Appendix 7. – Key Personnel

A.   Executive Sponsor

Position Description: Provides planning services for a wide range of programs and projects including but not limited to design, development, implementation, post-implementation, and maintenance of the systems. Provides SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, critical success factor analyses, strategic business planning, strategic information systems planning, value chain analysis, and other techniques used to establish strategic plans.

Provides expertise in conducting research, evaluations, and studies required to develop both short-term and long-term plans. Provides plans, designs, concepts, and develops both general and specific program and project strategies for linking proposed investments in IT to business results. Provides planning, scheduling, networking, and coordination assistance among State organizations involved in implementation and integration efforts. Identifies problems and recommends solutions. Provides financial management planning and execution support. Demonstrates excellent written and verbal communication skills. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

Education: This position requires a bachelor's degree from an accredited college or university with a major in Computer Science, Information Systems, Planning or other related scientific or technical discipline. A Master's degree is preferred. Applicable IT certifications will also be considered.

General Experience: At least 12 years progressive experience as an IT planner - or involved in strategic planning type functions.

Specialized Experience: The proposed candidate must have at least six (8) years of experience in planning, analyses, design, development, implementation and post-implementation of IT projects or systems. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

B.   Program Manager

Position Description: The Program Manager is the contractor's manager for the Contract and serves as the single point of contact for the Master Contractor with the State regarding the Contract. Performs overall management for Contract support operations. Organizes, directs, and coordinates the planning and production of all Contract activities, projects, and support activities, including those of subcontractors. Oversees the development of or develops work breakdown structures, charts, tables, graphs, major milestone calendars and diagrams to assist in analyzing problems and making recommendations.

Demonstrates excellent written and verbal communications skills. Establishes and alters corporate management structure to direct effective and efficient Contract support activities. Agile project methodology experience is preferred. Provides financial management planning and execution support (Including but not limited to, hours burned, invoices, budget forecasting, actuals). Demonstrates excellent written and verbal communication skills.

Education: This position requires a bachelor's degree from an accredited college or university in Engineering, Computer Science, Information Systems, Business, or other related discipline. Master's degree and/or Project Management Certification (PMI) is preferred. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least 12 years of experience in program or project management.

Specialized Experience: The proposed candidate must have at least eight (8) years of experience in supervision or oversight of IT related programs or projects with specialty in large scale electronic health record implementations. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

C.   Subject Matter Expert

Position Description: This position requires a specific discipline required by the State agency including, but not limited to, information technology, health care, electronic health records, behavioral health, long term care, case management, or government health care institutions. Requires expertise in the formulation of specifications and in the execution of technical initiatives in vertical areas. Defines requirements, performs analyses, and develops plans and requirements for systems.

Must be knowledgeable in implementing computer systems in a phased approach of requirements analysis and conceptual design, site survey, system design review, critical design review, installation, integration, and testing. Demonstrates excellent written and verbal communication skills.

Education: This position requires a bachelor's degree from an accredited college or university in a related field required by the State. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least 12 years of relevant industry experience in the discipline.

Specialized Experience: The proposed candidate must have at least eight (8) years of combined new and related older technical experience in the IT field directly related to the required area of expertise. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

D.   Lead for End-User Trainer

Position Description: Conducts the research necessary to develop and revise training courses and prepares appropriate training catalogs. Prepares all instructor materials (course outline, background material, and training aids). Prepares all student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Trains personnel by conducting formal classroom courses, workshops, and seminars. Demonstrates excellent written and verbal communication skills.

Education: This position requires a bachelor's degree from an accredited college or university with a major in Education/Training in the areas of Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline. A Master's Degree is preferred. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least eight (8) years of experience in information systems development, training, or related fields.

