

**APPENDIX A**  
**STATEMENT OF WORK**



**Integrated Behavioral Health  
Information System**

## TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
1.0 SCOPE OF WORK.....	1
2.0 DOCUMENT TOOLS AND FORMATTING.....	3
3.0 TASKS AND DELIVERABLES .....	3
TASK 1.0 – PROJECT PLANNING .....	4
Task 1.1 – Project Planning .....	4
DELIVERABLE 1.1 – PROJECT PLANNING .....	4
Task 1.2 – Contractor Staff .....	4
DELIVERABLE 1.2 – CONTRACTOR STAFF.....	5
Task 1.3 – Develop and Present Detailed Work Plan.....	5
DELIVERABLE 1.3 – DETAILED WORK PLAN – Key Deliverable .....	5
TASK 2.0 – PROJECT STATUS REPORTS.....	6
DELIVERABLE 2.0 – PROJECT STATUS REPORTS .....	6
TASK 3.0 – VERIFY SYSTEM HARDWARE, DELIVER AND LOAD SOFTWARE .....	7
Task 3.1 – Verify System Hardware Specifications .....	7
DELIVERABLE 3.1 – VERIFY SYSTEM HARDWARE SPECIFICATIONS.....	7
Task 3.2 – Deliver Application Software and Documentation.....	7
DELIVERABLE 3.2 - APPLICATION SOFTWARE DELIVERY.....	7
Task 3.3 – Load Baseline Application Software.....	7
DELIVERABLE 3.3 – LOAD BASELINE APPLICATION SOFTWARE – Key Deliverable .....	8
Task 3.4 – Synchronize for Application and Database Replication.....	8
DELIVERABLE 3.4 – SYNCHRONIZE FOR APPLICATION AND DATABASE REPLICATION – Key Deliverable .....	9
TASK 4.0 - SYSTEM TRAINING.....	9
Task 4.1 – Develop Training Plan .....	9
DELIVERABLE 4.1 – TRAINING PLAN.....	11
Task 4.2 – Conduct Training.....	12
DELIVERABLE 4.2 – TRAINING – Key Deliverable.....	14
Task 4.3 – Training Materials and Documentation.....	14
DELIVERABLE 4.3 – TRAINING MATERIALS .....	15
TASK 5.0 – CONFIGURE SYSTEM.....	15
DELIVERABLE 5.0 – CONFIGURE SYSTEM .....	15
TASK 6.0 – INTEGRATION .....	15
Task 6.1 – Pre-Defined Interfaces.....	15
Task 6.1.1 – Develop Checkwrite File Interface.....	15
Task 6.1.2 – Develop Standard Interfaces .....	16
DELIVERABLE 6.1 – INTEGRATION – Key Deliverable .....	16
TASK 7.0 – DEVELOP CUSTOM PROGRAMMING MODIFICATIONS.....	16
DELIVERABLE 7.0 – CUSTOM PROGRAMMING MODIFICATIONS .....	16

<b>TASK 8.0 – SYSTEM TESTS</b> .....	16
Task 8.1 – Develop System Test Plan .....	16
<b>DELIVERABLE 8.1 – SYSTEM TEST PLAN</b> .....	17
Task 8.2 – Conduct Module Tests .....	17
<b>DELIVERABLE 8.2 – MODULE TESTS</b> .....	17
Task 8.3 – Conduct Reporting Tool Tests .....	17
<b>DELIVERABLE 8.3 - REPORTING TOOL TESTS</b> .....	18
Task 8.4 – Conduct System Integration Test.....	18
<b>DELIVERABLE 8.4 - SYSTEM INTEGRATION TEST</b> .....	18
Task 8.5 – Conduct System Performance Test .....	18
<b>DELIVERABLE 8.5 – SYSTEM PERFORMANCE TEST – Key Deliverable</b> .....	19
<b>TASK 9.0 – DATA CONVERSION</b> .....	19
Task 9.1 – Develop Data Conversion Plan.....	19
<b>DELIVERABLE 9.1 – DATA CONVERSION PLAN</b> .....	20
Task 9.2 – Develop Data Conversion Programs.....	20
<b>DELIVERABLE 9.2 – DATA CONVERSION PROGRAMS – Key Deliverable</b> .....	20
Task 9.3 – Conduct Data Conversion Test .....	21
<b>DELIVERABLE 9.3 – DATA CONVERSION TEST – Key Deliverable</b> .....	21
Task 9.4 – Conduct Conversion .....	21
<b>DELIVERABLE 9.4 – CONVERSION – Key Deliverable</b> .....	21
<b>TASK 10.0 – SYSTEM CUTOVER</b> .....	22
Task 10.1 – Develop System Cutover Plan .....	22
<b>DELIVERABLE 10.1 – SYSTEM CUTOVER PLAN</b> .....	23
Task 10.2 – Pilot Tests .....	23
<b>DELIVERABLE 10.2 – PILOT TESTS</b> .....	24
Task 10.3 – Final System Acceptance .....	24
<b>DELIVERABLE 10.3 – FINAL SYSTEM ACCEPTANCE – Key Deliverable</b> .....	25
<b>TASK 11.0 – SYSTEM CLOSE-OUT / SHUT-DOWN</b> .....	25
<b>DELIVERABLE 11.1 – CLOSE-OUT PLAN</b> .....	26
<b>DELIVERABLE 11.2 – DATA FILES</b> .....	26
<b>DELIVERABLE 11.3 – CLAIMS RUN-OUT SERVICES</b> .....	26
<b>DELIVERABLE 11.4 – AUDIT REQUESTS</b> .....	26



1 Capitalized terms used in this Appendix A without definition herein shall have the meanings given to  
2 such terms in the body of Appendix E (Sample Agreement), Appendix D (Maintenance and Support  
3 Services) or Appendix F (Glossary).

4 **1.0 SCOPE OF WORK**

5 Without limiting the more detailed descriptions set forth in the subsequent sections of this  
6 Statement of Work and otherwise in the Agreement, Contractor's Work hereunder shall include  
7 the following, in each case in full accordance with the Agreement, this Statement of Work and  
8 otherwise with the Specifications:

9 1.1 Contractor shall perform and provide all services, products and other Work to install,  
10 set-up, configure, integrate, train County Staff to use, and otherwise deploy and  
11 implement Contractor's Application Software as set forth in Appendix B.5 (System  
12 Software Response). Any proposed assignment or utilization of County Staff for any  
13 Work hereunder must be pre-approved in writing by County's Project Manager in his or  
14 her reasonable discretion.

15 1.2 Contractor shall perform, complete and deliver all Tasks, Deliverables, goods, services  
16 and other Work as set forth below or in any attached or referenced document, in full  
17 compliance with this Statement of Work. Such Tasks and Deliverables shall include  
18 without limitation all Custom Programming Modifications, Conversions, Interface  
19 development, training, tests, System cutover and System close-out / shut-down  
20 services set forth or referenced herein. Also defined in this Statement of Work are  
21 those Tasks that involve participation of both Contractor and County. Except to the  
22 extent expressly specified as an obligation of County, Contractor shall perform all  
23 Tasks and provide all Deliverables set forth herein.

24 1.3 Contractor's Project Manager (and other Contractor staff member's to the extent  
25 reasonably requested by County) shall be present at and participate in project related  
26 meetings and reviews as set forth herein and as requested by County so as to increase  
27 Contractor's understanding of County's business processes and assist Contractor in  
28 analyzing, validating and making recommendations which facilitate the completion of  
29 project activities. Such recommendations by Contractor shall include, without limitation,  
30 recommending practices for business solutions which incorporate County's functional  
31 and technical requirements into the System's configuration and recommending System  
32 utilization guidelines that increase User productivity and efficiencies.

33 1.4 The System will operate on the approved System Hardware located in two (2)  
34 geographical locations, County's Data Center and County's Local Recovery Center as  
35 set forth in Task 3.4 (Synchronize for Application and Database Replication) of this  
36 Statement of Work.

