



## Stage 4 Project Readiness and Approval

California Department of Technology, SIMM 19D.3 (Rev. 2.5, July/2021)

### 4.4 General Information

Agency or State Entity Name: **Department of State Hospitals**

If agency/entity not in list then enter here. [Click or tap here to enter text.](#)

Organization Code: 4440

Proposal Name: [Pharmacy Modernization](#)

Department of Technology Project Number (0000-000): [4440-127](#)

### 4.5 Submittal Information

#### Contact Information

**Contact First Name:** [Kim](#)

**Contact Last Name:** [Vu](#)

**Contact Email:** [Kim.Vu@dsh.ca.gov](mailto:Kim.Vu@dsh.ca.gov)

**Contact Phone Number:** [916.562.3545](#)

**Submission Date:** [10/20/2021](#)

**Submission Type:** Updated Submission (Pre-Approval)

If "Withdraw Submission," select Reason: [Choose an item.](#)

If "Other" is specified, enter reason here: [Click or tap here to enter text.](#)

#### Sections Updated

List sections updated and describe the changes made: See table below

Section	Section/ Scorecard Evaluation Question #	Reviewer Comment	DSH Project Team Response
S4 PA	4.3.2 Question 7  Carries over to the FAW staffing and possibly Org Chart if staff not already there	Stage 2 – Section 2.12.5 says, “Data conversion and migration planning will be completed by experienced, current TSD staff as part of the Stage 3 and Stage 4 Project Approval Lifecycle documentation.”  1. Who is on the data migration/conversion team that completed the planning in the Question 7 response?  2. Has the data migration approach/ solution been determined for each hospital?  3. Are data sources and volume identified by hospital?  4. There are no data conversion/migration activities in the schedule. Is this an activity that should be added for each hospital?  5. Is there an update planned for the Data Migration and Conversion Plan? If so, please provide.	This topic has been addressed many times throughout the planning of this project. The current data migration and conversion plan was established in Stage 3. There is no database to convert or migrate; the strategy, responsible parties, etc. are clearly defined in the Data Migration and Conversion Plan. To address each of these questions:  1. The project business analyst, the technical team from the DSH/TSD Enterprise Application team and pharmacy operations subject matter experts. 2. Yes, in as much as each hospital uses a version of an excel spreadsheet for inventory control. However, this is an enterprise solution including all interfaces to the Enterprise Service Bus. 3. Yes, however this is an everchanging element based on hospital census and needs, there fore the reason for an enterprise solution. 4. There are no data conversion activities needed. 5. The Data Migration and Conversion Plan is current and was last updated during S3.  Include this plan with S4 package.
S4PRA	Exec Transmittal	Two signatures are missing. Are they forthcoming in another document?	CDT audited submissions and missing Dr. Ghaly's signature on S4 PRA. Melissa contacted 10/11/21.
S4 PRA	4.6.1	The ESR contains a table with Key Action Dates. Section 4.6.1 is entitled Key Action Dates. Why are some of the items in the table not listed in the S4PRA? Please address as needed.	S4PRA will be updated to match ESR
S4 PRA	4.6.1	Solicitation Activity – Contract Award – Actual End Date is before the Actual Start Date. Please correct.	S4PRA updated
S4 PRA	4.6.1	Solicitation Activity – Contract Execution – Actual End Date says it will take 1091 days to execute contract. How many days is it expected to get vendor to return executed contract? Please adjust date accordingly.	Removed since it is not on the ESR and the original intent was to reflect the implementation time, not the turnaround from the vendor.
S4 PRA	4.6.2	Addenda #1 and #2 have the same description – please confirm contents in each should be identical and/or adjust as necessary.	Include change logs with S4PRA
S4 PRA	4.6.2	Addenda #1 and #2 both say, “A change log has been provided” No Change Log was submitted. Is it meant to be submitted in the Stage 4 package, or should this statement be modified?	Addendum 1 and 2 logs will be provided.
S4 PRA	4.6.3	Should there be a contract number listed for CareFusion, with Start Date and End Date? Please adjust as needed.	Contract information was removed from CareFusion section

