events. Test Data within the non-production environments is not allowed to be production data.

- g. Provide ongoing testing management and oversight
- h. Include a Defect Management Plan, as part of the Joint EHRM Master Test Plan addressing the processes for identifying, documenting, triaging and prioritizing findings during test that can be considered defects requiring resolution.
- i. Testing artifacts, such as test cases, test execution results, and test requirements, shall follow the process described in the Test Evaluation Program Plan and Joint EHRM Master Test plan and shall be logged into the OEHRM Test repository.

The Contractor shall implement, manage, and execute the Defect Management Plan that includes defect identification, tracking, resolution, metrics and reporting of defects throughout the EHRM Deployment.

The Contractor shall provide a Monthly Test and Evaluation Status Report that documents all test and evaluation activities across all active Task Orders. The report shall document all test and evaluation activities, status, test metrics, cross reference issues and risks that impact test and evaluation from the risk report deliverable.

Deliverable:

- A. Joint EHRM Master Test Plan
- B. Monthly Test and Evaluation Status Report

5.4.4 QUICK-RESPONSE TECHNICAL ANALYSIS

The Contractor shall provide technical subject matter experts for quick analysis/response to emerging technical issues in production and future releases of EHRM. Subject matter experts shall be assigned to match the technical topics under discussion.

5.5 ADDITIONAL PROGRAM MANAGEMENT SUPPORT (OPTIONAL TASK)

Throughout the PoP, there may be additional program management activities identified in support of EHRM. This optional task may be exercised multiple times throughout the

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overall PoP up to the established CLIN ceiling, which will consist of negotiated labor categories and hours established at the Task Order level. Optional tasks executed through the below process will exercise labor categories and hours from the established ceiling.

VA may exercise the optional task upon written notification from the Contracting Officer. This option may be utilized to obtain tasks as described in PWS sections 5.2 through 5.4. VA will provide a description of the required functionality. The Contractor shall provide VA with a written proposal detailing the approach and resources utilizing the negotiated ID/IQ labor categories and rates. VA will perform an analysis to determine if the approach and technical and price proposed are reasonable. The price for each optional task shall be negotiated on a FFP basis prior to each exercise of the optional task.

5.5.1 REQUIREMENTS MANAGEMENT

The Contractor shall update and maintain current a Requirements Management Plan to outline the activities associated with managing the EHRM requirements. This Plan will be in concurrence with the VA strategy to include identification and prioritization of any new requirements and will be submitted to VA for approval. The Contractor shall review VA vetted and prioritized, and consultant collected requirements gaps, and capability enhancements originating from VA Councils, help desk tickets, performance issues, federal mandates/policies/law, and Joint VA/DoD decisions to provide OEHRM Management with a snapshot of all VA approved and otherwise adjudicated requirements processed through agreed upon requirements management processes to add to the requirements baseline. Contractor shall support regular cadence high level meetings to review VA vetted and prioritized and Contractor-collected requirements and enhancements. Contractor shall conduct feasibility analyses in accordance with the prioritization established by VA OEHRM Management, as requested. The Contractor shall provide a minimum of 10 Feasibility Analyses per month where there are greater than 10 outstanding requirements.

The Contractor shall provide ongoing requirements management, in accordance with the established EHRM Governance processes and the Requirements Management Plan to include:

- a. Overall management of requirements
- b. Alignment of engineering and deployment activities
- c. New requirement identification and prioritization management
- d. Requirements Traceability to solution components, technology and testing
- e. Traceability of the Requirements Traceability Matrix functional requirements to EHRM enterprise workflows
- f. Traceability matrix as applicable linking non-functional, functional, workflow and technical requirements.

Deliverable:

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- A. Requirements Management Plan
- B. Feasibility Analyses

5.6 OPTION PERIOD 1 (12 MONTHS)

All requirements defined in PWS Sections 5.1 through 5.5, to include all subparagraphs shall be performed in the option period.

5.7 OPTION PERIOD 2 (12 MONTHS)

All requirements defined in PWS Sections 5.1 through 5.5, to include all subparagraphs shall be performed in the option period.

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 requirements2. Efficient and effective in meeting requirements3. Meets technical needs and mission requirements4. Provides quality services/products5. 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 capability2. Products completed, reviewed, delivered in	Satisfactory or higher

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Performance Objective	Performance Standard	Acceptable Levels of Performance
	accordance with the established schedule 3. Notifies customer in advance of potential problems	
C. Price & Staffing	1. Currency of expertise and staffing levels appropriate 2. Personnel possess necessary knowledge, skills and abilities to perform tasks	Satisfactory or higher
D. 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, as well as a Section 508 Test and Delivery Plan. The Section 508 Test and Delivery Plan shall provide a description of the contractor’s approach to development, testing and delivering Information and Communication Technology (ICT) that meets Section 508 Refresh Success Criteria and Conformance Requirements for not-yet-developed ICT deliverables.

The Contractor shall submit a Government Product Accessibility Template (GPAT) to verify Section 508 conformance of its products and/or services. A Voluntary Product Accessibility Template (VPAT) may be used as an alternative conformance statement to indicate level of conformance.

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The Contractor shall provide a Section 508 Accessibility Roadmap detailing the approach and identifying the key activities required for ensuring and sustaining 508 compliance.

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

Deliverables:

- A. Section 508 Test and Delivery Plan
- B. GPAT/VPAT

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.

Ongoing 508 testing priorities will be reviewed with and approved by the OEHRM TE 508 Test Division Lead. Final Section 508 Test Results on the prioritized test cases will be submitted at minimum, quarterly.

Deliverable:

- A. Final Section 508 Compliance Test Results
- B. Section 508 Compliance Validation Package

6.3 SHIPMENT OF HARDWARE OR EQUIPMENT

Not applicable.

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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 be required to sign Non-Disclosure Agreements (Appendix A).

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.

For all deliverables throughout this TO, Wiki links are not acceptable. If Wiki page content is required as part of the deliverable submission, the Contractor shall reference the Wiki page as an attachment within the deliverable. The Wiki page shall be representative of the current state at the time of submission. The Contractor shall export the referenced Wiki page as a timestamped portable document format and provide the referenced attachment(s) with the deliverable submission.

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