37 1.5 The Application Software shall provide functionality as set forth in Appendix B  
38 (Technical Solution Response) and otherwise in accordance with the Specifications,  
39 including but not limited to:



- 40 1.5.1 Clinical functionality to support the delivery of mental health services at DMH  
41 Directly Operated Facilities;
- 42 1.5.2 Client accounting, claims processing and administrative functionality to support  
43 the Department's role as a provider of mental health services; and
- 44 1.5.3 Administrative claims processing functionality to support the Department's role  
45 as a health plan administrator and payor for mental health services delivered  
46 via Contract Providers.
- 47 1.6 Contractor shall assist County in implementing a subset of County's programs,  
48 services and Interfaces using all Application Software purchased from Contractor for  
49 two (2) pilot tests as described in Task 10.0 (System Cutover) of this Statement of  
50 Work.
- 51 1.7 Contractor shall provide technical consultative support to the County Staff responsible  
52 for System administration and Application Software configuration throughout all System  
53 implementation Tasks to support County in its implementation and roll-out of the  
54 System. The implementation Tasks may include, but are not limited to, System  
55 administration, data Conversion and System cutover.
- 56 1.8 The System will be accepted in accordance with Task 10.3 (Final System Acceptance)  
57 only upon successful completion of two (2) pilot tests using a fully functional,  
58 completely integrated System and procedural processing package that meets the  
59 requirements and legal mandates of County, while addressing all Specifications set  
60 forth in the Agreement.
- 61 1.9 **System Deficiencies**
- 62 Defined in this Statement of Work are Tasks and Deliverables which require the  
63 installation, configuration and testing of Contractor's System and Contractor's Work to  
64 develop Interfaces and Conversion programs for Production Use. Contractor shall  
65 provide County with maintenance and support services prior to the commencement of  
66 Production Use as described in Paragraph 4.4 (Maintenance and Support Services) of  
67 the Agreement. Contractor shall furthermore use corrective measures in accordance  
68 with Appendix D (Maintenance and Support Services) to correct errors, malfunctions or  
69 problems which result in the System not performing as described in this Section 1.9  
70 and the Specifications, requirements and standards set forth in Appendix E (Sample  
71 Agreement).
- 72 1.9.1 In all cases prior to Production Use, County's Project Manager or his/her  
73 designee, in such person's sole judgment, will determine the priority level of a  
74 Deficiency and designate it as Level I or Level II Priority, as defined below for  
75 purposes of monitoring timely resolution. Upon Contractor's discovery of  
76 Deficiency, Contractor shall in each case, promptly obtain County's priority  
77 level, which shall be determined by County's Project Manager or his/her  
78 designee.
- 79 A. "Level I Priority" means any non-cosmetic Deficiency.
- 80 B. "Level II Priority" means any cosmetic Deficiency (excluding, for the  
81 avoidance of doubt, any Deficiency in appearance which otherwise  
82 affects available functionality of the System).



83 1.9.2 All Level I Priority Deficiencies shall be corrected in accordance with this  
84 Section 1.9 as a condition precedent to the completion and Acceptance of  
85 Task 8.0 (System Tests) and Task 9.3 (Conduct Data Conversion Test) of this  
86 Statement of Work and prior to Contractor's cutover of the System to  
87 Production Use as set forth in Task 10.0 (System Cutover) of this Statement  
88 of Work.

89 1.9.3 At County's sole discretion, correction of a Deficiency can be deferred if  
90 County determines the impact does not impair the next stage of the project or  
91 does not impact initiating Task 10.0 (System Cutover). Any such election  
92 must be in writing and specifically include the Production Use Priority Level in  
93 respect of such Deficiency and the required resolution time and date after  
94 which Service Credits in accordance with the normal procedures set forth in  
95 Section VI (Service Credits) to Appendix D (Maintenance and Support  
96 Services) will begin to accrue.

97 **2.0 DOCUMENT TOOLS AND FORMATTING**

98 Contractor shall comply with County's Project Management Methodology (PMM) and shall  
99 document and utilize County's existing project management templates, reporting tools and  
100 software to report all Work. Contractor shall deliver all Work in accordance with this Statement  
101 of Work as soon as available electronically (in a file format acceptable to County) unless  
102 otherwise indicated as follows:

- 103 A. The Detailed Work Plan – using County project management standards in accordance  
104 with Task 1.3 (Develop and Present Detailed Work Plan) - must additionally be  
105 provided in a hard copy format, if requested by County;
- 106 B. All status reports and other Deliverable documents – in both a hard copy format and an  
107 electronic copy delivered via e-mail; and
- 108 C. All System Documentation and Training materials – on a CD/DVD-ROM, in a file format  
109 acceptable to County (such acceptable formats including without limitation MS-Office®  
110 and Adobe® PDF files), and furthermore accompanied by a hard copy format.

111 **3.0 TASKS AND DELIVERABLES**

112 Contractor's Work hereunder shall include at least the Tasks and Deliverables set forth below,  
113 in each case performed in accordance with the requirements set forth in this Statement of  
114 Work. The ordering of the Tasks and Deliverables, except where otherwise expressly  
115 indicated, is not intended to convey any required sequence of Contractor's performance, and it  
116 is expected that Contractor, in its proposal and Detailed Work Plan, will order and intersperse  
117 the performance and delivery of these Tasks and Deliverables so as to most efficiently and  
118 effectively deploy the System in accordance with County's requirements and Specifications.  
119 Some Tasks and Deliverables may be performed in phases or multiple times for different  
120 aspects or parts of the System implementation and this scheduling of Work shall in each case  
121 be set forth in Contractor's proposal and in detail in the Detailed Work Plan.



122 **TASK 1.0 – PROJECT PLANNING**

123 **Task 1.1 – Project Planning**

124 Throughout the Term of the Agreement, under the direction of County’s Project Director,  
125 Contractor shall work collaboratively with County’s Project Manager during the planning and  
126 development of County’s IBHIS project work plan. Contractor’s planning (and implementation  
127 Work) as set forth in the Detailed Work Plan and otherwise shall include all project activities for  
128 the application delivery, configuration, integration, testing, training, Conversion, System  
129 cutover, pilot tests and System close-out phases of the project.

130 The results from any planning and strategy meetings between County Staff and Contractor  
131 shall be documented by Contractor, who shall provide such reports to County’s Project  
132 Manager within five (5) Working Days of said meetings.

133 **DELIVERABLE 1.1 – PROJECT PLANNING**

134 Contractor shall deliver the planning results from all meetings between County Staff and  
135 Contractor to County’s Project Manager in accordance with Task 1.1 (Project Planning).

136 **Task 1.2 – Contractor Staff**

137 Contractor shall create and submit a detailed staffing plan with a description of the primary  
138 roles and responsibilities of Contractor’s project staff members and provide a project team  
139 organization hierarchical box structure depicting Contractor’s implementation project team and  
140 reporting relationships.

141 Consultant shall identify work space and equipment needs for Contractor’s project staff  
142 requiring access to County’s work space and network computers at the capacity of a full time  
143 staff equivalent. County shall make reasonable accommodations, as determined by County in  
144 its sole discretion, for Contractor’s project staff with regards to work space and network  
145 computers.

146 Consultant shall submit for County’s review and written approval, resumes of proposed  
147 Consultant personnel for primary project team roles which describe experience and  
148 qualifications to perform all services and Work to which they will be assigned. Resumes shall  
149 not exceed three (3) pages per staff member, shall describe staff’s experience for the role  
150 assigned and at a minimum shall include:

- 151 A. The proposed role;
- 152 B. Work experience, including dates (i.e., month and year) of employment;
- 153 C. Relevant education and training, including dates, institution name(s) and location(s);  
154 professional certifications and college degrees; and
- 155 D. References for a minimum of three (3) projects which contain the company’s name; the  
156 contact’s name, position, title and current phone number; the project name, with a brief  
157 description of the project and staff member’s specific assignment, role and  
158 responsibilities.



159 Contractor will not be responsible for the performance of County personnel. However,  
160 Contractor shall manage Contractor staff and address Contractor staffing and personnel  
161 matters in a timely manner. Contractor shall coordinate with County's Project Manager to  
162 ensure that all Tasks, Deliverables, goods, services and other Work are performed in a timely  
163 manner. County may request Contractor to remove specific Contractor personnel at any time  
164 when the County determines Contractor personnel do not fulfill the requirements of the Work  
165 in accordance with Paragraph 3.3 (Approval of Contractor's Staff) of the Agreement.

166 **DELIVERABLE 1.2 – CONTRACTOR STAFF**

167 Contractor shall submit a detailed staffing plan, resumes and references of proposed  
168 Contractor personnel; and a project team organization hierarchical box structure; and shall  
169 identify work space and equipment needs for Contractor's project staff requiring access at the  
170 capacity of a full time staff equivalent in accordance with Task 1.2 (Contractor Staff).

171 **Task 1.3 – Develop and Present Detailed Work Plan**

172 Contractor shall develop and electronically submit the Detailed Work Plan using the most  
173 recent version of Microsoft® Project currently used in the Department in accordance with  
174 Paragraph 4.6 (Delivery and Acceptance of Detailed Work Plan) of the Agreement. Chief  
175 Information Office Bureau (CIOB) plans to use Microsoft® Enterprise Project Management  
176 Server (EPMS) for the IBHIS project Detailed Work Plan and unless otherwise instructed in  
177 County's sole discretion, Contractor shall use EPMS when updating the Detailed Work Plan.

