



## **PERFORMANCE WORK STATEMENT**

### **DEPARTMENT OF VETERANS AFFAIRS VETERANS HEALTH ADMINISTRATION**

#### **Product Effectiveness Integration Services**

**Date: 11/23/2016  
PWS Version Number: 1.0**

## **1.0 BACKGROUND**

The Veterans Health Administration (VHA) established the Product Effectiveness (PE) program office to perform various measurement assessments and analyses on specially selected health care programs, products, and processes to ensure they are effective and/or meet the needs of VHA stakeholders and ultimately provide business value to VHA. PE measurement assessments encompass functional reviews, customer satisfaction, lessons learned, and benefits realization.

The subject matter of the work described in the Performance Work Statement (PWS) involves measurements, findings, and recommendations related to the highest priority initiatives within the Department of Veterans Affairs to include the VA Community Care initiative and other VA health care initiatives. As such, the results of the advisory and assistance produced via this contract, meaning the Contractor's findings and recommendations, shall be developed using a rigorous process to ensure they are suitable for use to inform decision making by senior program leaders, top-level agency leadership, and members of Congress. These decisions have a direct impact on the success of the mission and most importantly on the provision of health care services to Veterans.

This contract supports the administration of Integration engagements for the VHA PE Program. This Scope of Work describes services required to support the goals and objectives of the PE organization.

PE Integration services provides critical services on complex projects spanning two or more Product Effectiveness domains; ensuring all domains operate in unison and present a coherent and unified picture to the customer.

## **2.0 SCOPE OF WORK**

The VHA PE Program Office is establishing a contract for Integration services to focus on healthcare related business processes investments, improvements and/or changes requiring measurement to identify realization of expected benefits from a business value perspective. The Contractor shall perform this work in various work settings to include clinical/healthcare delivery environments, administrative, operational and logistical environments. PE uses a rigorous process to conduct their assessments which ultimately informs decision making by senior program leaders, top-level agency leadership, and members of Congress. These decisions have a direct impact on the success of the mission and most importantly on the provision of health care services to Veterans. The Contractor shall exercise critical thinking, perform deep analysis, provide comprehensive and detailed problem statements and hypothesis, and articulate the messaging of salient information at an executive level which includes bottom line up front (BLUF) information in plain language from a business value perspective. The Contractor shall use strict project management principles to scope a project, plan a

project, execute a project, monitor a project and close out a project. The Contractor shall also utilize the various knowledge areas of project management such as Integration, scope, time, cost, risks, quality, change control, human resources, and procurement of resources, communications and stakeholders to include the management of all items. The Contractor shall communicate complex subject matter findings regarding the business value of health care, workflow knowledge, and business rules to inform decision making which has far-reaching impact on national programs such as the provision of health care services to all Veterans must be accurate and include credible evidence-based information. It is imperative that PE has the level of expertise that is needed to fulfill their mission. Due to the subject matter, both health care and business acumen experience is needed to perform requirements of the PWS, this includes communication, collaboration, identifying and documenting relevant information. The Contractor shall provide services to successfully initiate, plan, and execute projects, also referred to as Engagements. The Contractor shall perform the following:

- a. Keep PE Director abreast of any project schedules or risks related to quality, time and/or scope.
- b. Identify key milestones, timelines, dependencies, and resource requirements to develop integrated project plan.
- c. Ensure that project plans, schedules and milestones are aligned between all of the domains as appropriate and identify dependencies and risks along with actionable recommendations.
- d. Makes sure the communication plan, project plan/schedule, risk registry, and change order to include the actions of executing, monitoring, informing and updating. At a minimum executing and monitoring will be done daily
- e. Gather and examine information from multiple stakeholders and sources. This may include but is not limited to:
  - Interviews with the PE Director and program managers, all subject matter experts that would have information related to the project such as clinical, business, managerial and technical staff
  - Databases
  - Literature searches
  - Industry best practices
  - Reports
  - Public information from websites and the clinical environment.
  - Interviews with stakeholders who represent numerous work settings to include but not limited to clinical/health care delivery, Administrative, Operational and Logistical environments
- f. Develop and follow a detailed communication plan to disseminate information appropriately.
- g. Draft, manage, and obtain approvals on program charters and addendums.
- h. Make sure that projects continue to progress while individual domains focus on their domain specific tasks.