Section	Section/ Scorecard Evaluation Question #	Reviewer Comment	DSH Project Team Response
S4 PRA	4.7	There are two contracts for Business Advantage Consulting. One says Total Contract Cost is \$469,920, with total contract at \$1.5M. The other contract is for \$1,030,080. These numbers do not align with the FAW (Alt 1 Project tab). Please correct/adjust so S4PRA and FAW align.	There is one contract, 20-IT005, the initial amount of \$1,030,080 expired on 5/11/2021 so an extension of \$469,920 was added to bring the total to \$1,500,000. Pharmacy Mod project expects to utilize \$1,391,246 of the \$1,500,000 and has been noted on the S4PRA and the FAW updated to reflect that total.
S4 PRA	4.7	Business Advantage Consulting says that it is for Project Management Consulting Services. In meeting today, it was mentioned that this contract was for the Enterprise Service Bus. Please correct Solicitation Title as needed.	That is the Title of the Solicitation 20-IT005. Business Advantage also provided technical staff for the development of the ESB.
S4 PRA	4.7	There are three contracts for Alexan in this section for a total of \$3,668,200. This amount does not align with the FAW. Please adjust as needed.	The Alexan contract is not specific to just the Pharmacy Mod project. The open contract, 20-IT009, allocates \$682,000 of the total \$1,500,000 amount (as noted in the S4PRA), FY 21/22, FY 22/23, FY23/24 totals \$681,000 in the FAW.
S4 PRA	4.8	Question 3 says the kickoff meeting will be 9/13/21. Please adjust for the ARxIUM schedule.	S4PRA updated based on new schedule
S4 PRA	4.9	<p>OCM – Question 3 – Who is handling training at each site? Note stated PAL reference is incorrect: should be Stage 2, 2.12.6.</p> <p>1. Is the resource included on the Organization Chart?</p> <p>2. Training is not on the schedule. Competency and BP changes would be expected before using the new equipment and could impact the schedule if not completed. Are there training and OCM activities planned that should be added to the schedule?</p>	<p>The Vendor is leading the training at each site for Pharmacy and Clinical staff.</p> <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. Training is included under testing and Knowledge Transfer in the high -evel schedule and defined in the deliverables section of the SOW. Once the program team is able to collaborate with the vendor delivery team, a more detailed schedule will be available.</li> </ol>
S4 PRA	4.9	Question 4 - Are the resources at each site who are responsible for business process changes identified on the Organization Chart?	Yes, the Pharmacy and Clinical staff are included in the Organizational chart.
S4PRA	4.9.1	Project Org Chart is to align with the FAW and include all state and contractor staff involved at any time in the project lifecycle.	Updated the FAW to show all job classifications represented in the Organizational chart
S4 PRA	4.10	<p>Question 2 – ESR is in process. For Stage 4 approval:</p> <ol style="list-style-type: none"> <li>1. DSH must approve the ESR</li> <li>2. ESR information should align with the S4PRA (questions above)</li> <li>3. If the ESR is not approved at the time of submission, note status and expected date of approval.</li> </ol>	<ol style="list-style-type: none"> <li>1. DSH approved the ESR on 10/1/2021</li> <li>2. S4PRA has been updated from new data in the ESR</li> <li>3. Noted in 4.10.2</li> </ol>

Section	Section/ Scorecard Evaluation Question #	Reviewer Comment	DSH Project Team Response
S4 PRA	4.10	Question 4 – Resource Commitments in Stage 3, Section 3.19 – Reconcile and alignment between Stage 3, Org Chart and FAW in terms of position/role, state/vendor,	The S4PRA has the most current Organizational chart that includes all project team members
S4 PRA	4.10	Question 5 – Future Ops tab has no staff listed. Please explain how M&O will occur with no resources	Pharmacy operation staff and clinical staff will continue their normal day-to-day work with the new equipment implemented with this project.
S4 PRA	4.10	Question 7 is marked “Not Applicable”. A SR is required. Please adjust response accordingly for all related questions and plan to request a Service Request for CDT Project Oversight.	CS0038623
S4 PRA	4.10	Question 8 – Says no IVV is needed due to Low Complexity rating. However, the FAW has IVV services. (Note CDT confirmed the Stage 3 change in rating from Zone II to Zone 1). <a href="#">CDT response to DSH on how to modify FAW: Remove line item in FAW and add comment at the bottom of the worksheet – what and why. This also applies to the planning Pharmacy Consultant contract that was not used.</a>	FAW has been updated based on information provided by CDT.
S4 PRA	4.11	Question 2 – What tool will be used track requirements?  Who will be tracking requirements fulfillment for each hospital? Who will confirm/approve completion of the RTM?	The requirements matrix. Project will be tracking the requirements fulfillment using the Deliverable Expectation Document and approvals via Deliverable Acceptance Documents as identified in the SOW.
S4 PRA	4.12.1	The Final Baseline Project End Date is 10/31/24. The Schedule shows 11/20/24. Is there a reason they are not the same? Please adjust as needed.	Updated with new dates due to delays in procurement process.
FAW	Exec Summary	Date to be corrected. The July date is before the ARxIUM discussions occurred. (Correct the date on this tab and will update all other tabs).	FAW updated
FAW	Note	Other comments sent in email on 10-4-21. Resubmission ETC is 10-5-21. Any further comments will be added to this document	FAW updated
S4 PA	4.3.2	Question 4 is not completed. Are there two versions of this document? This Q4 item was brought up before, resolved, and now resurfaced.	Not sure, the copy that will be sent has this addressed.
S4 PA	4.3.3	Question 1 – Funding for all three years of the project is not yet secured. Response should be “No” and the plan included.	4.3.3 updated
S4 PRA	4.6.1	Same activity listed twice – “State response to bidder questions...” item has date 3/4/21. Please delete one activity section.	Deleted -
S4 PRA	4.6.1	Activity: Notification of Intent to Award listed twice – delete the one between “Negotiation Period” and “Last Day to submit Final Proposal”	Deleted -
S4 PRA	4.6.1	Activity: BAFO Evaluation – dates do not align with ESR sent by STP to DSH on 10/11/21.	These dates were changed unilaterally after all parties agreed on the schedule dates on 10/7/21....I