178 The Detailed Work Plan shall include, without limitation, the following elements:

- 179 A. Project Milestones and Key Deliverables;
- 180 B. Statement of Work Tasks and Deliverables and the detailed lower level Tasks which  
181 will comprise each Task set forth in this Statement of Work;
- 182 C. Sequencing and linking of key dependencies between Tasks;
- 183 D. Contractor resource assignment and suggested County assignment, to include in each  
184 case the quantity and type of resources and distinguishing between suggested County  
185 and designated Contractor resources for all Tasks and Deliverables;
- 186 E. Duration to complete Tasks in eight (8) hour Working Day increments; and
- 187 F. Baseline start and end dates.

188 **DELIVERABLE 1.3 – DETAILED WORK PLAN – Key Deliverable**

189 Contractor shall submit a Detailed Work Plan in accordance with Task 1.3 (Develop and  
190 Present Detailed Work Plan) for County's review and approval.



191 **TASK 2.0 – PROJECT STATUS REPORTS**

192 Commencing from the Effective Date through Final System Acceptance, Contractor’s Project  
193 Manager shall evaluate project results and provide written status reports to County’s Project  
194 Manager in the format described in Appendix A.2 (Project Status Report) to this Statement of  
195 Work on a monthly basis by the thirtieth (30<sup>th</sup>) Working Day of each calendar month for the  
196 previous month’s activities. The status reports shall compare actual progress to-date against  
197 Contractor’s Detailed Work Plan approved by County and report any start date and end date  
198 variances. Contractor’s Project Manager shall furthermore meet in person at least weekly with  
199 County’s Project Manager and be prepared to discuss the content of the monthly report and  
200 any changes in project status, and it is anticipated that meetings between Contractor’s Project  
201 Manager and County’s Project Manager may occasionally be required more frequently in  
202 relation to IBHIS project activities.

203 Contractor’s progress on all Tasks and Deliverables set forth in the Detailed Work Plan shall  
204 be tracked using the most recent version of Microsoft® Project currently used in the  
205 Department and shall include:

- 206 A. Actual start and end dates;
- 207 B. Start date and end date variances; and
- 208 C. A separate notation of County’s review and Acceptance of each Deliverable.

209 A hardcopy of this progress against the Detailed Work Plan shall be attached to each Project  
210 Status Report prepared by Contractor. Contractor shall report at the weekly status meetings  
211 and be prepared to discuss in detail any project risks or issues identified as part of the quality  
212 assurance process. As part of project management, County may conduct a proactive vendor  
213 independent review of the project’s progress and quality to ensure that County realizes the  
214 maximum benefit from the System.

215 **DELIVERABLE 2.0 – PROJECT STATUS REPORTS**

216 Contractor’s Project Manager shall prepare Project Status Reports in accordance with Task  
217 2.0 (Project Status Reports) not less than monthly. At not less than weekly status meetings  
218 with Contractor’s Project Manager, Contractor shall discuss the report, as well as any changes  
219 since the last report, and discuss progress against the Detailed Work Plan provided with the  
220 Project Status Reports.

221 The first Project Status Report shall be presented to County’s Project Manager twenty (20)  
222 Working Days following the Effective Date.



223 **TASK 3.0 – VERIFY SYSTEM HARDWARE, DELIVER AND LOAD SOFTWARE**

224 **Task 3.1 – Verify System Hardware Specifications**

225 The Department utilizes an existing data center through a contract service agreement with  
226 Internal Services Department (ISD). The System will operate on the approved System  
227 Hardware located in two (2) geographical locations, County’s Data Center and County’s Local  
228 Recovery Center.

229 Prior to Contractor loading Baseline Application Software and within seven (7) Working Days  
230 of notification from County, Contractor shall verify at County’s Data Center and at County’s  
231 Local Recovery Center that hardware installed by County and operating system software and  
232 Database Management System (DBMS) configured by County, and DBMS administrative  
233 accounts created by County meet Contractor’s Specifications as specified in Appendix B.4  
234 (System Hardware Response).

235 **DELIVERABLE 3.1 – VERIFY SYSTEM HARDWARE SPECIFICATIONS**

236 Contractor shall verify and provide to County written confirmation that hardware, operating  
237 system software and DBMS software and administrative accounts meet Contractor’s  
238 Specifications in accordance with Task 3.1 (Verify System Hardware Specifications).

239 **Task 3.2 – Deliver Application Software and Documentation**

240 Contractor shall deliver to County all System Components identified in the Agreement,  
241 including all applicable System Software and Documentation, within twenty (20) Working Days  
242 of the Effective Date, with the exception of Custom Programming Modifications to be  
243 developed later in the Term. Furthermore, such Documentation shall fully contain all System  
244 Software functionality and data definitions, and all such Documentation files shall be in the  
245 format of on-line help. Contractor shall provide in writing a list confirming all such System  
246 Components delivered.

247 **DELIVERABLE 3.2 - APPLICATION SOFTWARE DELIVERY**

248 Contractor shall deliver to County all System Components other than Custom Programming  
249 Modifications in accordance with Task 3.2 (Deliver Application Software and Documentation)  
250 and shall certify in writing and provide to County a list of all such System Components  
251 delivered.

252 **Task 3.3 – Load Baseline Application Software**

253 Contractor shall load Baseline Application Software and configure to operate with County  
254 specified TCP/IP ports using the RSA SecurID for access from outside the DMH network,  
255 configure to communicate with, and otherwise utilize, the DBMS at County’s Data Center and  
256 County’s Local Recovery Center. Contractor shall configure baseline as to create all of the  
257 production, training and testing environments at County’s Data Center, and County’s Local  
258 Recovery Center. Prior to configuration of synchronized Application Software and DBMS  
259 replication activities between County’s Data Center and County’s Local Recovery Center in



260 accordance with Task 3.4 (Synchronize for Application and Database Replication), Contractor  
261 shall (a) minimally configure Baseline Application Software so as to test and successfully  
262 demonstrate to County's Project Manager the connectivity of the application to the DBMS, (b)  
263 test and successfully demonstrate integration of third party plug-ins, and (c) test and  
264 successfully demonstrate User authentication through RSA SecurID at County's Data Center  
265 and County's Local Recovery Center. Contractor shall correct all detected Deficiencies in  
266 accordance with Section 1.9 (System Deficiencies) as set forth in this Statement of Work.

267 **DELIVERABLE 3.3 – LOAD BASELINE APPLICATION SOFTWARE – Key Deliverable**

268 Baseline Application Software shall be loaded, configured, tested and successfully  
269 demonstrated by Contractor as operational at County's Data Center and County's Local  
270 Recovery Center and Contractor shall create all of the production, training and testing  
271 environments at County's Data Center and County's Local Recovery Center in accordance  
272 with Task 3.3 (Load Baseline Application Software). Contractor shall correct all detected  
273 Deficiencies in accordance with Section 1.9 (System Deficiencies).

274 **Task 3.4 – Synchronize for Application and Database Replication**

275 After consulting with County and receiving the approval of County's Project Manager on the  
276 proposed synchronization architecture, Contractor shall configure Baseline Application  
277 Software and DBMS for synchronized application and database replication, based upon the  
278 Contractor's application design and County's business continuity requirements as set forth in  
279 Appendix B (Technical Solution Response). This configuration shall include but not be limited  
280 to designing, building and testing the replication process to confirm full functionality.

281 Contractor shall fully test and certify in writing that System recovery functionality is operational.  
282 Furthermore, Contractor shall confirm successful recovery functionality in situations including  
283 but not limited by: (a) removal from the network of the County Data Center System Hardware;  
284 (b) removal of power from the County Data Center System Hardware; and (c) reboot of the  
285 County Data Center System Hardware; in each case followed by restoring the System to  
286 normal operation at both System Hardware sites and full and successful resynchronization  
287 (collectively, the "Business Continuity Tests").

288 Contractor shall document its procedures and the performance of testing and all applicable  
289 results and certify in writing at the conclusion of each testing that: (a) County's Data Center  
290 and County's Local Recovery Center is configured to recover such that if the County's Data  
291 Center experiences a failure, County's Local Recovery Center will operate and provide full  
292 System Software functionality to all Users; (b) that databases for both sites are synchronized;  
293 (c) the integrity of data between both sites collectively perform according to all Specifications,  
294 requirements and standards set forth in Appendix B (Technical Solution Response) and this  
295 Statement of Work; and (d) County's Data Center and County's Local Recovery Center  
296 collectively otherwise maintain business continuity during any failure of County's Data Center  
297 in accordance with the Agreement. Contractor shall correct all detected Deficiencies in  
298 accordance with Section 1.9 (System Deficiencies) of this Statement of Work.