- i. Track the output from each of the domains so timelines can be adjusted if needed and to ensure that there are not any interruptions during the project.
- j. Provide cross-domain scope reconciliation for potentially overlapping integrated customer domain engagements.
- k. Communicate engagement status, risks, issues and action items through periodic meetings with the customer sponsor.
- l. Coordinate, consolidate, and organize data from a variety of sources into succinct and clear executive level documents from a business value perspective.
- m. Optimization of all reviews and assessments to ensure they are value-added, in alignment with current projects, program schedules, reviews and require minimal effort on the part of the participants.
- n. Create integrated reports that flow logically throughout the document, demonstrate critical thinking in understanding the business case and demonstrating the scope which is reflected in the findings and fact based actionable recommendations, are inclusive and written in one voice from a business value perspective. This includes collaborating with the contributors and stakeholders to ensure salient points are captured, validated and messaging is accurately incorporated.
- o. Presentations will include notes for each slide to reflect the value of the subject matter and why it is being presented. Within the note section a script shall be written for each of the slides, this will be used to walk the audience through the presentation and should be all inclusive to all salient points in conversational format.
- p. Provide the PE customer with one point of contact rather than multiples from each domain. This allows communication to flow more smoothly and decisions to be made more efficiently.
- q. Consolidate and reports the domain (Customer Satisfaction, Function Review etc.) findings and overall Product Effectiveness work accomplishments from a business value perspective with alignment to the Department of Veterans Affairs, Veterans Health Administration, Organizational Excellence and Quality, Safety, and Value strategic initiatives messaged at the executive level.
- r. Once information is reviewed the Contractor shall aggregate the data then disseminate in a logical, detailed and timely manner, sources are identified and referenced.
- s. Final deliverables will be uploaded to the PE SharePoint site and customer facing documentation (charters, briefing, reports,

The contractor shall create specific deliverables for the purposes of administering, the documenting, reporting, analyzing, and communicating the results, and to support continuous process improvement. Interim and final deliverables shall be created to inform executive leadership and must be articulated and messaged with salient information to include BLUF information from a business value perspective. Many deliverables are used as building blocks to other deliverables; therefore, it is imperative

that deliverables are executed successfully in a timely manner so as to not to delay the engagement.

The subject matter of the Integration engagements will be chosen based on the needs of the PE program in its support of VHA Strategic Goals. Integration engagements are performed for PE with PE being the primary customer. PE will be the determinant of the quality of deliverables per the quality measures in the contract QASP. PE has the ultimate authority to determine if engagement processes and deliverables are deemed satisfactory. This feedback is provided by the Government Integration PM. Integration engagements are supported by project stakeholders who are defined as a person or group who has a vested interest in the engagement subject matter (e.g. user working group members, subject matter experts, etc.) Stakeholders do not have the authority to determine if engagement processes and deliverables are deemed satisfactory. PE is the customer of this contract and PE determines if deliverables are of acceptable quality, not the engagement stakeholders.

### **3.0 PERFORMANCE DETAILS**

The following describes the performance details associated with this TO.

#### **3.1 PERFORMANCE PERIOD**

Base: Twelve (12) months from date of award.

#### **3.2 PLACE OF PERFORMANCE**

The majority of the work shall take place at the Contractor's site, however where specifically stated in this PWS, some functions may be performed at the Government's facilities. No work at any Government site will take place on Federal holidays or weekends, unless directed by the Contracting Officer (CO).

#### **3.3 TRAVEL**

All travel shall be in accordance with the Federal Acquisition Regulation (FAR) and Federal Travel Regulations (FTR). Local travel within a 50-mile radius from the Contractor's facility is considered the cost of doing business and will not be reimbursed. This includes travel, subsistence, and associated labor charges for travel time. Travel performed for personal convenience and daily travel to and from work at the Contractor's facility will not be reimbursed. Travel, subsistence, and associated labor charges for travel time for travel beyond a 50-mile radius of the Contractor's facility are authorized for reimbursement on a case-by-case basis and must be pre-approved by the Contracting Officer's Representative (COR).

Travel costs will be included in the TO award as a separate, cost-reimbursable, “not to exceed” line item. Travel will be requested, approved and reimbursed in accordance with the TO.