Section	Section/ Scorecard Evaluation Question #	Reviewer Comment	DSH Project Team Response
			have updated the S4PRA to align with signed version sent by SDurkee/STP
S4 PRA	4.6.1	Activity: Notification of Intent to Award is in S4 PRA, but ESR has Notification of Award – please align ESR key actions and S4 PRA activities. Should they both have both activities, or does PRA need to align with ESR?	These dates were changed unilaterally after all parties agreed on the schedule dates on 10/7/21....I have updated the S4PRA to align with signed version sent by SDurkee/STP
S4 PRA	4.6.3	CareFusion – Contract Start and End Dates are filled in. Please remove the dates.	Replaced with N/A - note there is a bug in the template so you have to put in N/A, can't leave it blank
S4 PRA	4.9.1	<p>Organization Chart is to include all parties involved in project execution. The org chart appears to only contain DSH staff. All State and vendor staff involved at any time in the project lifecycle should appear on the org. chart.</p> <p>This is per pg. 17 of the Stage 4 instructions, which may be different than the requirement for the IRC org chart, which appears to be what was submitted in the S4 package.</p> <p>Org Chart also should have alignment with Stage 3, section 3.19 for Staffing Allocation. Here is what is listed:</p> <ul style="list-style-type: none"> <li>1-Project Manager – Contractor - Laurie</li> <li>1-Business Analyst – 60% SSA</li> <li>1-Technical Lead – Contractor</li> <li>1- IVV (already dealt with)</li> <li>1- OCM – 50% Contractor</li> <li>1-Solution Analyst – Contractor</li> <li>1-Enterprise Architect – Contractor</li> <li>1-Techical Analyst – Contractor</li> </ul> <p>This list only has one state employee indicated. Who is this person as it is not listed on org chart as SSA? Are the rest expected from the prime vendor, or other contracts?</p> <p>The state employees on the org chart were not listed in section 3.19 Staffing Allocation, which is to identify how the project will be resourced and is based on the staffing strategy from Stage 2 and Then align with the FAW.</p>	<p>Modify S3 org chart to be current, 2 copies, one with groups like it is now and one version with names</p> <p>Replace the current S4PRA org chart with these to as well as in the Staff Plan document</p> <p>Project Management HR &amp; Staffing Plan updated</p> <p>Project Management Governance Plan updated</p>