299 Contractor shall thereafter conduct Business Continuity Tests upon the written request of  
300 County's Project Director throughout System implementation until such time as County  
301 provides Final System Acceptance.



302 Contractor shall furthermore develop and provide to County a comprehensive, verifiable  
303 automated process to run, which shall validate that (a) recovery was successful, (b)  
304 functionality has been restored, and (c) data integrity preserved.

305 Contractor and County shall identify, establish, test and document a secure method to access  
306 the System remotely in order to perform Maintenance and Support Services as described in  
307 Section II.B.(1) to Appendix D (Maintenance and Support Services).

308 **DELIVERABLE 3.4 – SYNCHRONIZE FOR APPLICATION AND DATABASE**  
309 **REPLICATION – Key Deliverable**

310 Contractor shall provide an automated business continuity validation process, establish a  
311 documented secure method to remotely access the System, configure, test and provide written  
312 procedures and test results which successfully demonstrate that Baseline Application Software  
313 and DBMS are fully synchronized and otherwise configured for recovery between County's  
314 Data Center and County's Local Recovery Center in accordance with Task 3.4 (Synchronize  
315 for Application and Database Replication). Contractor shall correct all detected Deficiencies in  
316 accordance with Section 1.9 (System Deficiencies).

317 **TASK 4.0 - SYSTEM TRAINING**

318 **Task 4.1 – Develop Training Plan**

319 Prior to initiating training of County Staff, Contractor shall develop a training plan for County's  
320 approval which shall include training on all aspects of the System for six (6) specific and  
321 distinct classes of County Staff identified in Item B in this Task 4.1. In developing the training  
322 plan, Contractor shall employ a training methodology that ensures the training requirements  
323 and training materials are effectively used throughout all instances of training.

324 A. Contractor shall develop a training plan which includes, without limitation:

325 Approach

- 326 (1) Contractor's approach for training, testing, and assessing distinct classes of  
327 trainees, based on their respective role-specific System implementation and  
328 System support responsibilities as described in Task 4.2 (Conduct Training);
- 329 (2) Contractor's plan and approach for providing on-the-job training for System  
330 administration trainees in accordance with Item A(2) of Task 4.2 (Conduct  
331 Training);
- 332 (3) Contractor's plan and approach for providing on-the-job training for application  
333 trainer trainees in accordance with Item F(2) of Task 4.2 (Conduct Training);
- 334 (4) Contractor's approach for training on security features relative to each trainee's  
335 respective implementation and support responsibilities;
- 336 (5) Contractor's approach for providing functionality, operation and troubleshooting  
337 training on peripheral hardware, elected by County as specified in Section 4.2  
338 (Required Peripheral Hardware) of Appendix B.4 (System Hardware  
339 Response);



340

Training Schedule

341

- (6) Contractor's timeline and detailed training schedule which includes dates and times for conducting training. Contractor's timeline must comply with the following timing requirements:

342

343

344

- (a) System administration training occurs prior to Task 3.3 (Load Baseline Application Software);

345

346

- (b) Database administration training occurs prior to Task 5.0 (Configure System);

347

348

- (c) Interface development training occurs prior to Task 6.0 (Integration);

349

- (d) Report/query writer training occurs prior to Task 8.0 (System Tests);

350

- (e) Application Software configuration training occurs prior to Task 5.0 (Configure System); and

351

352

- (f) Application trainer training occurs on thirty (30) Working Days notice.

353

- (7) Contractor's schedule for providing on-the-job training during County Working Day(s), for System administration trainees and application trainer trainees in accordance with Task 4.2 (Conduct Training);

354

355

356

Training Materials, Testing and Assessment

357

- (8) Contractor's list and description of all training materials and Documentation to be distributed based on the type of training to be provided;

358

359

- (9) Contractor's provision for testing all trainees in proportion to the training received;

360

361

- (10) Contractor's submission of all scored test results and the test score average for each class within five (5) Working Days of completion for each session;

362

363

- (11) Where appropriate and as a result of low test scores, Contractor's provision to repeat training for each distinct class of trainee's described in Task 4.2 (Conduct Training);

364

365

366

- (12) Contractor's post-training assessment as described in Item F(2) of Task 4.2 (Conduct Training) of all application trainer staff, which shall objectively measure the application trainer's proficiency based on demonstrated ability to train Users (e.g., end-user training) submitted within five (5) Working Days of the completion of each session;

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County's Training Environment

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- (13) Contractor's creation of User training data in County's training environment for training conducted at County site, unless elected otherwise by County;

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- 374                    Recommendations
- 375                    (14) Contractor’s recommendation for the training environment to be used by  
376 Contractor for training County Staff identified in Item B of this Task 4.1 County  
377 shall make reasonable accommodations, as determined by County in its sole  
378 discretion;
- 379                    (15) Contractor’s recommendation for the number and type of County Staff required  
380 to support the implementation of the System (e.g., super-users) in each of the  
381 following operational classifications:
- 382                    • Administrative Managers
  - 383                    • Central Office Managers
  - 384                    • Clinic Operations
  - 385                    • Clinicians
  - 386                    • Medical Records Technician
  - 387                    • Psychiatrists
- 388                    (16) Contractor’s recommendations to County for determining its approach to  
389 training Users during System roll-out; and
- 390                    (17) Contractor’s recommendations to County for annual, additional and ongoing  
391 training specific to each distinct class of trainees, which shall include seminars,  
392 web casts, conferences and Contractor or customer-based User groups,  
393 identifying dates and locations where known.
- 394                    B. As a requirement of the training plan, Contractor shall train no less than the following  
395 distinct classes and numbers of County Staff:
- 396                    (1) Two (2) System administration trainees, for all applicable aspects of System  
397 administration, security and operations;
  - 398                    (2) Three (3) database administration trainees, for all applicable aspects of  
399 database administration;
  - 400                    (3) Two (2) Interface development trainees, for all applicable aspects of Interface  
401 development, implementation and deployment;
  - 402                    (4) Six (6) report/query writer trainees, for all applicable aspects of report and  
403 query writing;
  - 404                    (5) Twenty (20) application configuration trainees, for all applicable aspects of both  
405 initial application configuration and on-going Application Software support; and
  - 406                    (6) Twenty-seven (27) application trainer trainees, utilizing a train-the-trainer  
407 approach for all aspects of training County Staff on the Application Software  
408 (e.g., end-user training).

409                    **DELIVERABLE 4.1 – TRAINING PLAN**

410                    Contractor shall develop and deliver to County a training plan for County’s review and  
411 approval, in accordance with Task 4.1 (Develop Training Plan).



412 **Task 4.2 – Conduct Training**

413 Upon County’s approval of training plan, Contractor shall conduct training sessions utilizing  
414 training materials and Documentation as set forth in Task 4.3 (Training Materials and  
415 Documentation) and at minimum, without limitation, deliver the following:

416 A. System administration training:

417 (1) Contractor shall provide comprehensive hands-on classroom training on all  
418 administrative System functionality including, but not limited to, activities  
419 specific to the support and maintenance of operating systems, servers,  
420 Interfaces, hardware peripherals and security, as appropriate, and necessary  
421 for the trainee to obtain a detailed working knowledge and competency of the  
422 System’s capabilities with respect to their respective responsibilities.

423 (2) In addition to classroom training, Contractor shall provide on-the-job training to  
424 two (2) County Staff on the operation, support and maintenance of the System  
425 and throughout all applicable System implementation activities. Such training  
426 must be sufficient for the System administration trainees to achieve a proficient  
427 level of understanding to immediately operate the System under the guidance  
428 and technical support of Contractor at the beginning of the implementation.  
429 Further, as a result of the training, such trainees must have the competency to  
430 operate the System at System cutover. As part of on-the-job training,  
431 Contractor shall allow System administration trainees to shadow Contractor’s  
432 technical System administration staff throughout Work set forth in Task 3.0  
433 (Verify System Hardware, Deliver and Load Software), Task 9.4 (Conduct  
434 Conversion) and make any other necessary provisions to enhance and support  
435 trainees’ understanding and exposure to System administration.

436 B. Database administration training:

437 Contractor shall provide comprehensive hands-on classroom training on all database  
438 administration, including, but not limited to, resulting in the trainees’ complete  
439 understanding of the System’s database organization and structure. Upon completion  
440 of such training, trainee shall obtain a detailed working knowledge of the System’s  
441 database infrastructure, database design and database administration tools, System  
442 tables, key fields, indexes, and appropriate table links, triggers, constraints, and stored  
443 procedures as it pertains to their specific responsibilities to provide database  
444 administration for the System.