The Government estimates the following travel for the period of performance (PoP):

Estimated Destinations	Approximate # of trips	Approximate # of Contractor Personnel required per trip	Approximate # of days per trip
Minneapolis, MN	6	2	3

#### 4.0 DELIVERABLES DESCRIPTIONS

The Contractor shall submit all deliverables described within this PWS in final form on the agreed due date. The Government will have ten (10) business days to review the deliverable, if not accepted by the Government the Contractor shall have five (5) business days to resubmit the document, if the document is still not acceptable to the Government it will then be up to the Government to determine if the deliverable is still of value and worth pursuing. The business day count will begin on the same day if the deliverable is submitted before 12:00pm EST; otherwise the following day will begin day one (1). The Contractor shall upload all deliverables onto the specified SharePoint site and send an email notification to the Contracting Officer (CO), Contracting Officer Representative (COR), and Program Office listing all completed deliverables and a link to their location. Unless otherwise stipulated, written deliverables shall be phrased in plain English. Statistical and other technical terminology shall not be used without providing a glossary of terms and/or an acronym listing.

The Contractor shall be responsible for adhering to all pertinent VA standards as specified in the Integration PWS. Submission of deliverables shall be in accordance with the Integration PWS specifications.

#### 4.1 DUE DILIGENCE

During Due Diligence the contractor shall adhere to scoping direction and due diligence goals provided by PE when the engagement is initiated. The objective of the Due Diligence is to document engagement information in sufficient detail to allow a future project charter to be created and justify a full engagement (i.e., continuation of the project). Due Diligence output shall answer the following key questions:

- Who are the project sponsors and stakeholders?
- What problem(s) or challenge is the project trying to solve?
- What are VHA’s choices?

- What will happen if we do nothing?
- How and when will we be able to measure success?
- Include the current industry standard and what needs to be done to close any gaps.

Due Diligence activities may include searching PE Lessons Learned content, literature searches, industry best practices, VA intranet and Internet searches, VHA directives, policies and procedures, Standard Operating Procedures, project supporting documentation and other applicable information that shall contribute valuable content to the Due Diligence. As part of the Due Diligence effort the Integration team will need to determine if there is relevant information from past PE assessments that can be leveraged to support current Integration efforts. The key to Due Diligence activities is to have a solid and comprehensive approach in place prior to meeting with subject matter experts.

Due Diligence also requires contractor interaction with potential PE customers to collect and understand all relevant information required to develop a thorough understanding of the business case, or rationale for the engagement and the value to the enterprise of conducting the assessment. During this phase, the contractor shall gain an understanding of key objectives, goals, business needs, results to date, project risks and mitigation strategies, and benefit outcomes from pilot deployments (if applicable); in most cases, this will require interviews of subject matter experts and key stakeholders from various program offices, initiatives, and various work settings (e.g., clinical/health care delivery environment). The contractor shall verify assumptions, refine evaluation strategies, validate measurement plans, and/or pilot questionnaire content. The contractor shall facilitate, schedule, and document all meetings with program staff and potential customers. It is anticipated that the Due Diligence will last no longer than two weeks.

## Due Diligence Deliverables

### A- Initial Integration Project Management Plan

#### **Deliverable 1.1 A: PE Integration Project Management Plan**

This deliverable includes services required to perform due diligence for the engagement and a document which describes the engagement project in relation to the specific customer supported by the engagement. The document deliverable will include all information needed to successfully initiate, execute, and complete the engagement. This document provides the documented history of the Due Diligence phase, including the results of all tasks. The Integration Engagement Project Plan shall follow the PMI PMBOK PMP and must include, scope, requirements, time/schedule, quality management, human resource management, communication, risk, and stakeholder management. It shall include details on stakeholders, lists and locations of all collected documentation, business case, engagement requirements, potential issues, dependencies, risk registry, change control document, and all other relevant information, including one or more Project

Charter scope descriptions that reflect feasible approaches to the engagement. The Communication Plan, Project Plan/Schedule, Risk Registry, and Change Control to include the actions of executing, monitoring, informing and updating. At a minimum executing and monitoring will be done daily. This is a living document which will be updated throughout the integrated engagement.

## 2. Execute Integration Engagement

The Contractor shall perform the tasks to actively execute the PE engagement. The objective of the Execute Integration Engagement is to complete the tasks necessary to initiate an integrated PE engagement focused on the business value of healthcare. The Contractor shall create a detailed mission focused baseline project plan to guide the entire engagement's direction. The project plan will serve as the baseline for future project plan updates. The Contractor shall create a communication plan for the integrated engagement, this includes who, what, when, where, and how items are communicated. This links to the project schedules major milestones. The Contractor shall create a project charter and/or addendum that obtain agreement between PE and the project executive sponsor(s) to conduct a PE assessment. If there is a schedule change it will trigger a change control request, analysis will need to be completed to determine if the change may create a risk/issue, if a risk arises then the risk registry needs to be updated and brought to the attention of the PE Director.