Specialized Experience: The proposed candidate must have at least five (5) years of experience in developing and providing IT and end user training on computer hardware and application software. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

E.   Lead Technical Architect

Position Description: Responsible for developing business, data, systems, and infrastructure models to develop enterprise architectures. Develops plans for migrating architectures. Develops technical reference

models to include hardware/software standards. Engineer's integrated hardware and software solutions to meet mission requirements. Familiar with solution change management processes and ensure adherence to project change management methodology. Assists in collecting and organizing information for preparation of user manuals, training materials, installation guides, proposals, reports, design documentation and project deliverables.

Education: This position requires a bachelor's degree from an accredited college or university in Computer Science, Information Systems, or related field. A Master's Degree in information technology is a plus. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least seven (7) years' experience performing architecture related work with IT systems .

Specialized Experience: The proposed candidate must have at least five (5) years of experience in developing and providing IT and end user training on computer hardware and application software. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

F.   Lead Technical Configurator (By Modules)

Position Description: Analyzes functional clinical and business applications and design specifications for functional areas including but not limited to; nursing, pharmacy, lab, billing, clinical documentation, and case management. Develops block diagrams and logic flowcharts. Translates detailed design into computer software. Tests, debugs, and refines the computer software to produce the required product. Prepares required documentation, including both program-level and user-level documentation. Enhances software to reduce operating time or improve efficiency.

Provides technical direction to programmers as required to ensure program deadlines are met. Must be knowledgeable in implementing computer systems in a phased approach of requirements analysis and conceptual design, site survey, system design review, critical design review, installation, integration, and testing. Must be knowledgeable in performing requirements analysis for a wide range of users in areas such as office automation, and finance and accounting. Must be able to present system designs for user approval at formal reviews.

Must be capable of performing configuration management, software integration, interpreting software test results, and recommending solutions for unsatisfactory test results. Must be knowledgeable in life-cycle support, including maintenance, administration, and management. Must be able to provide solutions to identified software problem reports. Must be able to translate application requirements into EHR solutions using available technology.

Must be able to apply new and emerging technologies to the software development process. Prepares milestone status reports and deliverable/presentations on the system concept to colleagues, subordinates, and end user representatives. Demonstrates excellent written and verbal communication skills.

Education: This position requires a bachelor's degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, Nursing or other related scientific or technical discipline. A Master's Degree is preferred. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least seven (7) years of computer experience in information systems and electronic health record design.

Specialized Experience: The proposed candidate must have at least five (5) years of experience in application design or related healthcare discipline (i.e. psychiatry, nursing, laboratory, pharmacy). Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

G.   Lead for System Integrations & Interfaces

Position Description: This position provides design recommendations based on long-term IT organization strategy. Develops enterprise level application and custom integration solutions including major enhancements and interfaces, functions, and features. Uses a variety of platforms to provide automated systems applications to customers. Provides expertise regarding the integration of applications across the business. Determines specifications, then plans, designs, and develops the most complex and business critical software solutions, utilizing appropriate software engineering processes – either individually or in concert with a project team. Will assist in the most difficult support problems.

Develops programming and development standards and procedures as well as programming architectures for code reuse. Has in-depth knowledge of state-of-the art programming languages and object-oriented approach in designing, coding, testing, and debugging programs. Understands and consistently applies the attributes and processes of current application development methodologies. Viewed both internally and externally as a technical expert and critical technical resource across multiple disciplines. Acts as an internal consultant, advocate, mentor and change agent.

The position requires deep understanding of High Level Seven (HL7) messaging (including Fast Healthcare Interoperability Resources (FHIR) standards) and API standards, and enterprise level interface/integration technologies.

Education: This position requires a bachelor's or master's degree in Computer Science, Information Systems, or other related field or equivalent work experience. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least seven (7) years of IT and healthcare work experience.

