



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

Office of Electronic Health Record Modernization (OEHRM)

EHRM Current State Review (CSR) Waves 39 – 41 (VISN 10)

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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.

Cerner shall provide a comprehensive EHR solution and services as specifically defined in the EHRM Basic contract. To initialize these efforts, a Veterans Integrated Service Network (VISN)-specific Current State Review (CSR) is required to allow Cerner to appropriately scope the requirements for site implementation. For purposes of this PWS, the VA EHR solution will be referred to as the VA Electronic Health Record Modernization (EHRM).

2.0 APPLICABLE DOCUMENTS

The documents in Paragraph 3.0 in the EHRM Basic Performance Work Statement (PWS) apply to the performance of this effort; there are no additional referenced documents.

3.0 SCOPE OF WORK

The Contractor shall conduct technical and functional CSR activities described in section 5.0 of this PWS for the sites identified in Attachment 001 Preliminary Waves 39-41 Facility List and any additional sites (fixed or mobile) identified during the period of performance (PoP) of this TO.

The Wave 39 – 41 sites to be executed during the base period of performance include Chillicothe, Marion, Ft. Wayne, Saginaw, and Battle Creek, and their affiliated sites. Remaining sites shall be addressed via Optional tasks in Section 5.7 and as depicted in Attachment 001, or as negotiated by the parties.

3.1 APPLICABILITY

This TO PWS is within the scope of paragraphs 5.6.1, 5.6.2, and 5.6.3 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

CSRs are anticipated to take no more than 3 months per site and may be simultaneous or sequential depending on VA approval/direction. The total base period of performance (PoP) shall be 9 months from contract award. There is one optional task, with 8 locations, to support CSR activities for all sites under Waves 39-41.

4.2 PLACE OF PERFORMANCE

Efforts for the Waves 39-41 technical and functional CSRs shall be performed at the locations identified in Attachment 001 Preliminary Waves 39 - 41 Facility List and any additional sites (fixed or mobile) identified during the PoP of this TO.

4.3 TRAVEL OR SPECIAL REQUIREMENTS

The Government anticipates travel under this effort to support program-related meetings and CSR activities throughout the PoP. Include all estimated travel costs in your firm-fixed price line items. These costs will not be directly reimbursed by the Government.

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

4.4 CONTRACT MANAGEMENT

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

4.5 CONTRACTOR FURNISHED PROPERTY

The Contractor shall provide adequate hot spots to support Cerner-owned laptops for site locations with insufficient guest network coverage.

4.6 SECURITY AND PRIVACY

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

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

4.6.1 POSITION/TASK RISK DESIGNATION LEVEL(S)

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

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

5.0 SPECIFIC TASKS AND DELIVERABLES

The Contractor shall conduct technical and functional CSR(s) covering all entities that will be using/interfacing with the EHR to be implemented during Waves 39-41. The Wave 39 – 41 sites to be executed during the base period of performance, include Chillicothe, Marion, Ft. Wayne, Saginaw, and Battle Creek, and their affiliated sites. These affiliated sites will include, but are not limited to, dental, contract clinics, rural outreach clinics, Community-Based Outpatient Clinics (CBOCs), Consolidated Mail Outpatient Pharmacies (CMOPS), nursing homes, mobile units, contact (call) centers, suicide prevention hotlines, teleradiology, tele-ICU, Veterans Benefits Administration (VBA), Vet centers, etc. as applicable for locations that were not covered in previous CSRs.

The Contractor shall maintain a current, structured list of all VA/OEHRM/Cerner CSR related site personnel including roles, functional responsibilities, and contact information throughout the PoP of the TO. This list shall be available to Facilities, Local Engineers and VA and OEHRM staff to provide near real-time updates. The Contractor shall provide team leaders for infrastructure, clinical, medical device and other specialty areas with appropriate expertise in the Cerner product set and the subject matter under review. Formal notice of cancellation of any CSR or site related meetings shall be communicated to all stakeholders at least 30 days prior to the event where feasible.

