



Statement of Work for

The Creation and Implementation

Of

A New G4Health Web Site

January 17, 2010

## Document Control Sheet

### GENERAL INFORMATION

| PROJECT NAME          | BUSINESS OWNER (KEY SPONSOR) | PROVIDER SINGLE POINT OF CONTACT |
|-----------------------|------------------------------|----------------------------------|
| New G4Health Web Site | CMO                          | Project Manager                  |

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# 1 Background

## 1.1 Current State

The existing G4Health Web Site is lacking critical aspects that are hindering the ability for the hospital to remain competitive. As is, it does not provide the desired edge to attract new patients and potential staff. The current site does not provide consumer oriented health information to existing and new patients or online services (such as patient scheduling), nor does its appearance attract highly qualified nurses and clinicians. Also, the ability to capture information from referring physicians, prospective employees and patients does not exist or is very limited.

In addition, G4Health's current Internet content management system is extremely limited in its functionality and tools offered through its administrative interface. Web Site features, like search and easy-to-use navigation, are inadequate when using the current system.

These shortfalls continually put G4Health's Web Site at a disadvantage as the system provides no scalability to handle the evolving list of online initiatives requested from G4Health leaders. The existing system will not satisfy what is needed for short and long term growth in the urban market.

It's important to add the G4Health Web Site currently adheres to its own "look and feel" by hospital discipline making it difficult to brand the G4Health identity across the continuum of care.

## 1.2 Desired State:

The desired state is to implement a feature-rich web site that would project G4 as a state of the art patient care facility. A newly designed, consumer driven web site would attract new patients and prospective employees while giving G4 a new, competitive look in the highly saturated health care market that exists today. A large piece to this redesign is an enhanced employment section providing up-to-date job listings, user accounts, resume storage, and detailed employment information. It is the goal for a web site development firm to host all facets of the corporate website.

After the implementation of the consumer driven web site, and outside of the scope of this Statement of Work, G4 will also purchase and implement a Patient Portal. The Patient Portal would provide a robust array of services to new and existing patients, offering services such as online scheduling, electronic communications, personal health record features, and more enabling G4 to provide patient-centered services. Integration into the existing electronic medical record systems is critical for the success of this technology and it is assumed that the EMR vendor providing the Patient Portal services will host the portal in their managed hosting facility.

***Further feature level breakdown for each solution is available in Appendix A.***

# 2 Project Approach

Implementation of a new web site is expected to be completed as a single project. However, until a detailed requirements analysis is complete, this cannot be finitely determined.

Because this is a “large” project as defined by the project sizing grid within G4Health’s project management methodology (PMM), the fullest adherence to G4Health’s PMM will be necessary and required for success.

A Project Methodology is a *process* for initiating, planning, executing, controlling and closing a project in such a way as to prepare for success. Following a specific methodology forces one to plan for the unexpected, anticipate the risks, monitor the quality, define the scope of work, accurately estimate the costs, and manage the project’s progress toward completion.

Benefits of Following a Project Methodology:

- Fully understand the objectives and business need(s) you are trying to address
- Identify the full scope of what work will be required
- Understand the human resource requirements and time commitments
- Identify the expertise required in completing the project
- Better identify all costs before the project is begun
- Develop a specific plan for the implementation and completion of the project
- Manage and control the project to keep it on track financially and within timeline
- Reduce the number of ‘after go-live’ issues and problems
- Set project up for **success** with adequate planning and organized progress

## Project Objectives

G4 needs to expand its online services for consumers, prospective employees and patients to stay competitive in our urban and surrounding market.

It is important to differentiate between the types of portals required to ultimately meet G4Health’s desired state. Explanation of both types of technologies are included in the Statement of Work for greater understanding of vision, however the Patient Portal will require a separate Statement of Work and should also be considered a separate project. Please see below:

### Web Site Objectives

The adoption of a new web site would address these needs:

- Establishing a common look and feel across all G4 entity disciplines. Standardization will aid in promoting the G4Health brand to the online community as a trusted healthcare resource
- Manageability – New and improved administrative functionality will drive out more Web Site tasks and initiatives in a timely and efficient manner

- More features and functions - Will bring in more online traffic and strengthen organizational marketing efforts
- Provides front door to a Patient Portal

### *Patient Portal Objectives*

***As noted above on page 4, the Patient Portal is considered Out of Scope but important to mention for understanding of the overall vision***

The need to implement a Patient Portal system is ever-increasing as more online tools are becoming available. Patients will soon be expecting online tools that serve their healthcare needs in a similar fashion as online personal banking serves financial needs.