445 C. Interface development training:

446 Contractor shall provide comprehensive hands-on classroom training for Interface  
447 development, including, but not limited to, activities specific to the development,  
448 support, and maintenance of Interfaces to and from the System. Upon completion of  
449 such training, trainee shall obtain a detailed working knowledge and understanding of  
450 the System’s capabilities, including, but not limited to, the development and  
451 configuration of standard data Interfaces (e.g., HL7, X.12 and XML), Interface  
452 administration utilities and tools to view the status of on-line Interfaces, start and stop  
453 existing Interfaces, re-load unprocessed batches, and bring newly developed  
454 Interfaces on-line.



455 As part of the classroom training, Contractor shall provide live Interfaces and  
456 classroom case study assignments for each trainee to use to achieve competency as it  
457 pertains to their specific responsibilities to monitor and support System Interfaces.

458 D. Report and query writer training:

459 Contractor shall provide comprehensive hands-on classroom report and query writing  
460 training for trainees to obtain a detailed working knowledge of the System's report and  
461 query writing tools and capabilities and include training activities which provide an  
462 understanding of the System architecture and data dictionaries. Upon completion of  
463 such training, trainee shall have achieved the competency necessary to develop,  
464 maintain, and distribute standard and ad-hoc reports. Such training shall include  
465 without limitation, the use of report and query writing tools, on-line or importable  
466 graphics, distribution of reports for specific User groups, data export capabilities, and  
467 the query application and System tables against external data sources.

468 E. Application configuration training:

469 Contractor shall provide comprehensive hands-on classroom training including, but not  
470 limited to activities specific to configuring all Components of the Application Software.  
471 Upon completion of such training, trainee shall have obtained a detailed working  
472 knowledge of the Application Software configuration settings and capabilities so as to  
473 achieve competency as it pertains trainees-specific implementation responsibilities to  
474 analyze, configure, test, roll-out and support Components of the Application Software.  
475 Contractor shall provide training activities and case study scenarios relating to the  
476 System configuration options and settings that allow trainees to configure Components  
477 of the System and analyze the results.

478 F. Application trainer training:

479 (1) Contractor shall provide comprehensive hands-on classroom training on all  
480 Components of the System as appropriate, in order for the trainee to achieve a  
481 proficient level of understanding of the System and expertise as a trainer as a  
482 prerequisite to training County Staff (e.g., end-users). Contractor shall provide  
483 trainees with instruction on how to train Users, how to use scenarios, exercises,  
484 User surveys and other tools to assess subject mastery, and how to address  
485 questions and issues raised in the classroom. Contractor's instruction shall  
486 include other information as reasonably required by County to prepare County's  
487 trainer to train Users prior to System cutover. Contractor shall create User  
488 training data in County's training environment unless elected otherwise by  
489 County.

490 (2) In addition to classroom training, Contractor shall participate in User training  
491 classes conducted by County's trainers and provide guidance, technical  
492 support, instruction and a written assessment for no less than four (4) User  
493 training classes, (two (2) for each pilot test), as to each trainer's demonstrated  
494 ability to train Users.



495 **DELIVERABLE 4.2 – TRAINING – Key Deliverable**

496 Contractor shall train distinct classes of trainees, deliver training materials and Documentation  
497 and User training data, unless elected otherwise by County in accordance with Task 4.2  
498 (Conduct Training) and deliver to County test results; class score averages and application  
499 trainer assessments in accordance with Task 4.1 (Develop Training Plan).

500 **Task 4.3 – Training Materials and Documentation**

501 A. Contractor shall provide System training materials for each trainee specific to each  
502 distinct class of training in accordance with Section 2.0 (Document Tools and  
503 Formatting) of this Statement of Work and shall include without limitation:

- 504 (1) Training session agendas and sign-in sheets;
- 505 (2) Lesson plans which describe the objective of each session;
- 506 (3) Time allocations for each System Component;
- 507 (4) Navigation guide through System Components and functions as they occur  
508 during training; and
- 509 (5) Training exercises which include problem scenarios for County Staff to perform  
510 a self assessment of subject mastery prior to testing.

511 B. Contractor shall provide Documentation for each trainee in accordance with Section  
512 2.0 (Document Tools and Formatting) of this Statement of Work which shall include  
513 without limitation:

- 514 (1) An orientation to the System including the interdependency of data between  
515 Components;
- 516 (2) Descriptions of System Software functionality that include screen prints, step-  
517 by-step instructions on how to navigate through the System and how to use  
518 each function, and a description of all reports associated with each System  
519 Component;
- 520 (3) Instructions on how to access and use online help;
- 521 (4) Quick reference guides; and
- 522 (5) Instructions on how to troubleshoot System error messages and respond to  
523 System notifications.

524 Such documentation shall be organized in such a manner so that County Staff can  
525 readily locate, identify, understand and use the information as an aid in the completion  
526 of their respective System implementation tasks and responsibilities.

527 C. In addition, Contractor shall provide training materials in accordance with Section 2.0  
528 (Document Tools and Formatting) of the Statement of Work to be used as the basis for  
529 developing training materials for County Staff (e.g., end-user training). Such training  
530 materials shall include without limitation a list of System Components with suggested  
531 training time allocated per Component, tests with answer sheets for each System  
532 Component and training surveys which measure training efficiency in relation to the  
533 subject matter.



534 D. In addition, Contractor shall materially contribute to the development of User training  
535 materials to be used in classroom; videoconferencing and web based training settings  
536 to the extent reasonably requested by County.

537 **DELIVERABLE 4.3 – TRAINING MATERIALS**

538 Contractor shall deliver System training materials and Documentation to each trainee; and  
539 training materials and content to be used as a basis to develop training materials to County's  
540 Project Manager in accordance with Task 4.3 (Training Materials and Documentation).

541 **TASK 5.0 – CONFIGURE SYSTEM**

542 Contractor shall provide consultative guidance and recommended practices and business  
543 solutions to support County's configuration and definition of System settings to meet all State  
544 clinical documentation, billing, claiming and reporting requirements. Contractor shall review  
545 System configuration settings prior to testing to ensure the efficiency and effectiveness of  
546 clinical and business operations in meeting all Specifications, requirements and standards set  
547 forth in Appendix B (Technical Solution Response) of this Agreement and federal and state  
548 mandates for an Electronic Health Record (EHR).

549 If County elects to acquire peripheral hardware recommended by Contractor as set forth in  
550 Contractor's response in Section 4.2 (Required Peripheral Hardware) of Appendix B.4 (System  
551 Hardware Response), Contractor shall configure such recommended peripheral hardware and  
552 demonstrate the successful operation of the peripheral hardware to County's Project Manager.  
553 Contractor shall provide County with operational Documentation, including without limitation,  
554 System Hardware set-up and basic troubleshooting.

555 Contractor shall correct all System Hardware and peripheral hardware configuration  
556 Deficiencies in accordance with Section 1.9 (System Deficiencies) of this Statement of Work.

557 **DELIVERABLE 5.0 – CONFIGURE SYSTEM**

558 Contractor shall correct all detected Deficiencies in accordance with Section 1.9 (System  
559 Deficiencies) and confirm in writing that the System, including peripheral hardware elected by  
560 County, is configured and operational for module testing in accordance with Task 5.0  
561 (Configure System). Contractor shall provide operational Documentation on all peripheral  
562 hardware elected by County.

563 **TASK 6.0 – INTEGRATION**

564 **Task 6.1 – Pre-Defined Interfaces**

565 **Task 6.1.1 – Develop Checkwrite File Interface**

566 Contractor shall develop, test and implement the Interfaces with the Auditor-Controller's  
567 eCAPS financial system as specified in Appendix A.1 (Auditor-Controller eCAPS Interfaces) to  
568 this Statement of Work. County Staff shall monitor and support System Interfaces with regards  
569 to their specific responsibilities and in accordance with Task 4.0 (System Training).



570 Contractor shall correct all detected Deficiencies in accordance with Section 1.9 (System  
571 Deficiencies).

572 **Task 6.1.2 – Develop Standard Interfaces**

573 Contractor shall develop, test and provide the required standard Interfaces described in  
574 Appendix B (Technical Solution Response), including without limitation Interfaces for the  
575 SDMH and Medicare Fiscal Intermediary. County Staff shall monitor and support System  
576 Interfaces with regards to their specific responsibilities and in accordance with Task 4.0  
577 (System Training). Contractor shall correct all detected Deficiencies in accordance with  
578 Section 1.9 (System Deficiencies).

579 **DELIVERABLE 6.1 – INTEGRATION – Key Deliverable**

580 Contractor shall develop, test, install and otherwise fully implement each Interface set forth in  
581 Appendix A.1 (Auditor-Controller eCAPS Interfaces) and Appendix B (Technical Solution  
582 Response) to this RFP. Contractor shall correct all detected Deficiencies in accordance with  
583 Section 1.9 (System Deficiencies).