### Execute Integration Engagement Deliverables

A: Integration Project Schedule

B: Integration Communication Plan

C: Integration Risk Registry

D: Integration Change Control

E: PE Integration Charter and/or Addendum

#### **Deliverable 2.1 A: Integration Project Schedule**

This deliverable includes services required to execute the Integrated PE engagement, including ongoing collection of project information to build on the Due Diligence phase. It is imperative that the PE Director is notified of any scheduling changes and potential risks before they happen this requires a meeting and or/email to show the schedule is on time weekly the Contractor shall provide communication before potential risks/issues happens not afterwards.

The Integration project schedule shall include details on stakeholders, lists and locations of all collected documentation, business case, scope, engagement requirements, potential issues, dependencies, risk registry, change control



document, site visits, and all other relevant information. The Communication Plan, Project Plan/Schedule, Risk Registry, and Change Control shall include the actions of executing, monitoring, informing and updating. At a minimum executing and monitoring will be done daily. The document deliverable is a project schedule for the engagement customer which illustrates the addition of PE services to their own project schedule. This schedule is a rollup of all project schedules for a specific engagement.

### **Deliverable 2.2 B: Integration Communications Plan**

This document provides communications plans for executing the engagement, planning session logistics, coordination with other PE domains, and dissemination of lessons learned via products and publications, presentations, newsletters, and conference materials. The Communications Plan provides specific information for the program to use in planning and coordinating dissemination of findings to a wide audience. This includes documenting who things are communicated to, who will be communicating the information and who will be receiving the information, what will be communicated, where items are communicated, when things will be communicated, and why items are communicated. Anything that will go to the PE stakeholder needs to be in the communication plan, this includes reports and documents. Documents are considered something that needs to be communicated and should be included in the communication plan.

### **Deliverable 2.3 C: Risk Registry**

The Risk Registry is a document that contains information about identified project risks (Red, Yellow and Green), analysis of risk severity and evaluations of the possible solutions to be applied. This will be proactively updated on a weekly basis and rolled up monthly.

### **Deliverable 2.4 D: Change Control**

The Change Control document contains information regarding requests to change the baseline scope of an engagement that are captured, evaluated and then approved, rejected or deferred. This will be proactively updated on a weekly basis and rolled up monthly.

### **Deliverable 2.5 E: Program Charter and/or Addendum**

The Contractor shall create a project charter this will be accomplished via addendums to an initial overall engagement charter, at a minimum one addendum would be created along with the project charter unless only one engagement would ever be needed under the identified scope; however, this is not the norm. A high-level charter and/or addendum document defines how PE's service offerings will support the project sponsoring organization and establishes commitment expectations of cross-functional team members. The objective, problem statement,

purpose, scope and approach shall be clearly written. The charter milestones shall be defined and agreed upon by the stakeholder. Potential project risks and mitigation strategies along with project sponsors and stakeholders shall be identified at the correct organizational level to support project success and have authority to make decisions as approved by the Government. The Contractor shall insure that all required signatures from the engagement Executive sponsor(s) and PE have been obtained on the project charter and addendum to authorize the PE team to conduct the assessment.

### 3. Integration Site Visits

The Contractor shall plan and track site visits to include reviewing interview questions with the PE Director and Domain Program Managers prior to setting up logistics and scheduling interviews. The Contractor shall ensure that the appropriate questions are asked and is responsible for compiling notes from various domains and ensuring they are presented in a comprehensive view. Charters and/or Addendums must be signed before site visits occur. The integration site visit reports are in final form and include notes from the interviews and are delineated by interviewee, department, and subject matter.