Section	Section/ Scorecard Evaluation Question #	Reviewer Comment	DSH Project Team Response
S4 PRA	4.10	Question 7 – N/A is not the appropriate response. As discussed, there will be oversight for this project. At least put “No” and put reason that it is under discussion with the CDT.	4.10 updated
S4 PRA	4.12.1	Please provide basis for being able to shave approximately 100 days off the schedule. 802 days (10/1/21) to 699 days (10/8/21).	Received additional vendor input with more implementation information
S4 PRA	4.13.1	Cost variance is at 36%. Will need to know DSH plan for additional funding for CDT to move forward.	4.13.1 updated with DSH funding plan
S4 PRA	4.13.3	The two BCPs do not cover all the expenses and project will not be underfunded beginning in FY 22/23. Had budget analyst been brought in to analyze the situation and identify the needs for the future BCP?	4.13.1 updated with DSH funding plan
FAW	Alt 1 Project tab	Row 10 – the resources is greater than one. Is the additional resource on the org chart? If so, which position? If not, please add	In FY 19/20 that is correct, there were multiple BA's on the project as per our discussion with Alicia.
FAW	Alt 1 Project	Row 11 – Retired Annuitant does not belong in this section as they are not staff and not to be included in the benefit. How does this row differ from row 129?	FAW Updated
FAW	Alt 1 Project	Org chart and staffing closer alignment. See #32 above.	See resolution to #32 above
FAW	Alt 1 Project	Row 257 – are there staff involved with the facilities that will be using these funds?	During the Business Analysis phase, Plant Ops was consulted to determine appropriate costs for any physical modifications to the hospitals and this did include some staff costs. Additionally, in the redirected section of the FAW, there are projections for Plant Ops staff for meetings, etc.
FAW	Alt 1 Project	Row 257 – how was the breakdown determined for the facility costs? Is it by hospital implementation (schedule)? If so, then it does not make sense – FY 21/22 has 1 hospital implemented, with two hospitals in each of the next two years.	During the Business Analysis phase, Plant Ops was consulted to determine appropriate costs for any physical modifications to the hospitals based on previous, similar projects and provided to the project team. The costs are front loaded since these activities can happen in parallel with implementations activities.
FAW	Funding tab	Comment – Please add more detail on the future BCP – will need more funds than just \$2.7M to finish the implementation. Add detail by FY.	FAW updated

## Part A Project Approval Executive Transmittal

Attach Transmittal to the email submission.

## Condition(s) from Previous Stage(s)

Condition #: 1

Condition Category: Project Management

If "Other," specify: [Click or tap here to enter text.](#)

Condition Sub-Category: Other

If "Other," specify: Provide a project requirements crosswalk for the requirements included in the IFB to the Stage 3 requirements.

Condition: The DSH must address the findings identified in the audit of the project requirements crosswalk conducted by the CDT and the Agency Information Office (AIO). Audit findings will be shared with the DSH and Stage 4 project approval will require a complete and accurate project requirements crosswalk be submitted as a project artifact.

Assessment: Mitigation

If "Other," specify: [Click or tap here to enter text.](#)

Agency/State Entity Response: The Department of State Hospitals, Pharmacy Modernization project team will work with CDT to achieve an acceptable requirements crosswalk delivered in Stage 4.

State: Completed

If "Other," specify: [Click or tap here to enter text.](#)

## 4.6 Primary Solicitation Results

### 4.6.1 Solicitation Key Action Dates

**Activity:** Release of Solicitation

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 1/5/2021

**Actual End Date:** 1/5/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Last day to submit Exhibit 2: Intent to Bid and Exhibit 3: Confidentiality Statement (signed)

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 1/11/2021

**Actual End Date:** 1/11/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Other

If "Other" is selected, specify: Bidder's Site Request

**Actual Start Date:** 1/11/2021

**Actual End Date:** 1/11/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Other

If "Other" is selected, specify: Bidder's Site Visit (Optional)

**Actual Start Date:** 1/12/2021

**Actual End Date:** 1/19/2021

**Actual Duration (Number of Business Days):** 6

**Activity:** Last day to submit written questions using Attachment 1 and request changes to requirements using Attachment 2

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 1/20/2021

**Actual End Date:** 1/20/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** State's response to bidder's questions, bidder's request for changes to the requirements and release of potential addendum (after written questions)

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 3/4/2021

**Actual End Date:** 3/4/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Other

If "Other" is selected, specify: Addendum 1 Released

**Actual Start Date:** 3/17/2021

**Actual End Date:** 3/17/2021



**Actual Duration (Number of Business Days): 1**

**Activity:** Other

If "Other" is selected, specify: Question & Answer Set # 2 Released

**Actual Start Date:** 3/26/2021

**Actual End Date:** 3/26/2021

**Actual Duration (Number of Business Days): 1**

**Activity:** Other

If "Other" is selected, specify: Addendum 2 Released

**Actual Start Date:** 3/29/2021

**Actual End Date:** 3/29/2021

**Actual Duration (Number of Business Days): 1**

**Activity:** Last day to submit Final Proposals

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 4/7/2021

**Actual End Date:** 4/7/2021

**Actual Duration (Number of Business Days): 1**

**Activity:** Evaluation Period

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 4/14/2021

**Actual End Date:** 4/27/2021

**Actual Duration (Number of Business Days): 10**

**Activity:** Confidential Discussions with individual bidders

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 5/6/2021

**Actual End Date:** 5/6/2021

**Actual Duration (Number of Business Days): 1**

**Activity:** Other

If "Other" is selected, specify: Negotiation Period

**Actual Start Date:** 6/1/2021

**Actual End Date:** 6/3/2021

**Actual Duration (Number of Business Days):** 3

**Activity:** Last day to submit Final Proposals

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 6/8/2021

**Actual End Date:** 6/8/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Other

If "Other" is selected, specify: Final Proposals (Best & Final Offer) Evaluation

**Actual Start Date:** 6/9/2021

**Actual End Date:** 9/30/2021

**Actual Duration (Number of Business Days):** 75

**Activity:** Notification of Intent to Award

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 10/15/2021

**Actual End Date:** 10/15/2021

**Actual Duration (Number of Business Days):** 1

**Activity:** Contract Award

If "Other" is selected, specify: [Click or tap here to enter text.](#)