584 **TASK 7.0 – DEVELOP CUSTOM PROGRAMMING MODIFICATIONS**

585 Contractor shall, upon the written request by County’s Project Director, or his/her designee,  
586 develop and provide Custom Programming Modifications in accordance with Paragraph 1.4.30  
587 (Custom Programming Modifications) of the Agreement.

588 **DELIVERABLE 7.0 – CUSTOM PROGRAMMING MODIFICATIONS**

589 Contractor shall deliver Custom Programming Modifications in accordance with Task 7.0  
590 (Develop Custom Programming Modifications).

591 **TASK 8.0 – SYSTEM TESTS**

592 Upon the completion of a successful delivery, installation and configuration of the requisite  
593 System Components, both Contractor and County shall perform System Tests as provided in  
594 this Task 8.0 (hereinafter also separately or cumulatively "System Test(s)") in the testing  
595 environment, unless otherwise specified by County. All System Tests shall be repeated until  
596 successfully completed in accordance with System Test Acceptance criteria as defined in Task  
597 8.1 (Develop System Test Plan). Contractor shall correct all detected Deficiencies in  
598 accordance with Section 1.9 (System Deficiencies) of this Statement of Work.

599 **Task 8.1 – Develop System Test Plan**

600 After consulting with County and receiving the approval of County’s Project Manager on  
601 Contractor’s proposed test strategy, Contractor shall develop a corresponding test plan  
602 (hereinafter “System Test Plan”) for all System Tests. Contractor shall deliver the System Test  
603 Plan to County for County’s review and approval. The System Test Plan shall include without  
604 limitation defining assumptions, testing scope, approach, the use of automated test tools,



605 regression testing, System Test Acceptance criteria, testing schedules and assignment of  
606 responsibilities and resource requirements.

607 **DELIVERABLE 8.1 – SYSTEM TEST PLAN**

608 Contractor shall develop and deliver to County a System Test Plan for County’s review and  
609 approval, in accordance with Task 8.1 (Develop System Test Plan).

610 **Task 8.2 – Conduct Module Tests**

611 Prior to County conducting reporting tool tests and integration tests, Contractor shall create  
612 module test scripts in an electronic file format acceptable to County and create System test  
613 data in County’s test environment that will allow County to test the Components of the  
614 Application Software separately. Contractor shall ensure that test scripts include validation of  
615 standard reports and test scripts are designed to validate that Application Software meets all  
616 Specifications set forth in Appendix B (Technical Solutions Response) except to the extent  
617 requirements are otherwise to be tested under Task 8.4 (Conduct System Integration Test).  
618 Contractor shall correct all detected Deficiencies in accordance with Section 1.9 (System  
619 Deficiencies) of this Statement of Work.

620 Contractor shall, within ten (10) Working Days of County’s successful completion of the  
621 module testing as determined by County in its sole discretion, provide a written report in a  
622 format approved by County, of all Deficiencies detected as a direct result of module testing.

623 **DELIVERABLE 8.2 – MODULE TESTS**

624 Contractor shall deliver test scripts and create test data in County’s test environment in  
625 accordance with Task 8.2 (Conduct Module Tests). Contractor shall correct all detected  
626 Deficiencies in accordance with Section 1.9 (System Deficiencies) and deliver a written report  
627 of all Deficiencies detected as a direct result of module testing in accordance with Task 8.2  
628 (Conduct Module Tests).

629 **Task 8.3 – Conduct Reporting Tool Tests**

630 County shall test all report development tools as appropriate, to ensure that they meet the  
631 requisite requirements set forth in Appendix B (Technical Solution Response). Contractor  
632 shall correct all detected Deficiencies in accordance with Section 1.9 (System Deficiencies) of  
633 this Statement of Work.

634 Contractor shall, within ten (10) Working Days of County’s successful completion of the  
635 reporting tool testing as determined by County in its sole discretion, provide a written report in  
636 a format approved by County, of all Deficiencies detected as a direct result of reporting tool  
637 testing.



638 **DELIVERABLE 8.3 - REPORTING TOOL TESTS**

639 Contractor shall correct all detected Deficiencies in accordance with Section 1.9 (System  
640 Deficiencies) and deliver a written report of all Deficiencies detected as a direct result of  
641 reporting tool testing in accordance with Task 8.3 (Conduct Reporting Tool Tests).

642 **Task 8.4 – Conduct System Integration Test**

643 Ninety (90) Working Days prior to County conducting System integration tests, Contractor shall  
644 provide County with a schematic which depicts both data flow and data processing through the  
645 System for each Component to facilitate County’s development of test scenarios. County shall  
646 conduct the System integration test, which is a systematic approach to the testing of System  
647 Hardware, Application Software, County’s business policies and workflow procedures and all  
648 existing Interfaces prior to Production Use. A complete and comprehensive System integration  
649 test must successfully perform all functional requirements, technical requirements and  
650 Interfaces and shall include all combinations of input, output and error conditions. Contractor  
651 shall correct all detected Deficiencies in accordance with Section 1.9 (System Deficiencies) of  
652 this Statement of Work and provide consultative technical support and instruction to County  
653 Staff during County’s development and execution of test scenarios.

654 Contractor shall, within ten (10) Working Days of County’s successful completion of System  
655 integration testing as determined by County in its sole discretion, provide a written report in a  
656 format approved by County, of all Deficiencies detected as a direct result of System integration  
657 testing.

658 **DELIVERABLE 8.4 - SYSTEM INTEGRATION TEST**

659 Contractor shall deliver a complete System data flow and data processing schematic for the  
660 System to be used by County to complete a comprehensive System integration test which  
661 must successfully perform all functional requirements, technical requirements and Interfaces  
662 and shall include all combinations of input, output and error conditions. Contractor shall  
663 correct all detected Deficiencies in accordance with Section 1.9 (System Deficiencies) and  
664 deliver a written report of all Deficiencies detected as a direct result of System integration  
665 testing in accordance with Task 8.4 (Conduct System Integration Test).

666 **Task 8.5 – Conduct System Performance Test**

667 County and Contractor shall conduct System Performance Test in the production environment  
668 in accordance with the System Test Plan approved by County to benchmark System  
669 performance and to determine and resolve any performance Deficiencies until such point as  
670 the System successfully meets the System Performance Requirements, including Response  
671 Time, identified in Appendix D (Maintenance and Support Services). Contractor shall employ  
672 software that will simulate multiple Users and various activities occurring simultaneously in  
673 order to accurately evaluate the System’s performance under moderate and rated-maximum  
674 load conditions. Contractor shall track the performance of the System under such conditions  
675 and correct all detected Deficiencies in accordance with Section 1.9 (System Deficiencies) of  
676 this Statement of Work.



677 Contractor shall perform Business Continuity Tests as set forth in Task 3.4 (Synchronize for  
678 Application and Database Replication) of this Statement of Work to perform recovery testing  
679 as part of the performance test.

680 Contractor shall, within ten (10) Working Days of successful completion of System  
681 performance testing as determined by County in its sole discretion, report to County in a  
682 written format approved by County, its System performance test results which shall include a  
683 report of all Deficiencies detected as a direct result of System performance testing.

684 **DELIVERABLE 8.5 – SYSTEM PERFORMANCE TEST – Key Deliverable**

685 Contractor shall test System performance and recovery using software provided by Contractor  
686 which simulates multiple Users and various activities occurring simultaneously and correct all  
687 detected Deficiencies in accordance with Section 1.9 (System Deficiencies). Contractor shall  
688 deliver a written test results report and include a report of all Deficiencies detected as a direct  
689 result of System performance testing in accordance with Task 8.5 (Conduct System  
690 Performance Test).

691 **TASK 9.0 – DATA CONVERSION**

692 **Task 9.1 – Develop Data Conversion Plan**

693 County anticipates the Conversion of approximately 260,000 active clients and 280,000 client  
694 treatment episodes from the legacy IS. Contractor shall provide, for County’s review and  
695 approval, a proposed data Conversion strategy for: (a) data clean up prior to Conversion; (b)  
696 the Conversion of all active client identification, demographic and benefit data; (c) the  
697 Conversion of all client treatment episodes for the twelve (12) months prior to cutover to  
698 Production Use; and (d) the validation of converted data.

699 County shall deliver to Contractor for Conversion two (2) sets of data extracted from the  
700 Department’s existing IS of: (a) all active client identification, demographic and benefit data;  
701 and (b) all client treatment episodes for the twelve (12) months prior to cutover. County shall  
702 exercise reasonable efforts to complete data clean up prior to data Conversion and shall  
703 exercise reasonable efforts to resolve as many data issues as possible prior to data  
704 Conversion; however, County makes no representations or warranties whatsoever concerning  
705 the quality or scope of data issues resolved by County prior to the data Conversion. County  
706 Staff shall assist Contractor with regards to their specific responsibilities to support System  
707 Conversion activities.