#### Integration Site Visit Deliverables

A: PE Integration Site Visit Planning

B: PE Integration Site Visit Report

#### **Deliverable 3.1 A: Integrated Site Visit Planning**

The Contractor shall develop a site visit planning report document that provides an Executive Summary of the project, including stakeholder information, business case, scope, goals, schedule, communications plan, interview questions, site visit guidelines, data collection and analysis strategy. This document will be reviewed with the PE Director and appropriate Domain Program Managers. The site visit planning report shall require critical thinking to support acquiring required information focused on the business value of healthcare. The site visit planning report shall include all information needed to prepare for a site visit. The site visit planning report shall also include a comprehensive and detailed problem statement and hypothesis; use case scenarios, process description(s) and workflow description of the current and future state as appropriate and created with input from the steering committee and user working group, a description of what is working well and opportunities for improvement, project goals, and current strategies to measure success. The Contractor shall create a communication plan for the site visits which will include the schedule of who is being interviewed, their department, job title, when they are interviewed, and the subject matter of the interview. Logistics will also be included for example conference room reservations

and conference calls. The communication plan will include capturing when entrance and exit briefs are scheduled to occur, who the briefs will be communicated to and if any additional updates/clarifications are needed following the meetings. The Site Visit Planning Report shall include an Executive Summary Briefing that shall serve as the entrance briefing for site visits, kickoff presentation for the user working group, presentation for subject matter expert meetings and presentations to executive leaders. The Executive Summary Briefing shall be no longer than 5 pages/slides, written in a concise format intended for presentation to senior program leaders, top level agency leadership and members of Congress and articulates the messaging of salient information at an executive level which includes BLUF information in plain language from a business value perspective and enough of the analysis to be deemed credible.

### **Deliverable 3.2 B: Integrated Site Visit Report**

Once a site visit concludes the Contractor shall gather data from the appropriate Domains within two weeks to create the Integrated Site Visit Report. This report will provide enough details to make the reader feel that they were at the site visit; this includes identifying the interviewee's and linking their department, duties, and subject matter. The report will verify that all items from the site visit plan were executed to include that interviews were conducted with the appropriate people, that the appropriate questions were asked and intended information was captured. Various interview notes will be aggregated, analyzed and summarized into a comprehensive synopsis and will be included in the Integrated Site Visit Report. This may involve talking with the site visit participants after the site visit to fill in any gaps of information.

#### **4. Executive Engagement Presentations, Reports, and Document Reviews**

The Contractor shall aggregate various documents from domains and analyze the information to create an integrated engagement presentation. The Contractor shall confirm with all involved domains that information was articulated correctly throughout the presentation. The Contractor shall create a Management Report that is similar to a white paper through conducting independent analysis on various sources for a specific subject matter. The information will be articulated from a business value perspective that flows logically and is easy to understand. In addition to the Management Report a white paper document will be created to provide information that may be shared with VHA leadership. The Contractor shall review domain reports and provide tracked changes within the document along with adding comments as needed. A summary of the review will be provided to the Government. The Contractor shall create a one to two page document known as a Quick Facts that is written clear, concise and from a business perspective with the understanding that the audience is very senior to include the Under Secretary for Health and will include key findings, recommendations, and provide evidence-based information.

The Contractor shall complete project management activities to include weekly status reports and monthly accomplishment reports, work products and engagement Self-Assessments. Program management products shall be uploaded to the PE Program SharePoint site.

- A: PE Integration Executive Presentation
- B: PE Integration Management Reports
- C: Integration Domain Report Review
- D: Quick Facts
- E: Weekly Status Report
- F: Monthly Accomplishment Report
- G: Work Products
- H: Engagement Self-Assessment

#### **Deliverable 4.1 A: PE Integration Executive Presentation**

A presentation-style document that provides a bottom line up front executive summary in a business value perspective for each integrated customer project engagement, including stakeholder information, scope, approach, goals, accomplishments, schedule, and other relevant information. Presentation is updated bi-weekly and serves as the agenda for the bi-weekly engagement Integration meeting. Presentations shall include notes for each slide to reflect the value of the subject matter and why it is being presented. Within the note section a script shall be written for each of the slides, this will be used to walk the audience through the presentation and should be all inclusive to all salient points in conversational format.

#### **Deliverable 4.2 B: PE Integration Management Reports**

A bottom line up front Management Report document of 15-25 pages in length as well as a white paper document which provides information to VHA leadership on specific, high-interest topics. The Management Report analyzes the topic, provides evidence and data to support conclusions, sources are identified and referenced as well as recommendations for action to improve the agency's results based on the topic. The information within this report supports the information provided within the Word document.