The Contractor shall coordinate with VA to provide a solution crosswalk for use during the CSRs and a brief, easy-to-understand explanation of each solution component to provide consistent answers to questions encountered during the CSR PoP. The Contractor shall work with VA in advance to identify and coordinate with local site resources to generate service line lists for the specific VAMC and their associated facilities ensure the appropriate Stakeholders are identified and can be resourced for support in a timely manner. This process shall commence upon completion of technical kickoff. The Contractor shall apply lessons learned gleaned from IOC CSR activities and EHRM Deliverable Evaluation Forms to ensure accuracy and completeness of Waves 39-41 CSR activities and deliverables. The Contractor shall use the OERHM Site Infrastructure Facility Assessment Template (Attachment 002) for recording current state network, data center and closet infrastructure. End User Devices will not be recorded using this template. After each CSR, the Contractor shall give feedback on template to update for future CSRs. The Contractor shall coordinate with VA on a common repository to capture additional site information and lessons learned as more data becomes available during site implementation activities. A list of VA contacts will be provided prior to onsite CSR activities. Additionally, throughout the PoP, the Contractor shall support CSR planning and execution meetings (e.g. daily sync/hot wash) and debrief meetings as necessary.

Specifically, the Contractor shall perform the following:

5.1 TECHNICAL KICKOFF

5.1.1 TECHNICAL PLAN REVIEW

The Contractor shall hold a technical kickoff meeting within 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 this Task Order. A separate Pre-Brief Meeting will be scheduled for the Contractor to detail elements of the technical and functional CSR activities. The Contractor shall specify dates, locations (can be virtual), agenda (shall be provided to all attendees at least five calendar days prior to the meeting), and meeting minutes (shall be provided to all attendees within three calendar days after the meeting). The Contractor shall invite the Contracting Officer (CO), Contract Specialist (CS), COR, and the VA PM.

The Contractor shall provide a minimum of four weeks' notice for any site that will require support from the Office of Information and Technology (OI&T).

The Contractor shall deliver to the Government CSR plans for each site that lays out the Contractor's approach, timeline and tools to be used in execution of the CSR activities for Waves 39 – 41, including all technical and functional CSR activities. At a minimum, the CSR Plan shall contain the following:

- A. A project schedule that includes both a narrative and graphic format
 - a. Schedule including all sites for each Wave shall include known VA/VHA/OIT timelines and tasks as dependencies/predecessors/successors.
 - b. Staffing plan including named resources assigned to each task/activity that displays the schedule, milestone(s), and potential conflicts with parallel Cerner activities.
- B. The methodology and approach for tailoring of CSR processes and materials to the specific Wave and associated sites.
- C. Any Risks imposed by the schedule.
- D. Work Breakdown Structure inclusive of all VHA/VA/OIT Product components which are part of the scope of the EHRM CSR Readiness efforts.
- E. Pre-CSR Briefing materials including:
 - a. Program Methodology
 - b. Approach (Enterprise and Local)
 - c. Local Site Coordination (including mapping of VA roles/resources needed for the CSR)
 - d. Site-specific requirements (Government and Partnership Support)
 - e. Locations within and outside of the VAMCs to be assessed
 - f. Definition of Done

- g. Data collection requirements needed to be completed by the VA in advance to inform the CSR or address site risks (Some items collected early are requested to ensure activities that significantly impact the site's deployment timeline are addressed as early as possible, e.g. contracts)
 - h. Technical and functional documentation requested by the VA
- F. Post-CSR Briefing Template
 - G. Technical CSR Checklist
 - H. Functional CSR Checklist
 - I. IT Survey
 - J. Questionnaires (including pre-travel questionnaires)
 - K. Communication materials

Deliverables:

- A. Current State Review Plan

5.1.2 MILESTONE DECISION REVIEW GATE 1 – OVERALL PLAN APPROVAL

The Contractor shall participate in a Milestone Decision Review with the Government, during which the Government shall review and approve the overall CSR Plan and materials for all sites before initiation of any Wave CSR activities.

5.2 WAVE PLAN TAILORING

The Contractor shall tailor CSR technical and functional plans and Pre-briefs to address Wave 39, Wave 40 and Wave 41 specific activities and timelines. The wave plan tailoring shall be addressed in the Deliverable in 5.1.1.

Deliverables:

- A. Tailored Wave CSR Pre-Brief Materials

5.2.1 MILESTONE DECISION REVIEW GATE 2 – WAVE SPECIFIC PLAN APPROVAL

The Contractor shall support VA review of tailored plans and briefing materials to obtain VA Authorization to Proceed for Wave technical and/or functional CSR activities. VA may review CSRs for approval of any combination of technical and/or functional CSRs for Wave 39, Wave 40, and Wave 41.