**Actual Start Date:** 11/5/2021

**Actual End Date:** 11/5/2021

**Actual Duration (Number of Business Days):** 1

## 4.6.2 Addenda

Addenda Number: 1

Addenda Category: [Other](#)

If “Other”, specify: There were multiple updates to the IFB document including key action dates and requirement clarifications in response to the bidder questions. A change log has been provided

Addenda Number: 2

Addenda Category: [Other](#)

If “Other”, specify: There were multiple updates to the IFB document including key action dates and requirement clarifications in response to the bidder questions. A change log has been provided

TIP: Copy and paste to add Addendum as needed.

## 4.6.3 Final Bid Respondents

Respondent Name: CareFusion Solutions, LLC

Compliant: [Yes](#)

Non-Compliance Category: [Choose an item.](#)

If “Other,” specify: [Click or tap here to enter text.](#)

Negotiations Conducted: [Yes](#)

Intent to Award: [No](#)

Protest: [No](#)

Protest Disposition: [Choose an item.](#)

Contract Number: N/A

Contract Start Date: N/A

Contract End Date: N/A

Total Contract Cost (without optional years): [N/A](#)

Optional Years

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

Total Contract Cost (with optional years): N/A

Respondent Name: ARxIUM Innovative

Compliant: [Yes](#)

Non-Compliance Category: [Choose an item.](#)

If "Other," specify: [Click or tap here to enter text.](#)

Negotiations Conducted: [Yes](#)

Intent to Award: [Yes](#)

Protest: [No](#)

Protest Disposition: [Choose an item.](#)

Contract Number: 21-IT001

Contract Start Date: 11/5/2021

Contract End Date: 11/4/2024

Total Contract Cost (without optional years): [\\$7,191,829](#)

Optional Years

Optional Years (Number of Months): 24 months

Total Cost of Optional Years: [\\$5,314,546](#)

Total Contract Cost (with optional years): [\\$12,506,376](#)

Respondent Name: Omnicell, Inc

Compliant: [No](#)

Non-Compliance Category: [Did not submit required solicitation document\(s\)](#)

If "Other," specify: [Click or tap here to enter text.](#)

Negotiations Conducted: [No](#)

Intent to Award: [No](#)

Protest: [No](#)

Protest Disposition: [Choose an item.](#)

Contract Number: N/A

Contract Start Date: N/A

Contract End Date: N/A

Total Contract Cost (without optional years): [N/A](#)

Optional Years

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

Total Contract Cost (with optional years): N/A

#### 4.6.4 Subcontractor Information

Complete the subcontractor information only for subcontractors of the intended awardee.

Subcontractor Name: N/A

Subcontractor SB/DVBE: [Choose an item.](#)

#### 4.7 Ancillary Solicitation Status

Solicitation Title: IT Pharmacy Modernization Project Management Consulting Services

Status: **In Progress**

Awardee Name: Business Advantage Consulting

Contract Number: 20-IT005

Contract Start Date: 6/2/2020

Contract End Date: 6/30/2022

Total Contract Cost (w/o Op. Yrs.): \$469,920 (total contract is \$1,500,000)

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**

Solicitation Title: IT Pharmacy Modernization Project Management Consulting Services

Status: **Completed**

Awardee Name: Business Advantage Consulting

Contract Number: 20-IT005

Contract Start Date: 6/2/2020

Contract End Date: 5/11/2021

Total Contract Cost (w/o Op. Yrs.): \$1,030,080

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**

Solicitation Title: Organizational Change Management IT Consulting (DSH Enterprise-wide)

Status: **In Progress**

Awardee Name: Estrada Consulting, Inc

Contract Number: 20-IT011

Contract Start Date: 5/5/2021

Contract End Date: 4/1/2024

Total Contract Cost (w/o Op. Yrs.): \$43,000 (total contract is \$1,500,000)

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**

Solicitation Title: Project Management Consulting Services (DSH Enterprise-wide)