#### **Deliverable 4.3 C: Integration Domain Reports Review**

The Contractor shall perform technical review of medium to large final reports in draft form from the PE domain(s). The descriptions of these types of documents are shown below. Page number does not delineate the complexity of the document review the subject matter and content will be the determining factor. There may be a mix of medium and large reports required. Importance shall not only placed on

grammar, spelling, and other quality assurance items but also that the document is logical, sound, has substance and the analysis of the content is clearly understood and sources can be identified within the document. The Executive Summary is written clear and concise from a business perspective and contains the most salient points in a bottom line up front of the report. Recommendations are written with strong, fact based and specific information that explains how the recommendation can be enacted, and how the stakeholder will benefit from the recommendation. The Contractor shall set up meetings within two (2) days after the document is reviewed to review findings with the Program Manager and provide their feedback in a summarized document. The Contractor shall include tracked changes and comments in their review of the original document.

### **Medium to Large Engagement Report Descriptions**

<b>TYPE</b>	<b>DESCRIPTION</b>	<b>PAGES</b>
<b>Medium Engagement Reports</b>		
Short List of Benefits	Reports showing methodology of how to measure something	50-65
Measurement Plans	Detail of short list	50-80
Business Case Enhancement/Valuation	Enhancing a business case	40-60
Stand Alone Report Due Diligence	Report containing project description potential measures, data sources, key contacts, and recommendations of how to proceed with a Project Management Plan	40-60
Baseline Workflow Assessment	Assess the as is clinical workflow	40-60
Technical Assessment	Assess how the solution integrates into the clinician's workflow	20-50
Post Implementation Review	Ensures the implemented application functions as expected and assesses usability	20-30
Requirement Analysis Review	Traces requirements through the phases of a project lifecycle to ensure they are complete and accurate	50-90

TYPE	DESCRIPTION	PAGES
Project Briefing	Presentation of key project findings and recommendations	20-25
Journal of Lessons Learned	Compilation and analysis of lessons on a particular project or subject matter, including detailed analysis and recommendations	30-50
Project Management Plan	Includes all information needed to successfully initiate, execute, and complete the engagement	135
<b>Large Engagement Reports</b>		
Performance Baseline Document	Report containing findings, recommendations and supporting materials	25-30
Post Implementation Document	Report containing findings, recommendations, and supporting materials	25-30
Report Findings	Report Containing findings, recommendations, and supporting materials	25-30

**Note: Page length in the chart above does not include the appendices which do need to be reviewed and could be an additional 5-50 pages depending on the document.**

#### **Deliverable 4.4 D: Quick Facts**

The contractor shall create a separate one page stand-alone document known as a Quick Facts. The Contractor shall review specific final approved reports and executive summaries to create "Quick Facts" documents that are written clear, concise and from a business perspective to communicate key findings and recommendations in one to two pages with the understanding that the audience is very senior to include the Under Secretary of Health. To accomplish this, the Contractor shall analyze and understand current and/or past specific reports. Once the Quick Facts is approved by the PE Director the Contractor shall upload the Quick Facts document in the original format and PDF format in SharePoint.

#### **Deliverable 4.5 E: Weekly Status Report**

This deliverable is a weekly report of status of milestones and accomplishments, and shall include engagement business case, scope, actions, internal and external

dependencies, issues, and internal and external risks. This report shall serve as the agenda for the weekly Integration status meeting and will be updated with the latest information available and disseminated 24 hours prior to meeting participants. This report shall also contain a table of the awarded Task Phases and Deliverables listing their status (assigned/unassigned) as well as the customer engagement assigned. The deliverables consist of a weekly status report (rolled up monthly). Applies to all engagements in the TO.

#### **Deliverable 4.6 F: Monthly Accomplishments Report**

PE work accomplishments are documented from a business value perspective that showcase the impact and value that was provided to VA and/or VHA and reflects the alignment to the Department of Veterans Affairs, Veterans Health Administration, Organizational Excellence and Quality, Safety, and Value strategic initiatives messaged at the executive level. This information will be uploaded in the PE Accomplishment Share Point site in real time, aggregated monthly and presented to the PE Director. Applies to all engagements in the TO.

#### **Deliverable 4.7 G: Work Products**

All documents which are produced during the course of the engagement and not specifically identified herein are designated as "Work Products." Work Products include meeting agendas, minutes, action item lists, checklists, presentations, memoranda and other like documentation produced to support the engagement. Work Products produced over the course of the engagement shall be delivered as one package in .zip file format.