5.3 WAVE TECHNICAL CSR

Upon receiving Authorization to Proceed from VA, the Contractor shall initiate Wave technical CSR activities. VA Authorization to Proceed shall occur a minimum of 6-weeks

prior to the technical CSR agreed upon date. During the technical CSR, the Contractor shall capture and document the current-state technical environment of the specific facility combined with EHRM deployment requirements to inform modifications to the deployment approach and determine a site's readiness for technical deployment.

The Contractor shall coordinate with VA to enable a minimum 4-week lead time and engagement of VA technical staff for all phases of the technical CSRs. All CSR events, activities, agendas, and trips shall be coordinated with the various OEHRM groups including, but not limited to CMO Deployment Team, TIO, OI&T OTI and VHA site/VISN coordinators.

The Contractor shall include all facilities identified in the VA-provided preliminary facility list (Attachment 001) to ensure inclusion of all site-related facilities (fixed and mobile) or external entities required for comprehensive deployment planning. The Contractor shall validate the list and add any additional facilities identified during the Technical CSR for VA review and approval. The Contractor shall conduct technical CSR activities for all sites identified in Attachment 001 as well as any additional sites identified during the PoP of this TO.

Additional questions/feedback to be addressed by the Contractor in the CSR have been preliminarily identified in Attachment 003 Additional Questions/Feedback for CSR. The Government may add questions and feedback to this attachment, as necessary. The Contractor shall provide Pre-travel CSR questions, technical checklist and questionnaires to be used during the Technical CSR, as applicable, to enable facility and OI&T staff to assemble the appropriate subject matter experts and preliminary answers prior to the beginning of CSR activities. The completed IT surveys, checklists, and questionnaires shall be included as part of the final Technical CSR Report.

5.3.1 WAVE TECHNICAL CSR PRE-BRIEF

The Contractor shall conduct a Wave Pre-CSR Site Briefing for VA-specified stakeholders to communicate the goals and outcomes of the planned implementation activities in a time-frame to be agreed by VA and Contractor. In the briefing the Contractor shall discuss and plan schedules, risks, local and enterprise support required, locations within and outside the VAMCs to be assessed, methods of data collection, types of data to be collected, and technical documentation to be provided by VA. Within the Technical Pre-CSR Briefings, the Contractor shall review the preliminary approach to implementing the EHRM solution within the targeted site. The Contractor shall identify all goals, outcomes, and specific details associated with the planned implementation strategy. The Technical Pre-CSR Briefings shall include the following:

1. Program Methodology

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2. Approach (Enterprise and Local)
3. Governance and Site Leadership Structures
4. Roadmap and Timelines
5. Value Objectives
6. Local Site Coordination (including a mapping of VA roles/resources needed for the CSR)
7. Site specific Requirements (Government and Partnership Support)
8. Locations within and outside the VAMCs to be assessed
9. Definition of Done
10. Data collection requirements needed to be completed by VA in advance to inform the CSR or address site risks (Some items collected early are requested to ensure activities that significantly impact the site's deployment timeline are addressed as early as possible, e.g. contracts)
11. Overview of tools to be used during implementation
12. Technical Documentation required from VA

Additional questions/feedback to be addressed in the CSR have been preliminarily identified in Attachment 003 - Additional Questions/Feedback for CSR. The Government may add questions and feedback to this attachment, as necessary. The Contractor shall provide pre-travel CSR questions, technical checklist and questionnaires to be used during the Technical CSR to enable facility and OI&T staff to assemble the appropriate subject matter experts and preliminary answers prior to the beginning of CSR activities. The completed IT surveys, checklists, and questionnaires shall be included as part of the Technical CSR Report.

5.3.2 WAVE TECHNICAL CURRENT STATE REVIEW EXECUTION

The Contractor shall conduct technical CSR activities for Wave sites, as well as any additional Wave sites identified during the PoP of this TO.

The Contractor shall perform the following activities based on EHRM program infrastructure required performance and operational criteria needed to fully support operation of any Contractor systems or devices. Contractor activities shall correspond to those identified in the CSR Plan and its subcomponent, the Technical CSR Checklist. The Contractor shall consolidate the number of trips to the minimum number possible to minimize disruption at the facilities.

The Contractor shall document the findings from the CSR review activities in a Wave Technical CSR Report.