Status: **In Progress**

Awardee Name: Alexan RMP, Inc

Contract Number: 20-IT009

Contract Start Date: 4/5/2021

Contract End Date: 4/2/2024

Total Contract Cost (w/o Op. Yrs.): \$682,000 (total contract is \$1,500,000)

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**

Solicitation Title: Project Management Consulting Services (DSH Enterprise-wide)

Status: **Completed**

Awardee Name: Alexan RMP, Inc

Contract Number: 19-IT005

Contract Start Date: 11/26/2019

Contract End Date: 6/30/2021

Total Contract Cost (w/o Op. Yrs.): \$1,500,000

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**

Solicitation Title: Project Management Consulting Services (DSH Enterprise-wide)

Status: **Completed**

Awardee Name: Alexan RMP, Inc

Contract Number: 17-IT013

Contract Start Date: 5/10/2018

Contract End Date: 4/30/2021

Total Contract Cost (w/o Op. Yrs.): \$1,500,000

Optional Years:

Optional Years (Number of Months): N/A

Total Cost of Optional Years: N/A

**Total Contract Cost (with Optional Years.): N/A**



## 4.8 Contract Management

**Complete the questions below in reference to the primary solicitation.**

- 1 Has the role of Contract Manager been assigned and has the Contract Manager reviewed and gained an understanding of the scope, activities, tasks, and deliverables of the contract? **Yes**

If “No,” briefly explain below why this has not been accomplished: [Click or tap here to enter text.](#)

- 2 Does the assigned Contract Manager understand the processes for post award contract activities, including contract amendments, contract work authorizations, terms and conditions, and contract escalation/resolution? **Yes**

If “No,” briefly explain below why this has not been accomplished: [Click or tap here to enter text.](#)

- 3 Has a post-award or kickoff meeting between the Contract Manager and state project team members been scheduled to align state and contractor expectations related to contract, budget, invoicing, requirements review, and contractor incentives? **No**

If “No,” briefly explain below why this has not been accomplished: The project kid-off meeting with the contract manager and state project team *members* will be scheduled as soon as the contract is awarded which is estimated to be 11/5/2021, so the meeting will be scheduled for that week.

- 4 Does the Contract Manager understand the agency/state entity and federal processes, policy, and applicable procedures? **Yes**

If “No,” briefly explain below why this has not been accomplished: [Click or tap here to enter text.](#)

- 5 Does the Contract Manager have a plan to collect and assess contractor and project performance information on a regular basis (e.g., establish meetings with Project Managers, communication techniques)? **Yes**

If “No,” briefly explain below why this has not been accomplished: The IFB outlined these requirements and the bidder responses indicated compliance.

## 4.9 Organizational Readiness

- 1 Does the agency/state entity currently have a mature release management process with a repeatable and scalable testing methodology that supports all stages of testing (system, integration, security, performance, interfaces, regression, user acceptance, and accessibility)? [Yes](#)

If “No,” briefly describe below the release management process that will be used to manage, plan, schedule, and control a software build through the different phases and environments, including testing and deploying software releases: [Click or tap here to enter text.](#)

- 2 Does the project team have a clear understanding of the lines of business that will be impacted by the project? [Yes](#)

If “No,” briefly explain below how the agency/state entity plans to educate the project team to ensure all members have a clear understanding of the goals that the project intends to achieve: [Click or tap here to enter text.](#)

- 3 Does the agency/state entity have processes and methodologies in place to support organizational change management (OCM) activities identified in Stage 1, Section 1.12.4 Training and Organizational Change Management? [Yes](#)

If “No,” briefly describe below how the agency/state entity will perform OCM activities for this proposal: [Click or tap here to enter text.](#)

- 4 Does the agency/state entity have dedicated resources assigned to business process improvement or business process reengineering activities? [Yes](#)

If “Yes,” specify the areas of business process improvement needed below: *The project team, including subject matter experts on site at each hospital, developed standard task workflows for the clinical staff. These business process improvements are documented in the ‘to be work-flows’ submitted in PAL Stage 3.*

If “No,” briefly explain below how the agency/state entity will perform business process improvement or business process reengineering activities for this proposal: [Click or tap here to enter text.](#)

### 4.9.1 Project Organization Chart

Attach Project Organization Charts to your email submission.

## 4.10 Project Readiness

1. Select the system development methodology you plan to use to design and develop the new system: **Other**

If “Other,” specify the methodology and provide a brief description below: COTS pre-integrated solution will be implemented in an incremental process at the five hospitals.