G4Health’s competitors are in the initial stages of deploying such functionality. The following needs will need to be addressed when thinking of a Patient Portal:

- Providing online healthcare services and tools for patients (e.g. View lab results, physician messaging, appointment scheduling, managing accounts, etc.)
- Streamline hospital services to be more efficient by offering online patient services that integrate with HIS
- Competition – Will help springboard G4HEALTH to the top as a market leader for online patient services

## **4 Scope**

The goal is to design and implement a highly robust and feature-rich consumer driven web site that can provide G4Health’s Web Site Coordinators with a comprehensive toolset for managing and deploying web site content.

### **4.1 Included**

The implementation of the consumer driven web site before the Patient Portal will help ensure resource availability and key deliverables are met throughout the project. Some of the key features/applications the consumer driven web site would provide are:

- Health Information Channeling– Providing the ability to integrate third-party health information (i.e. A.D.A.M., StayWell, Discovery Health) throughout the site
- Improved Information Taxonomy and built-in search engine optimization - Will increase user satisfaction/online traffic long-term
- Physician and Service Directory, Form Builder (See “Appendix A” for full list of applications)
- Scalability – Handle multi-tier, multi-level architecture

- Improved performance and stability
- Sustaining a common “look and feel” across both portals would achieve the following:
- Provide seamless experience for consumers, prospective employees and patients
- Develop an inclusive, feature driven recruiting site
- Establish loyalty to the G4Health brand
- Increase awareness of our credibility in the urban market G4Health serves and surrounding markets
- Strengthen our online presence

## 4.2 Excluded

### *Patient Portal*

While the final goal is to provide a convenient, secured highly interactive self-service tool that patients would use for managing their health information online, this project is outside of the scope of this Statement of Work. Upon completion of the consumer driven web site, G4Health will begin planning for the implementation of a Patient Portal which serves as a health information resource tool that can provide up-to-the minute medical news and health information along with the ability to interact with hospital staff online. The portal would integrate with the HIS and EMR systems. It would promote transactional data exchange between the patient and the hospital (e.g. Pre-Registration, Bill Pay, Appointment scheduling).

The end goal is a Transformational Level 4 portal (see Gartner model - Appendix B) where patient-to-hospital workflow becomes automated and business processes are streamlined. Examples of this level of automation are also included in Appendix A.

### *Integration of Both Portals*

A successful integration of the consumer and Patient Portal is the ultimate vision. It includes the ability to launch the Patient Portal from the consumer driven web site. Also integration equals G4Health having the ability to conform to a common brand across both Portals.

### *Additional Out of Scope Features*

The following features are also out of scope for this Statement of Work.

- Future Patient Portal functionality not mentioned in this Statement of Work. This will be part of separate Patient Portal related projects to be identified in the future.
- Any enhancements to the existing Employee Portal

## 5 Deliverables

***All deliverables to be completed within 12 months, assuming a 3/31/10 Project Kickoff***

- Communication plan, status reports, meeting notes, improvement plans, lessons learned
  - As needed throughout life of project
- System Requirements Document. Complete descriptions of each requirement including diagrams and references to external documents
  - Completed by end of May, 2010
- Approved Design Document. Desired software features in detail, screen layout diagrams and pseudocode
  - Completed by end of June, 2010
- Implementation Plan Document. Major system functions implementation map, acceptance criteria and integration plan
  - Completed by end of August, 2010
- System Test Plan. User test cases, functional and final acceptance tests
  - Completed by end of October, 2010
- Training Plan. Content management training and training requirements documents
  - Completed by December, 2010
- Training Delivery. Delivery of training to end users
  - Completed by end of January, 2011
- Fully functional Web Site that satisfies the requirements and design elements previously documented
  - Completed by end of March, 2011

As the final design of each portal is completed, specific measures of success will be included so that initial data can be gathered for comparison to data collected at predetermined times.