The Wave Technical CSR Report shall include the following:

1. A level of detail sufficient to support procurement of materials, supplies, etc. and any required facility change (power, cooling, space) of the required items to go live.
2. A comprehensive materials checklist (e.g., Bill of Materials (BOM)) shall be created for all hardware procurements identified including locations within the facility for installation and timeline requirements. Timeline requirements shall differentiate between pre-go live, go live and post-go live needs.
3. An analysis of facility LAN, WAN, WLAN (wiring closet, computer room, wiring between building (e.g., cooper and fiber by Cat, OM, or OS designation), mobile bus, etc.) changes needed to support the EHRM deployment scope for each facility and all forward deployed hardware.
 - a. This analysis shall include the computer room (power, cooling, space, network/inter-device/power connections, and forward deployed server network needs per rack, as well as throughout the facility, mobile and remote sites along with locations within the facility for installation and timeline requirements.
 - b. WLAN analysis shall be completed using heat maps or Ekahau files provided by the VA for facilities that have finished the NextGen WiFi project within the 6 months prior to CSR. For facilities that have not completed the NextGen WiFi project prior to the start of the technical CSR, Cerner will not be able to provide any analysis since the remediation is incomplete. VA may contract with Cerner outside of the CSR POP to conduct remediation analysis of the facilities' WLAN as required.
 - c. The Contractor shall provide a detailed list of all LAN and WLAN configuration, performance, security, and coverage information needed to evaluate the network readiness of all VA facilities that will run EHRM applications identified under this TO.
4. An analysis of temporary and permanent space and equipment requirements to support training, command post, forward deployed hardware, etc. This analysis shall include: (1) UPS power availability, (2) CRAC unit rating and existing BTU load, (3) Available fiber connections and types on the CORE switches, (4) Available floor space to accommodate Forward Deployed Server Racks. The Contractor shall include location and timeline requirements that differentiate between pre-go live, go live and post-go live needs.
5. An analysis of IT and Biomedical needs at connected remote sites that support the CSR site including such items as, but not limited to, teleradiology and tele-ICU. Specifically, whether these remote sites have medical devices that must communicate with Cerner.
6. Interface documentation: The Contractor shall document all interfaces with medical systems to include medical devices and clinical applications, third-party systems and other data sets at each site. This document shall include a list of interfaces unique to that location, that have been determined to persist, those

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sun setting, class III VistA modifications, as well as standard and non-standard devices. Updates to the enterprise listing of interfaces and devices will be provided.

7. Site-specific requirements: The Contractor shall identify unique, site-specific technical requirements to allow the EHRM implementation to be completed at the site. These include training, parking, equipment storage, temporary training, go-live command center needs, guest WiFi, and all infrastructure needs to support EHRM implementation.
8. The Contractor shall coordinate with OI&T to determine the best method of obtaining infrastructure (e.g. network) and performance data. OI&T will assist in obtaining the approvals for Cerner tools to obtain the data or will provide the data required by Cerner from existing OI&T tools and methods.
9. Additionally, the CSR Report shall specifically address such items as, but not limited to the following: (needed for upgrade, or model standardization taking interface development and go live day approach into consideration):

The Wave Technical CSR Report shall also include a Network Assessment and include the following:

1. End of Life Equipment
2. Wireless signal coverage to support VoWiFi devices and capacity
 - a. Inclusion determined in Section 5.3.2 sub 3.b contained within this document.
3. Wireless controller configuration
 - a. Inclusion determined in Section 5.3.2 sub 3.b contained within this document.
4. Wireless access point power levels
 - a. Inclusion determined in Section 5.3.2 sub 3.b contained within this document.
5. Redundancy/No signal point of failure
6. Open port availability at the switch
7. Network security risk
8. Network architecture/deployment
9. Configuration on wired network devices

The Contractor shall assist VA in the markup of VA provided CAD drawings indicating the location of new data and power needs which shall include the height of outlets, the height of data jacks, the quantity of outlets, and the quantity of data and summary of power needs to facilitate VA construction contracting. The Contractor shall provide the total count of additional data jacks per IT closet, and the count of additional switch ports that are needed. The Contractor shall adjust power and UPS needs appropriately due to added switches and reflect in updates to the checklist referenced in Section 5.3.2.