#### **Deliverable 4.8 H: Engagement Self-Assessment**

Create an all-inclusive compilation that showcases the value and impact that PE has produced throughout time. The Engagement Self-Assessment should be written at a level that could be shared with leadership and show alignment to VA/VHA/OE or QSV strategic initiatives. This deliverable is a self-assessment of the customer engagement, based on planned and realized value of the engagement to the PE customer. This deliverable shall demonstrate the objective and subjective value of the Integrated Engagement to the customer. This shall include assessment of planned versus actual value of the engagement from the customer's perspective and illustrate the return on investment to VHA for the PE Program.

### **6. SCHEDULE OF DELIVERABLES:**

The Contractor shall submit all deliverables described in accordance with the PE Integration Services PWS. The Contractor shall upload and tag all deliverables onto the specified SharePoint site and send an email notification to the COR and PE listing all completed deliverables and a link to their location. The Government will have ten (10)

business days to review submitted deliverables before deeming them accepted or not accepted with comments to explain the reason for non-acceptance. Any feedback regarding deliverables, including final acceptance, will be provided from the COR to the contractor. The Contractor will then have five (5) business days to make appropriate updates and resubmit the deliverable to the COR for Government review. The Government will have five (5) business days from resubmission of a deliverable to review and determine acceptance, non-acceptance or rejection. The deliverables shall be written clear and concise from a business value perspective. These documents shall be written at the executive level that could be presented to VA senior program leaders, top level agency leadership and members of Congress. Statistical and other technical terminology shall not be used without providing a glossary of terms and/or an acronym listing.

The Contractor shall be responsible for adhering to all pertinent VA standards as specified in the PE Integration Services PWS. Submission of deliverables shall be in accordance with the PE Integration Services PWS specifications.

a. Deliverables are outlined in the below schedule.

<b>Deliverable</b>	<b>Description or Reference</b>	<b>Due Date</b>
<b>1.1 A</b>	PE Integration Project Management Plan	Due three business days after the start of an engagement and weekly updates with net new information to include date changes
<b>2.1 A</b>	Integration Project Schedule	Due Weekly after received and rolled up each month
<b>2.2 B</b>	Integration Communication Plan	Due weekly after received and rolled up each month
<b>2.3 C</b>	Risk Registry	Due weekly after received and rolled up each month
<b>2.4 D</b>	Change Control	Due weekly after received and rolled up each month
<b>2.5 E</b>	Program Charter and/or Addendum	Due four weeks from start of engagement or prior to any site visits, whichever comes first
<b>3.1 A</b>	Integrated Site Visit Planning	Due two weeks prior to site visit



<b>Deliverable</b>	<b>Description or Reference</b>	<b>Due Date</b>
<b>3.2 B</b>	Integrated Site Visit Report	Due two weeks after completion of site visit
<b>4.1 A</b>	PE Integration Executive Presentation	Due three weeks after assigned.
<b>4.2 B</b>	PE Integration Management Report	Due three weeks after assigned
<b>4.3 C</b>	Integration Domain Report Review	Due one week after assigned
<b>4.4 D</b>	Quick Facts	Due three weeks after assigned
<b>4.5 E</b>	Weekly Status Report	Due weekly after award and rolled up each month
<b>4.6 F</b>	Monthly Accomplishment Report	Due monthly after award
<b>4.7 G</b>	Work Products	Due monthly after award
<b>4.8 H</b>	Engagement Self-Assessment	Due bi-monthly

#### 7. Quality Control

The Contractor shall develop and maintain an effective QC program to ensure services are performed in accordance with this PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QC program provides assurance that work complies with requirements of the individual contract. As a minimum, the Contractor shall develop QC procedures addressing the areas identified in this PWS and the QASP. After acceptance of the QC plan, the Contractor shall receive the CO's acceptance in writing of any proposed change to Contractor's QC system.

#### 8. Key Personnel

Key Personnel need to link to the requirements of the PWS. Skilled experienced professional and/or technical personnel are essential for successful contractor accomplishment of the work to be performed under this effort. These are defined as individuals crucial to the successful performance of the orders issued and the programs being supported by those orders and are those persons identified as key personnel in accordance with solicitation requirements. The Contractor agrees that the key personnel shall not be removed, diverted, or replaced from work without prior notification to the Contracting Officer.

The following key personnel are required

1. Program Manager:

Qualifications: Master's in Business Administration or equivalent Master's Degree and a minimum ten (10) years of experience leading health care-related projects of similar size, scope, and national impact.