Specialized Experience: The proposed candidate must have at least three (3) years as Technical expert in IT organization. Coaches and mentors more junior technical staff. Provides technical input into the most complex and high impact IT decisions. Accountable for the most complex enterprise-wide applications and issues, translating highly complex concepts for peers and customers. Worked with healthcare EHR APIs. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

H.   Lead for Organizational Change Management

Position Description: This position provides assistance in the group decision-making process by intervening to help a group improve its effectiveness and efficiency through enhanced problem identification, problem solutions and decision making skills. Takes primary responsibility for managing the group process and assists groups to be more effective by improving existing group practices. Guides groups through proven processes and understands basic group dynamics and interrelationships.

Intervenes when it is evident that the group process or other factors interfere with a group's ability to accomplish specific goals and objectives. Identifies strategic issues for the Information Management Department and advises IT Senior Management of the risks and/or opportunities created by these issues.

Issues will be centered on IT measurements and IT project management. IT measurements will encompass the refining or creating of measures related to value creation of IT products and services. Project Management will include presenting recommendations on ways of managing projects more effectively (including, but not limited to appropriate methodology and quality reviews) Accountabilities include coordinating input from various IT departments to develop recommendations, conducting analyses of issues and ensuring adequate communication of the endorsed positions and recommendations to stakeholders. Acts as an internal consultant, advocate, mentor and change agent.

Education: This position requires a bachelor's degree from an accredited college or university with a major in Education, the Social Sciences, Human Resources, Business, Organizational Change Management, Conflict Resolution Information Technology, or a related field. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least eight (8) years of experience of organizational change management specific in large and complex environments.

Specialized Experience: The proposed candidate must have at least three (3) years of experience as a group facilitator involving technical projects. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

I.   **Lead for Data Conversions**

Position Description: This provides expertise in the most current principles and practices of architecture data management systems and experience in large system designs, and with data modeling in the information management arena. Provides expertise in modeling and organizing information to facilitate support of projects or information architectures. Provides guidance on how and what to data and process model.

Primarily deals with transition planning from legacy to modern systems by concentrating on information flows, data exchange, and data translation standardization services. Provides for ongoing data integrity of the enterprise Master Patient Index using established mechanisms to identify, investigate, resolve, and prevent duplicate medical record numbers and patient overlays, assuring that for each patient there is one record with the correct identifying information to support patient care and patient safety.

Education: This position requires a bachelor's degree from an accredited college or university with a major in Engineering, Computer Science, Mathematics, or a related field. Master's degree preferred. Applicable IT certifications will also be considered.

General Experience: The proposed candidate must have at least eight (8) years of experience planning, designing, building, and implementing IT systems.

Specialized Experience: The proposed candidate must have at least five (5) years of experience in the design of business and clinical applications on complex IT systems during legacy system migrations. Requires a broad knowledge of data sources, data flow, system interactions, advanced computer equipment and software applications, and advanced systems design techniques to develop solutions to unyielding complex problems and to advise officials on systems design and IT forecasts.

Must demonstrate a broad understanding of client IT environmental issues and solutions and be a recognized expert within the IT industry. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.

J.   Lead for Infrastructure & Security

Position Description: This position is responsible for developing business, data, systems, and infrastructure models to develop enterprise architectures. Develops plans for migrating and/or connecting system architectures. Develops technical reference models to include hardware/software standards. Engineer's integrated hardware and software solutions to meet mission requirements. Analyzes and defines security requirements for information protection. Performs vulnerability and risk assessments on the basis of defined sensitivity and information flow.

Reviews the installation and security related controls for a wide variety of computing platforms, including operating systems, sub-systems, databases, and software products used to support the processing environment. Configures and monitors server/storage capacity planning to ensure availability of the electronic health record

Education: This position requires a bachelor's degree from an accredited college or university with a major in Computer Science, Information Systems, Engineering, Business, or other related scientific or technical discipline.

General Experience: The proposed candidate must have at least eight (8) years of experience in performing architecture related work on IT systems.

Specialized Experience: The proposed candidate must have at least five (5) years of experience in defining security programs or processes for the protection of sensitive or classified information. Experience with Electronic Health Records (EHR) projects is highly recommended and preferred.