The Wave Technical CSR Report shall also include a Hardware Assessment which includes, but is not limited to data reflecting number of equipment per site, location of equipment, type/name brand, end of life (EOL) date, and compliance with Cerner requirements for the following types of equipment:

1. Desktops/laptops/tablets
 - a. Supporting Monitors
2. Printers
 - a. Multi-function devices
 - b. Laser printers
 - c. Label printers
 - d. Armband printers
3. Wall mounts
4. Scanners
 - a. Barcode scanners (Wired/Wireless)
 - b. Document Scanners
5. Patient registration and other kiosks – locations and functionality
6. Workstations on Wheels
7. Tracking boards
8. eSignature pads

The Wave Technical CSR shall also include the following information:

1. Lab Medical Devices Integration (LMDI) analysis including an evaluation of the Lab's instrumentation and/or analyzers, associated middleware, current state and any required upgrades for full integration functionality.
 - a. Determination of need and location of number of CareAware Connection Engines (CCE's), CCE Terminal Servers (CCE TS) and/or Vendor Gateways/Middleware.
2. Bedside Medical Devices Integration (BMDI) analysis including an evaluation of Bedside Medical Device and/or associated gateways, current state and any required upgrades for full integration functionality.
 - a. Determination of need and location of number of CareAware Connection Engines (CCE's), CCE Terminal Servers (CCE TS) and/or Vendor Gateways/Middleware.
3. Medication Dispensing cabinets
4. Power and outlets
5. Availability of space/power and floor support ability for server room – if no space, then an assessment of portable server room specifications, placement, HVAC, space and power requirements for inclusion in the Task Execution Plan (TEP) to future wave Deployment TO(s).

6. Future state tracking boards and wall monitors – locations and power availability

As part of the Wave Technical CSR activities, the Contractor shall complete an analysis of temporary and permanent space and non-network equipment requirements to support training, command post, forward deployed hardware, etc. The Contractor shall include location and timeline requirements that differentiate between pre-go live, go live and post-go live needs.

As part of the Wave Technical CSR activities, the Contractor shall plan and execute daily sync/hot wash and debrief meetings, as necessary. The Contractor shall provide two weeks formal notice of cancellation of any CSR or site related meetings.

The Contractor shall submit the technical CSR to the designated VA POC for review and approval. At the end of the Wave Technical CSR activities, the Contractor shall prepare and deliver a Wave Technical CSR Post-Brief to summarize the content of the Wave Technical CSR Report. At a minimum, the Wave Technical CSR Post-Brief shall include, but is not limited to the following:

1. Required Go-Live Items
2. Required Facility Changes
3. Timeline requirements for completed materials checklist (BOM)
4. LAN, WAN, WLAN Analysis Requirements
5. Remote IT Site Analysis (as identified in facility list)
6. Interface Documentation Findings
7. Site Specific Requirements
8. Network Assessment
9. Hardware Assessment
10. Medical systems to include medical devices and clinical applications
11. Site Infrastructure

Deliverables:

- A. Wave Technical CSR Report
- B. Wave CSR Post-Brief (Technical and Functional)

5.3.3 MILESTONE DECISION REVIEW GATE 3 – WAVE TECHNICAL CSR OUTBRIEF

The Contractor shall participate in a Milestone Decision Review with the Government to review technical CSR report details with VA in support and adjudication of VA plans for infrastructure and equipment upgrades in support of EHRM deployment.

5.4 WAVE FUNCTIONAL CURRENT STATE REVIEW

Upon receiving Authorization to Proceed from VA, the Contractor shall initiate Wave functional CSR activities.

The Contractor shall coordinate with VA to enable sufficient lead times and engagement of VA Functional and clinical staff for all phases of the Functional CSRs. All CSR events, activities, agendas, and trips shall be coordinated with OEHRM groups including CMO Deployment Team, TIO, OI&T OTI and VHA site/VISN coordinators.

5.4.1 WAVE FUNCTIONAL CSR PRE-BRIEF

The Contractor shall conduct a Wave Pre-CSR Site Briefing for VA-specified stakeholders to communicate the goals and outcomes of the planned implementation activities in a timeframe to be agreed by VA and Contractor. During this briefing, the Contractor shall discuss and plan schedules, risks, local and enterprise support required, locations within and outside the VAMCs to be assessed, methods of data collection, types of data to be collected, and technical documentation to be provided by VA. Within the Functional Pre-CSR Briefings, the Contractor shall review the preliminary approach to implementing the EHRM solution within the targeted site. The Contractor shall identify all goals, outcomes, and specific details associated with the planned implementation strategy. The Functional Pre-CSR Briefings shall include the following:

1. Program Methodology
2. Approach (Enterprise and Local)
3. Governance and Site Leadership Structures
4. Roadmap and Timelines
5. Value Objectives
6. Local Site Coordination (including a mapping of VA roles/resources needed for the CSR)
7. Site specific Requirements (Government and Partnership Support)
8. Locations within and outside the VAMCs to be assessed
9. Definition of Done
10. Data collection requirements needed to be completed by VA in advance to inform the CSR or address site risks (Some items collected early are requested to ensure activities that significantly impact the site's deployment timeline are addressed as early as possible, e.g. contracts)
11. Overview of tools to be used during implementation
13. Technical Documentation required from VA

Additional questions/feedback to be addressed in the CSR have been preliminarily identified in Attachment 003, "Additional Question Feedback for CSR." The Government may add questions and feedback to this attachment, as necessary. The Contractor shall provide to the VA pre-travel CSR questions, Functional checklist and questionnaires to be used during the Functional CSR to enable facility and OI&T staff to assemble the appropriate subject matter experts and preliminary answers prior to the beginning of CSR activities. The completed IT surveys, checklists, and questionnaires will be included as part of the Functional CSR Report delivered in PWS task 5.2.

5.4.2 WAVE FUNCTIONAL CURRENT STATE REVIEW EXECUTION

The Contractor shall execute functional CSR activities as approved by the Government in the Final Pre-CSR Site Briefing. The CSR could necessitate on-site time beyond one week from a functional perspective and/or follow-up visits to the initial week. During the functional CSRs, the Contractor shall capture and document the current-state clinical operations of the specific facility combined with VA's EHRM requirements to inform modifications to the deployment approach and determine a site's readiness for functional deployment. The Contractor shall include all facilities identified in the validated and updated facility list delivered under PWS task 5.1 as well as any facilities identified during the functional current state review. The Contractor shall notify VA of additional facilities identified, and the updated list shall be provided to VA for review and approval.

The Contractor shall conduct functional CSR activities for any additional sites identified during the PoP of this TO. The results of the CSR activities, outcomes, and recommendations shall be captured in a CSR Report. At a minimum, the CSR Report shall capture the following:

1. Site-specific stakeholders: The Contractor shall document the stakeholders that were contacted and leveraged during the IT and functional CSR.
2. Site-specific service lines: The Contractor shall identify and document all clinical service lines for each site.
3. Site-specific workflows: The Contractor shall document current state workflows and new workflows or processes that need to be established at each site.
4. Site-specific risks: The Contractor shall identify risks and issues associated with the implementation of EHRM at the site to include process, clinical or organizational change. These will be kept in a risk log with proposed mitigation plans for resolution.
5. Site-specific standards: The Contractor shall identify any additional standards that should be developed prior to EHRM implementation.
6. Site-specific clinical and business process changes: The Contractor shall recommend clinical and business process changes that are required for a

successful EHRM implementation. The Contractor's recommendations shall include any governance modifications.

7. Site-specific workflow mediation: The Contractor shall identify any mediation needed to the standard workflows.
8. Site-specific organizational change management: The Contractor shall perform an assessment from the local site perspective and identify areas at the site for potential high impact change and provide recommendations/strategy for successful user adoption.
9. Service Chief interviews are conducted during (or shortly following) CSR. The Contractor shall conduct on-site stakeholder interviews with Service Chiefs, with virtual sessions scheduled only for stakeholders unavailable for onsite interviews.
10. Site-specific analysis of systems supporting Employee Health processing including Veterans Information Systems and Technology Architecture (VistA), Occupational Health Record-keeping System (OHRIS), Hardcopy paper, Respond, Stix, Access DB and others. The Contractor shall coordinate with VA to identify systems and use cases for the purpose of identifying long lead time development items that may be required to preserve existing Employee Health functionality.
11. Site-specific analysis of locations that could support chart access from Kiosks using Cerner Instant Access and VA PIV contactless interface based on VA input on guidelines for shared access.
12. The Contractor shall coordinate with VA-identified local SMEs including VISN and VAMC Office of Health Informatics (OHI) and Telehealth coordinators to develop an initial inventory of local reports, registries, analytics, and telehealth capabilities that may require development prior to go-live. VA may provide draft listings of these items for Contractor validation during CSR. Any updates to those listings shall be delivered to VA to ensure listings are in synch.
13. The Contractor shall coordinate with VA to identify space and equipment requirements for change management, local workshops, administration, training, integration and validation testing, command center, help desk and other activities. The documentation shall also include all logistic requirements such as timing and frequency of use, technical, AV, and utility and equipment requirements, number of individual rooms and number of people to be accommodated in each room. Requirements will include identification of personnel required to support the events.
14. Interface documentation: The Contractor shall document all interfaces with medical systems to include medical devices and clinical applications, third-party systems and other data sets at each site. This document shall include a list of interfaces unique to that location, that have been determined to persist, those sun setting, class III VistA modifications, as well as standard and non-standard

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devices. Updates to the enterprise listing of interfaces and devices will be provided.