## 7 Company Commitments

In order to complete a successful project, G4Health must commit resources to ensure that the project is completed satisfactorily. Involvement of G4Health resources is required from project inception to completion. Resources include employees, facilities, hardware and website based deliverables.

| Commitment  | Responsible  | Target Begin Date | Target End Date |
|---|--|-------------------|-----------------|
| <b>Project Management</b>   |  |                   |                 |
| Project Manager <ul style="list-style-type: none"> <li>• Coordinate with the vendor PM</li> <li>• Track deliverables and manage milestones</li> <li>• Coordinate needs from G4Health departments that will provide site content</li> <li>• Conduct weekly status meetings</li> <li>• Attend Change Control Board meeting</li> </ul> | G4Health PMM Team  | 3/31/10           | 3/31/11         |
| <b>Marketing</b>  |  |                   |                 |
| Marketing Specialist <ul style="list-style-type: none"> <li>• Identify G4Health brand to be utilized across the site</li> <li>• Provide site requirements</li> </ul>  | G4Health Marketing Team  | 3/31/10           | 7/31/10         |
| <b>Human Resources</b>  |  |                   |                 |
| Recruiting Manager <ul style="list-style-type: none"> <li>• Provide requirements and review for Career section</li> </ul>   | G4Health Human Resources Team  | 3/31/10           | 2/31/11         |
| <b>Change Control</b>   |  |                   |                 |
| Change Control Board <ul style="list-style-type: none"> <li>• Attend weekly status meeting</li> <li>• Attend change control meetings as necessary</li> <li>• Approve/modify/deny change requests and ensure proper documentation is created</li> </ul>  | G4Health Leadership, Project Management, Marketing and QA Team Members | 3/31/10           | 3/31/11         |
| <b>Quality Assurance</b>  |  |                   |                 |
| QA Lead <ul style="list-style-type: none"> <li>• Attend weekly status meeting</li> <li>• Ensure quality milestones are met</li> <li>• Communicate QA status</li> </ul>  | G4Health IT QA Team  | 3/31/10           | 2/31/11         |
| QA Tester <ul style="list-style-type: none"> <li>• Document test plans</li> <li>• Validate deliverables match requirements</li> <li>• Report quality status based on testing results</li> </ul>   | G4Health IT QA Team  | 9/28/10           | 3/31/11         |
| <b>Education</b>  |  |                   |                 |
| Training Requirements <ul style="list-style-type: none"> <li>• Determine Training format</li> <li>• Document training requirements</li> <li>• Validate vendor training prior to delivery</li> </ul>   | G4Health Training Team   | 4/31/10           | 1/31/11         |
| Training Facilities   | G4Health Facilities  | 1/31/11           | 03/31/11        |

## 8 Change Control

In order to prepare for and accommodate changes that are required to this document after its finalization, a change control process must be defined to protect both G4 and potential vendors. To facilitate the proper mechanism to manage change, a change control board (CCB) must be implemented. This team will work with the selected vendor to define and document the types of changes that will be considered.

All proposed changes must include the reason for the change request, the potential impact of the change, any timeline revisions, and responsibility for change implementation. This change should also be delivered with a formal requirement that would be included into the project scope should it be accepted.

Upon proposal, the vendor will present the proposed change, along with its milestone and adjusted milestones should this change impact existing milestones, to the CCB. The CCB will review the proposal and discuss the changes. Should a revision to the proposed change be required, the CCB will call a meeting with the contractor to negotiate. If the changes are mutually accepted, the Change Request Form must be signed by both parties.

After the Change Request Form has been signed, the project manager will update the appropriate project artifacts referencing the change request in the artifact history.

## 9 Project Reporting and Communication

The G4Health PMM project reporting and communication established templates (status reports, project meeting agendas, minutes, etc.) should be utilized throughout life of project. Additional communication needs may be identified throughout life of project by assigned team.

Establishment of a project communication plan that clarifies the project direction, encourages two-way feedback driven communication, answers “Why are we doing this?” and “How does this support our vision?”.

Features of the Communication Plan include:

- Project Kick Off – Communicates plans and stakeholders roles/responsibilities. Encourages communication among stakeholders
- Status Reports—Update stakeholders on progress of the project
- Team Meetings—Review detailed plans (tasks, assignments and action items)
- Sponsor Meetings—Update Sponsors on status and discuss critical issues. Seek approval for changes to Project Plan
- Executive Sponsor Meetings—Update Sponsors on status and discuss critical issues. Seek approval for changes to Project Plan

- Post Project Review—Identify improvement plans, lessons learned, what worked and what could have gone better. Review accomplishments

The Project Manager is ultimately responsible for implementing a communication strategy.

***Communication to the G4Health organization and consumer market audience should not be underestimated. Communication of plans will need to occur on a frequent, recurring basis to multiple audiences.***

## 10 Projected Timeline

The timeline of the implementation will be created to ensure resource availability and key deliverables are met throughout the project. The new web site is to be implemented within 9 – 12 months.

Once this Statement of Work has been approved the project team will begin its analysis and finalize project plan to drive out firm deliverable dates. At that time a detailed project schedule will be developed and made available to the G4Health Project Sponsors.