Describe below the agency/state entity’s past project experience using the system development methodology identified. If this methodology has never been used before, describe the training and staff development that will be provided to prepare staff to leverage this methodology. The solution will be implemented sequentially at the hospitals over a period of 18-24 months, allowing the project team to gather and apply lessons learned from previous implementations. During the initial hospital implementation planning, facility re-evaluations will be done at all hospitals to help guide the order of implementations, for example, one hospital may require more time for physical modifications than another. At this time the sequence of implementations has been established. Each hospital implementation will have the following stages: planning & facilities evaluation and modifications, hardware installation (Inventory Management and Repackage equipment will be first) and testing, Automatic Drug Dispensing Systems and testing, training, knowledge transfer for administration and support). It is anticipated that after the first implementation, the project team can begin subsequent hospitals a few weeks prior to the completion of the previous hospital however, this will be evaluated based on staff availability and change management activities and any other critical factors.

2. Has the agency/state entity received approval of the Evaluation and Selection Report? **Yes**
3. Has the agency/state entity engaged the Office of Technology Services (OTech) for capacity planning and the development of the solution delivery timeline?

**No**

If “No,” and data center capacity planning and alignment services are needed and the agency/state entity has not engaged OTech, explain below: This is an on-site solution.

4. Have resource commitments been obtained for all staff resources identified in Stage 3, Section 3.19 Staffing Allocation? **Yes**

If “No,” explain below why commitments have not been obtained and the plan to mitigate this risk: [Click or tap here to enter text.](#)

5. Does the project staffing plan ensure sufficient staff resources are available to perform project activities while also supporting maintenance and ongoing operations for other agency/state entity initiatives? **Yes**

If “No,” explain below how sufficient resource levels will be maintained for all project activities: [Click or tap here to enter text.](#)

6. Have all identified project leads received formal project management training?

**Yes**

If “No,” explain how the agency/state entity will educate the project team leads on project management basics: [Click or tap here to enter text.](#)

7. If California Department of Technology oversight services are required, has a Service Request (SR) for oversight services been submitted?

**Yes**

If “Yes,” provide the SR number below; if “No,” provide a brief explanation:

CS0038623

8. Has the project begun procurement activities for Independent Verification and Validation (IV&V) services per the State Administrative Manual Section 4940.3?

**No**

If “Yes,” indicate the planned start date for IV&V services below:

[Click or tap to enter a date.](#)

If “No” or “Not applicable,” provide a brief explanation below:

During PAL Stage 3 the project complexity was re-evaluated and approved with a ‘Low Complexity’ rating thereby removing the need for IV&V services.

## 4.11 Requirements Baseline

1. Has the agency/state entity modified any mid-level or detailed solution requirements since obtaining approval of the Stage 3 Solution Development?

**Yes**

If “Yes”, enter the percentage of change in the space provided: 62.45%

If “Yes”, describe the modification(s), impact(s) to the recommended alternative, and how the requirements align with the business objectives established in the Stage 1 Business Analysis: The IFB requirements are in complete alignment with the Stage 1 Business Analysis and support all of the project objectives. During the development of the IFB, due to the granularity of the Stage 3 requirements, the project team proposed using the requirements set that was used in the 2019 RFI for this project. All parties (CDT, Project Team, SME’s) agreed on this approach. The results were a smaller but still comprehensive set of project requirements. There is a Stage 3 requirements to IFB requirements crosswalk to provide further clarification.

2. Has the Requirements Traceability been updated to accurately reflect any modification(s)? [Yes](#)

#### 4.11.1 Final Requirements Count

Total Functional Requirements: 141  
 Total Non-Functional Requirements: 008  
 Total Project/Transition Requirements: 014  
**Requirements Grand Total: 163**

### 4.12 Schedule

#### 4.12.1 Schedule Summary

Date	Estimated Date	Final Baseline Date	Difference
<b>Project Planning Start</b>	8/1/2018	8/1/2018	0
<b>Project Planning End</b>	9/3/2021	11/4/2021	62 days
<b>Project Execution Start</b>	9/7/2021	11/5/2021	58 days
<b>Project End</b>	9/29/2024	6/28/2024	-92 days

#### 4.12.2 Reason(s) for Difference

Provide reasons for any date differences: PAL and Procurement processes extended beyond scheduled estimates.

### **4.12.3 High Level Master Schedule and Key Milestones**

Attach High-Level Master Schedule and Key Milestones to your email submission.