The Contractor shall provide an initial complete draft of the CSR Report for Government review and feedback. The CSR Report shall be updated based upon Government feedback.

The Contractor shall summarize the result of the Functional CSR activities in a Wave CSR Post-Brief (combined with deliverable under 5.3.2). In the briefing, the Contractor shall detail any site-specific gaps between the current assessed state and the target future state. The briefing shall also include recommended modifications to the EHRM deployment approach that were informed by the results of the CSR. The briefing shall also include the projected outcomes and benefits of the application of the CSR recommendations, as well as their impact on the EHRM deployment approach. In addition, the briefing shall include the following:

1. A review of the CSR Report, to include a summary of IT and functional CSR activities
2. Governance RACI chart and stakeholders for each site
3. Review of VA specific design requirements
4. Visual depiction of gaps and gap analysis results
5. Review of key cross-department integrated workflows
6. Review of programmatic, technical and functional risks
7. Summary of value benefits projected by clinical and business area
8. Finalized project scope

Deliverables:

- A. Wave Functional CSR Report

5.4.3 MILESTONE DECISION REVIEW GATE 4 – WAVE CLINICAL CSR OUTBRIEF

The Contractor shall participate in a Milestone Decision Review with the Government to review functional CSR report details with VA in support and adjudication of VA clinical planning for EHRM deployment.

5.5 MILESTONE DECISION REVIEW GATE 5 – DEPLOYMENT

The Contractor shall participate in a Milestone Decision Review to review with the Government all Wave CSR findings, risks, actions items with VA in support and adjudication of VA decision to initiate EHRM Wave deployment.

5.6 WAVE CHANGE MANAGEMENT

As a lesson learned from prior IOC and wave deployments, VA has identified the need to initiate change management (CM) and communications activities upstream in the Wave Planning Process to establish a repeatable process for Waves 39 – 41 and subsequent waves thereafter. The referenced change management and communications activities listed herein will focus heavily on relationship building activities with sites up front to optimize CM activities during subsequent wave deployments. Tasks herein include a Wave Change Leadership Team (CLT) launch and execution activities, preparation and execution of a wave change readiness questionnaire, and wave implementation communications.

5.6.1 WAVE CHANGE LEADERSHIP TEAM (CLT) LAUNCH

Upon receiving Authorization to Proceed from VA, the Contractor shall initiate, prepare and execute Wave CLT Launch activities. The Contractor shall coordinate with VA to enable sufficient lead times and engagement of VA CLT. All CLT Launch activities, agendas, and trips shall be coordinated and communicated with OEHRM groups (including Change Management and VHA site/VISN coordinators), with Cerner Site Communications and Wave 4-6 site Public Affairs Officers (PAO). The Contractor shall generate CLT CSR Pre-Brief artifacts for VA CM Lead approval and distribute two weeks prior to CLT launch to facilitate preparation meetings for VA-specified stakeholders to communicate the goals and outcomes, plan schedules, risks, local and enterprise support required, and event logistics. The Contractor shall prepare an EHRM Strategic Brief to communicate the strategic vision and goals of the EHRM program during the execution of the CLT Launch and to educate the site CLT on available resources, tactics and tools necessary to help them successfully execute the change. The Contractor shall follow up with CLT and VISN, and Site Leadership with site communications as elaborated in PWS 5.6.3.

Deliverables:

- A. CLT CSR Pre-Brief Artifacts
- B. EHRM Strategic Brief

5.6.2 WAVE CHANGE READINESS QUESTIONNAIRE

Upon receiving Authorization to Proceed from the VA, the Contractor shall prepare and execute the first Change Readiness Questionnaire (CRQ). The Contractor shall work with the VA to coordinate key CRQ milestones (E.g., pre-survey communications, survey, post-survey communications). All CRQ communication, administration and analysis of preliminary results shall be coordinated with OEHRM groups (including, but not limited to, Change Management, Communication and VHA site/VISN coordinators) with Cerner Site Communications and Wave 4-6 site Public Affairs Officers (PAO). The

Contractor (leveraging its workstream leader(s) for Change Management supporting the Wave 4-6 entities) shall support the CLT by encouraging participation before and during administration and confirming communication has been distributed to the impacted facilities in coordination with Cerner Site Communications and Wave 4-6 site Public Affairs Officers (PAO). The Contractor shall share preliminary results with the CLT in advance of approved summary reports. As part of the analysis, the workstream leader(s) for Change Management shall begin documenting specific tactics and activities to be executed in the Service Line Plans to address the findings from the preliminary results.