708 Contractor shall upon County’s approval of Contractor’s strategy, develop a Conversion plan  
709 (hereinafter “Data Conversion Plan”) for County’s review and approval that provides a data  
710 Conversion process which allows for the maximum reliance on an automated approach with  
711 minimum disruption to the existing legacy system and ongoing operations; however,  
712 Contractor should identify areas where manual replacement of data is recommended in lieu of  
713 automation. The Data Conversion Plan at minimum shall include without limitation all  
714 Components listed below:



- 715 A. Objectives;
- 716 B. Assumptions;
- 717 C. Scope;
- 718 D. Approach (e.g., sample record size, representative data, increasing volume of  
719 converted data, conversion process, number of final conversion files);
- 720 E. Schedule;
- 721 F. Responsibilities and resource requirements;
- 722 G. Identification of pre-Conversion requirements (e.g., data definitions and mapping, field  
723 formatting, code Conversion);
- 724 H. Data clean-up process, to include definition of methods to be employed to add records  
725 to the database if they did not convert successfully;
- 726 I. Data Conversion process flow diagram;
- 727 J. Development of program code in accordance with Task 9.2 (Develop Data Conversion  
728 Programs);
- 729 K. Development of Contractor's test plans, to include test scripts, regression testing, test  
730 outcome Acceptance criteria, specific sample records to be monitored and controls to  
731 ensure all records were either successfully converted or identified for exception  
732 processing;
- 733 L. Iterative results review and resolution of exceptions;
- 734 M. Data Conversion/client migration cutover plan;
- 735 N. Acceptance criteria, to include a percentage threshold of not less than ninety-nine  
736 percent (99%) exception-free conversion; and
- 737 O. Contingency plan.

738 **DELIVERABLE 9.1 – DATA CONVERSION PLAN**

739 Contractor shall deliver for County's approval a Data Conversion strategy and Data  
740 Conversion Plan developed in accordance with Task 9.1 (Develop Data Conversion Plan).

741 **Task 9.2 – Develop Data Conversion Programs**

742 Contractor shall develop System Software for performing the Conversion and deliver to County  
743 a Data Conversion process flow diagram in accordance with the County's approved Data  
744 Conversion Plan.

745 **DELIVERABLE 9.2 – DATA CONVERSION PROGRAMS – Key Deliverable**

746 Contractor shall develop Conversion System Software and deliver to County a Data  
747 Conversion process flow diagram in accordance with Task 9.2 (Develop Data Conversion  
748 Programs).



749 **Task 9.3 – Conduct Data Conversion Test**

750 Contractor shall conduct Conversion testing of a full data Conversion in County's testing  
751 environment and correct all detected Deficiencies in accordance with Section 1.9 (System  
752 Deficiencies) of this Statement of Work prior to release to County. All Conversion tests shall be  
753 repeated until such point as the Conversion successfully meets the test outcome Acceptance  
754 criteria as defined in the County's approved Data Conversion Plan. Within ten (10) Working  
755 Days of its successful completion of Conversion testing as determined by County in its sole  
756 discretion, Contractor shall report to County in a written format approved by County, its  
757 Conversion test results and identify Conversion timing, errors by type and volume, decision  
758 points for County's consideration as a result of Conversion outcomes which shall include a  
759 report all Deficiencies detected as a direct result of Conversion testing.

760 **DELIVERABLE 9.3 – DATA CONVERSION TEST – Key Deliverable**

761 Contractor shall conduct and successfully complete the Conversion testing, and correct all  
762 detected Deficiencies in accordance with Section 1.9 (System Deficiencies). Contractor shall  
763 deliver a written Conversion test results report and include a report of all Deficiencies detected  
764 as a direct result of Conversion testing in accordance with Task 9.3 (Conduct Data Conversion  
765 Test).

766 **Task 9.4 – Conduct Conversion**

767 Contractor shall convert all active clients and all client treatment episodes from the legacy IS in  
768 accordance with the County-approved Data Conversion Plan and correct all detected  
769 Deficiencies in accordance with Section 1.9 (System Deficiencies).

770 Pursuant to Task 10.2 (Pilot Tests), Contractor shall deliver to County complete and tested  
771 System Software, free of all Deficiencies in accordance with Section 1.9 (System Deficiencies)  
772 of this Statement of Work, for Conversion that will allow County to convert and migrate data  
773 from the existing IS system to Contractor's System. Contractor shall transition its Conversion  
774 procedures and programs to designated County Staff, provide instruction and respond to  
775 requests for assistance to ensure that program code can be operated by County Staff.  
776 Contractor shall provide technical User Documentation to support and assist County Staff in  
777 operating Conversion procedures and programs, including the analysis and resolution of  
778 Conversion problems.

779 **DELIVERABLE 9.4 – CONVERSION – Key Deliverable**

780 Contractor shall convert active clients and client treatment episodes from the legacy IS in  
781 compliance with the Acceptance criteria defined in Task 9.1 (Develop Data Conversion Plan),  
782 correct all detected Deficiencies in accordance with Section 1.9 (System Deficiencies) and  
783 deliver to County complete and tested System Software for Conversion, procedures for  
784 Conversion and technical User Documentation to County in accordance with Task 9.4  
785 (Conduct Conversion).



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## **TASK 10.0 – SYSTEM CUTOVER**

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Upon the successful completion of all applicable System configuration, integration, Custom Programming Modifications, data Conversion, trainer training and initial User training, Contractor shall consult with County and receive the approval of County’s Project Manager prior to cutover of the System for Production Use. Upon cutover, the System Software shall be implemented in the production environment on the System Hardware.

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System cutover shall include without limitation preparation for and placing into Production Use all Application Software purchased from Contractor, all Custom Programming Modifications, all Conversions, Contract Provider access to client information through a secure web-enabled portal, and all Interfaces set forth in Task 6.0 (Integration) of this Statement of Work.

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System cutover shall include two (2) pilot tests to ensure that prior to a complete System roll-out all aspects of the System are operational in the production environment as set forth in the Specifications. Contractor shall lead the first pilot and County shall lead the second pilot. Each pilot test shall include Business Continuity Tests as set forth in Task 3.4 (Synchronize for Application and Database Replication) of this Statement of Work.

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The first pilot test (Pilot 1) shall represent a subset of DMH directly operated programs in both field and clinic based settings. Authorizations, claims submission and processing and administration shall also be tested for both Directly Operated Facilities and Contract Providers. Contract Providers shall access selected information in the System through a secure web-enabled portal and shall submit claims and other business and clinical transactions to the System using Electronic Data Interchange (EDI).

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The second pilot test (Pilot 2) shall use the same model as described for Pilot 1, but County shall validate the effectiveness of the procedures for adding service delivery sites and programs to the System and the continued compliance of the System with Response Time Requirements prior to County’s deployment of the System.

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### **Task 10.1 – Develop System Cutover Plan**

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Contractor shall develop a System cutover strategy plan (hereinafter “System Cutover Plan”) for County’s review and approval which shall address the continuation and coordination of care and service delivery from the existing IS during System cutover and throughout System roll-out. The coordination of care for service delivery shall include but not be limited to continued access to all relevant client information, including identification and treatment information, and the continuation of County’s data exchange with other County departments and agencies. The System Cutover Plan shall at minimum, include but not be limited to:

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A. Cutover criteria;

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B. Assumptions;

821

C. Approach (e.g., representative data and process to be used);

822

D. Responsibilities and resource requirements;

823

E. Cutover schedule;



- 824 F. Any additional/necessary details regarding Production Use Deficiency reporting and  
825 resolution as set forth in Appendix D (Maintenance and Support Services);
- 826 G. Cutover contingency fall-back strategy;
- 827 H. Business Continuity Tests;
- 828 I. Validation of compliance with Response Time Requirements;
- 829 J. Post cutover assessment following the first pilot test; and
- 830 K. Identification of System or environmental modifications as applicable (e.g., adjustments  
831 to operating system and Application Software settings, workflow, policies, forms,  
832 training materials, Interfaces, migration, hardware, etc.).

833 **DELIVERABLE 10.1 – SYSTEM CUTOVER PLAN**

834 Contractor shall deliver for County approval a System Cutover Plan developed in accordance  
835 with Task 10.1 (Develop System Cutover Plan).