## 11 Roles and Responsibilities

| TEAM   | ROLE / RESPONSIBILITY   | HOURS COMMITTED              |
|--|---|------------------------------|
| Executive Team<br>(CMO, CIO, VP of Public Relations and Marketing, others as needed) | CMO – Business Owner/Main Sponsor<br><br>Help with identification of public information sharing<br><br>Facilitate change and champion the benefits  | 1 hour a week for 12 months  |
| Chief Counsel  | Review website and content for compliance with all applicable state and federal laws.<br><br>Ensure HIPAA compliance.<br><br>Approve vendor contracts<br><br>Review and approve Business Associate Agreements | 2 hours a week for 12 months |
| Chief Privacy Officer  | Encryption Standard Operating Procedure (SOP)<br><br>Updating existing SOP or Security Policy to include sections dealing with new services being added.  | 4 hours a week for 12 months |

|                             |   |   |
|-----------------------------|---|---|
|                             | Risk Assessment and Remediation   |   |
| VP, Information Technology  | Ensure IT Infrastructure is adequate for the new site   | 2 hours a week for 8 months               |
| CNO and VP, Human Resources | Review requirements for new employment section<br>Track progress and training initiatives<br>Give final sign off on that feature of the project | 2 hours a week for 12 months              |
| Learning and Documentation  | Training coordination   | 2 hours a week for 12 months              |
| Operations Engineer         | New systems monitoring at a minimum<br>Job scheduling to support new functionality  | 2 hours a week for 4 months               |
| Change Control Board        | Participate in change meetings<br>Decide on whether to allow or deny change requests  | 1 hour a week for 12 months and as needed |
| Vendor                      | Consumer driven web site Design and Development   | Per Contract Terms                        |
| Vendor                      | Applications and Content Management System (see Appendix A) Implementation  | Per Contract Terms                        |
| Vendor                      | 3 <sup>rd</sup> Party Integration   | Per Contract Terms                        |
| Vendor                      | Hosting   | Per Contract Terms                        |
| Vendor                      | Training Documentation and Delivery   | Per Contract Terms                        |

## Appendix A

### Consumer and Patient Portal Application Listing

| Consumer driven web site                                 | Patient Portal (Out of Scope – Included to help promote vision awareness) |
|--|---|
| Announcements  | Secure Login / Authentication   |
| Baby Board   | Secure Inbox - Message Responses (free text), Message Attachments         |
| Cafeteria Menu   | Enrollment  |
| Calendar of Events                                       | Profile Maintenance   |
| Classified Ads   | > Password Management   |
| Contact Us   | > Account Holder and Patient Profiles                                     |
| Featured Physician                                       | > Demographics  |
| Frequently Asked Questions                               | > Insurance   |
| Health Links   | > Financial Responsibility  |
| Health Tips  | > Health History  |
| Job Opportunities  | > Pharmacies  |
| Multi-Media File Up Loader                               | > Physicians  |
| News   | Ask A Question  |
| Physician Directory                                      | Appointment Request   |
| Quick Poll   | Pre-Registration  |
| Recipe Corner  | Find A Doctor   |
| Scrolling Message  | Portal Administration   |
| Site Index   | Password Management   |
| Site Search  | User/Group/Role Management  |
| Table of Contents  | Portal Enrollment (one-to-one)  |
| Web Login - Standard Applications                        | Profile Administration and Work Queue                                     |
| Banner Ads   | Site Login  |
| Content Distribution                                     | Security  |
| Departments & Services                                   | > Authentication  |
| eGreetings   | > Audit Logs  |
| Employee Directory                                       | Managed Hosting Scalability – Handle multi-tier, multi-level architecture |
| Forums   | API Customization and .Net based platform                                 |
| Patient Stories (Meta)                                   | Improved performance and stability  |
| Improved Information Taxonomy and built-in Search Engine |   |

|  |   |
|--|---|
| <p>Optimization</p> <p>Physician and G4Health Directory, Form Builder</p> <p>Managed Hosting Scalability – Handle multi-tier, multi-level architecture</p> <p>API Customization and .Net based platform</p> <p>Improved performance and stability</p> <p>Branding – G4Health must conform to a common brand to strengthen our presence online and in the urban market we serve and surrounding markets</p> | <p>Branding – G4Health must conform to a common brand to strengthen our presence online and in the urban market we server and surrounding markets</p> <p>100% Compliance with Risk Management, including HIPAA, standards</p> |
|--|---|

## Appendix B

### Gartner Model – Patient Portal Levels