Deliverables:

- A. CRQ Results
- B. CRQ Summary Reports

5.6.3 WAVE IMPLEMENTATION COMMUNICATIONS

Upon receiving Authorization to Proceed from VA, the Contractor shall initiate and execute CSR communication activities. The Contractor shall coordinate with the VA to develop communication artifacts in support of the Deployment/CSR teams to communicate program information at the local level. This shall include (but is not limited to) site invitations, presentations, newsletter content, key messages, and post event summaries. The communication artifacts shall be pre-determined by the events that occur as part of the Contractor's implementation methodology (to include the Change Leadership Team Launch and the Change Readiness Questionnaire). The Contractor shall adjust/customize Wave information for the local engagement efforts and artifacts. The Wave communication artifacts will follow the approved OEHRM Communications Concurrence process.

Deliverables:

- A. Local Site Communication Plan for CSR activities
- B. Local Site Communications Artifacts for CSR activities

5.7 WAVES 39 - 41 CURRENT STATE REVIEW (OPTIONAL TASK)

For this optional task for Waves 39-41, the Contractor shall execute all activities defined in PWS Sections 5.1 through 5.6.3, as applicable. The assessments shall be conducted for the following VAMCs and their affiliated sites:

- A. Cleveland
- B. Dayton
- C. Columbus

- D. Ann Arbor
- E. Detroit
- F. Cincinnati
- G. Cincinnati-Ft. Thomas
- H. Indianapolis

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 	Satisfactory or higher

Performance Objective	Performance Standard	Acceptable Levels of Performance
	2. Personnel possess necessary knowledge, skills and abilities to perform tasks	
D. Invoicing	1. Invoices are current, accurate, and complete.	Satisfactory or higher
E. Management	1. Integration and coordination of all activities to execute effort	Satisfactory or higher

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

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

All requirements in Sections 8.10, including subparagraphs, of the EHRM Basic PWS apply to this effort. Deliverable requirements are further defined in the following subparagraphs. The Contractor shall comply with the technical standards at: <https://www.access-board.gov/guidelines-and-standards/communications-and-it/about-the-ict-refresh/final-rule/single-file-version>

6.2.1 REPRESENTATION OF CONFORMANCE

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

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

6.2.2 ACCEPTANCE AND ACCEPTANCE TESTING

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

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

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

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

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

Deliverable:

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

6.3 SHIPMENT OF HARDWARE OR EQUIPMENT

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>** 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:

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 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.

6.5 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

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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.

CONTRACTOR EMPLOYEE PERSONAL FINANCIAL INTEREST/PROTECTION OF SENSITIVE INFORMATION AGREEMENT

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

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

“Sensitive information” includes:

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

- (b) Is considered source selection information or bid and proposal information as defined in FAR 2.101, and FAR 3.104-4; or
- (c) Contains (1) information about a Contractor's pricing, rates, costs, schedule, or contract performance; or (2) the Government's analysis of that information; or
- (d) Program information relating to current or estimated budgets, schedules or other financial information relating to the program office; or
- (e) Is properly marked as source selection information or any similar markings.

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

I will promptly notify my employer if, during my participation in the subject Contract/Order, I am assigned any duties that could affect the interests of a company, business or corporate entity in which either I, my spouse or minor children, or any member of my immediate family/household has a personal financial interest. "Financial interest" is defined as compensation for employment in the form of wages, salaries, commissions, professional fees, or fees for business referrals, or any financial investments in the business in the form of direct stocks or bond ownership, or partnership interest (excluding non-directed retirement or other mutual fund investments). In the event that, at a later date, I acquire actual knowledge of such an interest or my employer becomes involved in proposing for a solicitation resulting from the work under this Contract/Order, as either an offeror, an advisor to an offeror, or as a Subcontractor to an offeror, I will promptly notify my employer. I understand this may disqualify me from any further involvement with this Contract/Order, as agreed upon between the Department of Veterans Affairs and my company.

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

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