## 4.13 Cost Baseline

### 4.13.1 Cost Summary

Cost	Estimated Proposed Cost	Final Baseline Cost	Difference
<b>Total Planning Cost (One-Time)</b>	\$2,442,296	\$3,724,324	\$1,282,028
<b>Total Project Cost (One-Time)</b>	\$9,142,022	\$10,437,054	\$1,295,032
<b>Total Future Operations IT Staff and OE&amp;E Cost (Continuing)</b>	\$823,000	\$2,657,273	\$1,834,273
<b>Total</b>	\$12,407,318	\$16,818,651	\$4,411,333
<b>Annual Future Operations IT Costs (M&amp;O)</b>	\$823,000	\$2,657,273	\$1,834,273

### 4.13.2 Reason(s) for Difference

Provide reasons for any date differences: PAL and Procurement activities exceeded scheduled estimates. Cost differences were also due to PAL activities exceeding scheduled estimates resulting in increased consulting and oversight costs. In addition, the bid costs were greater than the RFI costs which were the basis for the estimates and BCP requests.

### 4.13.3 Budget Change Proposal (BCP) Summary

Budget Request ID: 4440-079-BCP-2019-A1

Budget Request Year (0000-00): 2019-20

Requested Amount: \$2,200,000

Status: [Supported](#)

#### BCP 4440-079-BCP-2019-A1 Summary:

The Department of State Hospitals (DSH) requests a General Fund appropriation of \$2.2 million in FY 2019-20 to plan the implementation of the Pharmacy Modernization. The request will fund staffing and other resources required to support the completion of activities required by the State's Project Approval Lifecycle (PAL) Stage Gates. Continuing support for the DSH Pharmacy Modernization will allow DSH to continue developing a modern solution, which will prepare DSH for Electronic Health Records.

The State's PAL Stage Gate requirements necessitate the availability of Pharmacy and application development subject matter experts to assist in producing complete and accurate deliverables as required by PAL. This proposal includes staffing to backfill the subject matter expert's positions during this time.

Pharmacy Modernization will consist of planning activities that will include inventory control, unite dose repackaging, automated dispensing, standardized patient specific medication data improvements and pharmacy data integration. In addition, the project will rearchitect the existing pharmacy application environment to accommodate the new pharmacy system.

Budget Request ID: 4440-003-BCP-2020-GB

Budget Request Year (0000-00): [2020-21](#)

Requested Amount: \$8,553,000

Status: [Supported](#)

#### BCP 4440-003-BCP-2020-GB Summary:

The Department of State Hospitals (DSH) requests a General Fund appropriation of \$928 thousand in FY 2020-21, \$5.6 million in FY 2021-22, \$1.1 million in FY 2022-23 and ongoing to support the pharmacy modernization implementation for all five state hospitals. The request will fund consulting staff, software and equipment required to implement the Pharmacy Modernization project. Pharmacy Modernization consists of an inventory control system, unit dose repackaging equipment, automated drug dispensing equipment, controlled medication security equipment, standardized patient specific medication billing and data integration. In addition, the project will rearchitect the existing pharmacy application environment to accommodate the new pharmacy systems.

### **4.13.4 Financial Analysis Worksheets (Baseline)**

Attach FAWs to your email submission.



## 4.14 Project Management Planning

Are the following project management plans or project artifacts complete, approved by the designated agency/state entity authority, and available for California Department of Technology review?

**Risk Register:** [Yes](#)

If “No,” provide the status; if “Not applicable,” provide an explanation. [Click or tap here to enter text.](#)

**Contract Management Plan:** [Yes](#)

If “No,” provide the status; if “Not applicable,” provide an explanation. [Click or tap here to enter text.](#)

**Cost Management Plan:** [Yes](#)

If “No,” provide the status; if “Not applicable,” provide an explanation. [Click or tap here to enter text.](#)

**Implementation Management Plan:** [Yes](#)

If “No,” provide the status; if “Not applicable,” provide an explanation. [Click or tap here to enter text.](#)

**Requirements Management Plan:** [Yes](#)

If “No,” provide the status; if “Not applicable,” provide an explanation. [Click or tap here to enter text.](#)

**Deliverable Expectation Document:** [Yes](#)

## 4.15 Risk Register

Attach Risk Register to your email submission.

## Gate 4 Project Readiness and Approval Evaluation Scorecard

Use the Gate 4 Project Readiness and Approval Evaluation Scorecard ([SIMM Section 19-D](#)) as an internal tool to ensure a quality submission.

## **Stage 4 Project Readiness and Approval – Department of Technology Use Only**

**Original “New Submission” Date:** [9/23/2021](#)

**Form Received Date:** [10/26/2021](#)

**Form Accepted Date:** [10/26/2021](#)

**Form Status:** [Completed](#)

**Form Status Date:** [11/18/2021](#)

**Form Disposition:** [Approved](#)

**Form Disposition Date:** [11/18/2021](#)