2. Subject Matter Expert (SME) - Healthcare Business Consultant:

Qualifications: Master's in Business Administration or equivalent Master's Degree and a minimum of six (6) years of experience working with health care-related projects of similar size, scope, and national impact.

- Demonstrated expertise in measuring program and project performance for large healthcare systems. This shall include development of performance measurement frameworks and measurement plans, establishing metrics and measures, identifying, obtaining, and analyzing performance data, and expert consulting for large health care programs of national significance.
- Demonstrated expertise as a management consultant to large agencies or corporations who deliver health care services through an extensive network of medical facilities to a large and diverse population. Expertise shall be in healthcare business administration consulting which affects management of the entire organization.

**Substitution of Key Personnel:** All Contractor requests for approval of substitutions hereunder shall be submitted in writing to the COR and the CO within a reasonable timeframe (10 business days for a non-emergency replacement and 2 business days for emergencies) and shall provide a detailed explanation of the circumstances necessitating the proposed substitution, a complete résumé for the proposed substitute, and any other information requested by the CO necessary to approve or disapprove the proposed substitution. New personnel shall not commence work until all necessary security requirements have been fulfilled and résumés provided and accepted. The COR and the CO will evaluate such requests and promptly notify the Contractor of approval or disapproval in writing. Any substituted personnel shall have the equivalent or better education, experience, and credentials than the personnel they may replace, subject to VA review and approval.

The Contractor shall be responsible for managing and overseeing the activities of all contractor personnel, as well as subcontractor efforts used in performance of this effort. Contractor management responsibilities shall include all activities necessary to ensure the accomplishment of timely and effective support, performed in accordance with the

requirements contained in the or PWS.

## **GENERAL EXPERIENCE REQUIREMENTS**

Contractor staff shall be fully qualified and have the level of experience necessary to accomplish the requirements of this PWS.

The Contractor must be acceptable to the Government in terms of personal and professional conduct, and in technical knowledge. Furthermore, Contractor personnel are expected to be proficient using office automation equipment and software, and have excellent written and sufficient verbal communication skills to support VA. Should any Contractor personnel be determined to be unacceptable in terms of technical competency or unacceptable personal conduct while on-site or while working on contract activities, the Contractor shall immediately remove and replace the unacceptable on-site personnel at no additional cost to the Government. Contractor personnel are to serve in a support role; final decisions regarding VA business will always be made by Government personnel.

The parties agree that no communications or interactions between VA and the contractor, its officers, employees, or agents may be recorded without prior written consent of all participants of the communication.

### **9. Price/Cost Schedule Table**

<b>Clin</b>	<b>Del</b>	<b>Description</b>	<b>QTY</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total Price</b>
<b>0001</b>	<b>1.1 A</b>	<b>PE Integration Project Management Plan</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0002</b>	<b>2.1 A</b>	<b>Integration Project Schedule</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0003</b>	<b>2.2 B</b>	<b>Integration Communication Plan</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0004</b>	<b>2.3 C</b>	<b>Integration Risk Registry</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0005</b>	<b>2.4 D</b>	<b>Integration Change Control</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0007</b>	<b>2.5 E</b>	<b>PE Integration Charter and/or Addendum</b>	<b>6</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>

<b>Clin</b>	<b>Del</b>	<b>Description</b>	<b>QTY</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total Price</b>
<b>0008</b>	<b>3.1 A</b>	<b>PE Integration Site Visit Planning</b>	<b>6</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0009</b>	<b>3.2 B</b>	<b>PE Integration Site Visit Report</b>	<b>6</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0010</b>	<b>4.1 A</b>	<b>PE Integration Engagement Presentation</b>	<b>10</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0011</b>	<b>4.2 B</b>	<b>PE Integration Management Report</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0012</b>	<b>4.3 C</b>	<b>Integration Domain Report Review</b>	<b>5</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0013</b>	<b>4.4 D</b>	<b>Quick Facts</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0014</b>	<b>4.5 E</b>	<b>Weekly Status Report</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0015</b>	<b>4.6F</b>	<b>Monthly Accomplishment Report</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0016</b>	<b>4.7 G</b>	<b>Work Products</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0017</b>	<b>4.8 H</b>	<b>Engagement Self-Assessment</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>0018</b>	<b>NTE</b>	<b>Travel</b>	<b>12</b>	<b>ea</b>	<b>\$</b>	<b>\$</b>
<b>Total</b>						