836 **Task 10.2 – Pilot Tests**

- 837 A. Contractor shall, without limitation:
  - 838 (1) Reassign immediately prior to commencement of Production Use, any  
839 outstanding Level II Priority Deficiencies as described in Section 1.9.1 to a new  
840 Deficiency Priority Level in accordance with Section II.D(3) of Appendix D  
841 (Maintenance and Support Services). In addition, if in accordance with Section  
842 1.9.3, County elects to permit deferred resolution of any Level I Priority  
843 Deficiencies (as described in Section 1.9.1) until after cutover to Production  
844 Use, such ongoing Deficiencies shall also receive a new Deficiency Priority  
845 Level in accordance with Section II.D(3) of Appendix D (Maintenance and  
846 Support Services);
  - 847 (2) Assign to be on site at County for a period of no less than five (5) Working Days  
848 to provide Deficiency resolution during each pilot test, no less than four (4)  
849 Contractor technical staff members who have at a minimum previously and fully  
850 participated at County’s site in System configuration, integration, Conversion  
851 and testing Tasks including, without limitation providing on-the-job System  
852 administration training and performing Contractor’s Tasks defined in the System  
853 Cutover Plan. This period may also be extended as mutually agreed upon by  
854 County and Contractor or if at the County’s discretion Deficiencies of a Level I  
855 or Level II Priority are not resolved;
  - 856 (3) Successfully demonstrate compliance of the System with Response Time  
857 Requirements in Production Use for each pilot test;
  - 858 (4) Successfully complete Business Continuity Tests for each pilot test;
  - 859 (5) Monitor the System during Pilot 1 test for a minimum of eighty (80) Working  
860 Days and serve County in a consultative role to resolve workflow, operational,  
861 configuration and other issues, and otherwise ensure completion of two (2)  
862 successful consecutive monthly claims cycles following System cutover to  
863 Production Use; and



- 864 (6) Following the completion of Pilot 1 test, monitor the System during Pilot 2 test  
865 for a period of forty (40) Working Days, validate the effectiveness of the  
866 procedures for adding service delivery sites and programs to the System,  
867 provide updated System cutover procedures to County in writing and serve  
868 County in a consultative role to resolve workflow, operational, configuration and  
869 other issues, and otherwise ensure completion of one (1) additional successful  
870 monthly claim cycle.
- 871 B. A successful consecutive monthly claim(s) cycle shall mean for the purpose of  
872 completion of both Pilot 1 and Pilot 2 tests, satisfaction of all of the following conditions:
- 873 (1) The System operates in accordance with the Specifications and without a  
874 Deficiency of Level I Priority or Level II Priority in each case (as defined in  
875 Appendix D (Maintenance and Support Services)) for:
- 876 (a) Forty (40) Working Days during Pilot 1 test; and  
877 (b) Twenty (20) Working Days during Pilot 2 test.
- 878 (2) During the period identified in condition (a) and (b) immediately above, claims,  
879 including Contract Provider claims, are submitted for all payors, including  
880 Medi-Cal claims submitted to the SDMH and Medicare claims submitted to the  
881 Medicare Fiscal Intermediary, for which services were delivered during each  
882 pilot test;
- 883 (3) Claims submitted under condition (B) immediately above are accepted by both  
884 the SDMH with an approval rate at or above ninety percent (90%) and by the  
885 Medicare Fiscal Intermediary with an approval rate at or above eight-five  
886 percent (85%) for services delivered during each pilot test;
- 887 (4) The remittance advice records for each month's claims received are properly  
888 posted in the System; and
- 889 (5) The Checkwrite file is successfully transmitted to and accepted by the A-C.

890 **DELIVERABLE 10.2 – PILOT TESTS**

891 Contractor shall reassign any outstanding pre-production Deficiencies and correct all  
892 Production Use Level I and Level II Priority Deficiencies in accordance with Appendix D  
893 (Maintenance and Support Services) and complete all cutover and test activities in accordance  
894 with Task 10.2 (Pilot Tests) and as defined in the System Cutover Plan.

895 **Task 10.3 – Final System Acceptance**

896 Contractor shall receive Final System Acceptance following the successful completion of two  
897 (2) pilot tests as set forth in Task 10.2 (Pilot Tests) and all other Tasks set forth in this  
898 Statement of Work.

- 899 A. In the event that Final System Acceptance is not achieved within two hundred and fifty  
900 (250) Working Days of the commencement of Production Use, Contractor shall:
- 901 (1) Provide a written proposed solution and schedule that will satisfy all  
902 Specifications, subject to the written approval of County's Project Director; and



- 903 (2) Upon County’s Project Director’s Acceptance of the proposed plan developed  
904 per part (A) immediately above, implement the proposed solution, resolving all  
905 Level I and Level II Priority Deficiencies (as defined in Appendix D  
906 (Maintenance and Support Services)), until such time as County provides Final  
907 System Acceptance.
- 908 B. Contractor shall analyze implementation results, document its evaluation of the  
909 functioning of the System and assess the success and shortcomings of the System  
910 implementation efforts following the completion of the second pilot test. Within twenty  
911 (20) Working Days of Final System Acceptance, Contractor shall prepare and submit to  
912 County a Post Implementation Evaluation Report (PIER), which shall evaluate the  
913 System implementation and cutover process and shall at a minimum include the  
914 following:
- 915 (1) Comparisons/analyses of actual versus planned completion of project Tasks;  
916 (2) Anticipated versus actual resources required;  
917 (3) Business and systems lessons learned;  
918 (4) Pitfalls to avoid in the future;  
919 (5) User feedback;  
920 (6) Best practice business guidelines that increase User efficiencies;  
921 (7) Operational suggestions which aid County in conducting subsequent roll-outs;  
922 (8) Suggested guidelines or tools for installing future phases and Enhancements  
923 specific to County’s operational environment; and  
924 (9) Suggested system release methodologies for future Enhancements specific to  
925 County’s operational environment.

926 **DELIVERABLE 10.3 – FINAL SYSTEM ACCEPTANCE – Key Deliverable**

927 Contractor shall prepare the PIER in accordance with Task 10.3 (Final System Acceptance)  
928 and deliver to County within twenty (20) Working Days of Final System Acceptance.

929 **TASK 11.0 – SYSTEM CLOSE-OUT / SHUT-DOWN**

930 County may elect to receive transition services hereunder (as further set forth in this Task  
931 11.0, the “Transition Services”) by providing written notice (a “Transition Services Election”) to  
932 Contractor. Such notice may be given at any time in connection with a notice of termination  
933 prior to the natural expiration of the Term, or may otherwise be provided not less than one  
934 hundred twenty (120) days prior to the natural expiration hereof. Upon receipt of the Transition  
935 Services Election, Contractor shall perform Transition Services that will facilitate a smooth  
936 shut-down of the System and/or transition to another system, as further set forth below.

937 Contractor shall ensure that during the shut-down of the System and/or transition to any  
938 replacement system(s), Department clinical programs are not interrupted from delivering  
939 services and billing for services. At termination, the Department must have a useable copy of  
940 all System data, which shall be provided by Contractor in a format and media to be determined



941 by County. Contractor, with assistance from County, will develop a transition plan (hereinafter  
942 “System Transition Plan”) that will address all aspects of the shut-down and/or transition to a  
943 new system, including both data transfer and claims run-out services, and will detail the  
944 activities of each party, including timelines, to successfully shut-down the System and  
945 transition to any applicable replacement system(s).

946 Furthermore, the Department must be able to meet any audit requests from State and Federal  
947 regulators, and Contractor shall upon written request of County’s Project Director, or his/her  
948 designee, provide any required Transition Services including any necessary services and  
949 required Work to meet audit requests to facilitate County’s response to such an audit.

950 All Transition Services provided pursuant to this Task 11.0 shall be performed as Other  
951 Professional Services, and Contractor shall invoice County for such Transition Services in  
952 accordance with Section III.C (Professional Services: Fixed Price Professional Services) of  
953 Appendix C (Price and Schedule of Payments).

954 **DELIVERABLE 11.1 – CLOSE-OUT PLAN**

955 Contractor will deliver to County a System Transition Plan which facilitates a smooth  
956 transition/shut-down, transfer of all data, any applicable claims run-out services, any services  
957 in connection with any audits requested as of the plan date, and all other Transition Services,  
958 in accordance with Task 11.0 (System Close-Out/Shut-Down).

959 **DELIVERABLE 11.2 – DATA FILES**

960 Contractor will extract all data in the System and provide it to County in a format specified in  
961 the System Transition Plan prior to termination of this Agreement.

962 **DELIVERABLE 11.3 – CLAIMS RUN-OUT SERVICES**

963 If applicable, Contractor will be asked to provide Work to support a full claims cycle run-out  
964 period for providers not to exceed one (1) year.

965 **DELIVERABLE 11.4 – AUDIT REQUESTS**

966 If applicable, Contractor will be asked to provide Work to support County’s response to audit  
967 requests from State or Federal regulators.