OneVA Pharmacy Implementation

Project Management Plan (PMP)



**Department of Veterans Affairs**

**October 2015**

**Version 0.4**

Revision History

Note: The revision history cycle begins once changes or enhancements are requested after the document has been baselined.

| Date | Version | Description | Author |
| --- | --- | --- | --- |
| 10/27/2015 | 0.1 | Initial Draft | Cecelia Wray |
| 10/28/2015 | 0.2 | Update to Initial Draft | Kathy Coupland |
| 10/28/2015 | 0.3 | Feedback from Sherri Simons applied. | Kathy Coupland |
| 10/29/2015 | 0.4 | Document Updates | Cecelia Wray |

Artifact Rationale

The Project Management Plan (PMP), according to the Guide to the Project Management Body of Knowledge (PMBOK®), is a formal, approved document used to guide both project execution and project control. The primary uses of the PMP are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines. By showing the major products, milestones, activities and resources required on the project, it is also a statement of how and when a project's objectives are to be achieved.

The project manager creates the PMP following input from the project team and key stakeholders. The plan should be agreed on and approved by at least the project team and its key stakeholders.

The PMP is mandatory for all projects. While it is a project-level document, it should be updated as necessary, including for each increment.

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# Introduction

This Project Management Plan (PMP) describes the processes that OneVA Pharmacy Implementation project will follow during execution of the project. The project’s processes will align with plans and processes of the ProPath Guide processes will be defined for any management areas not covered by the ProPath Guide. This PMP will govern the management practices across the life of the project. As those practices evolve, this document will be updated to reflect the changes.

## Project Overview

Increasing deficits and concerns over government spending have created a challenge for the Federal sector. As the national debt continues to grow, Departments and Agencies are under increasing pressure to do more with less, and create the maximum value from every dollar received. Today the Department of Veterans Affairs (VA) is experiencing such a challenge, as it faces constant Information Technology (IT) budget pressures, and yet is expected to identify a way forward in the modernization of Veterans Health Information Systems and Technology Architecture (VistA), the VAs Electronic Health Record (EHR) system and more. The VistA application modules allow the VA to deliver care to the more than 21 million veterans living in the United States and abroad, which adds to the modernization complexity.

With this challenge in mind, leadership at the VAs Grassroots Innovations Program, a cooperative effort between the Chief Technology Officer, the Health and Medical Informatics Office, and the VAs Office of Information and Technology (OI&T) provided innovators (VA employees) with a forum to propose new opportunities and to develop new ideas into functional prototypes.

There are two (2) separate phases to the Innovations Program. The low bar phase is a proof-of-concept phase where all work is accomplished outside of the VAs network in a VA virtual testing environment (Innovations Sandbox). The high bar phase occurs when a concept is moved to a developmental/production environment after the proof of concept has been developed, tested, and approved for full scale deployment.

In 2014, the VA engaged The BITS Group to execute the low bar phase for the development of a proof of concept/prototype known as OneVA Pharmacy. OneVA Pharmacy provides the Department of Veterans Health Administration (VHA) the capability to allow Veterans travelling across the United States to refill active VA prescriptions at any VA pharmacy regardless of where the prescription originated.

The OneVA PharmacyImplementation project is the high bar phase of the initiative. The OneVA PharmacyImplementation project modifies the existing proof-of-concept software’s capability by including the requirements contained within its Project Work Statement (PWS), includes integration into VistA, development of documentation, and training to support a national rollout in March 2016.

OneVA Pharmacy provides a foundation to build and extend new capabilities to the Veteran, who are better served by integrating virtual care into pharmacies, using technology to close the gap between the previous quality of information, and the Veteran's level of engagement. A well-designed OneVA Pharmacy builds upon the history of the VHA, and advances in modern technology to allow Veterans to take a more active role in their own health care.

## Goals and Objectives

The goals and objectives of the OneVA PharmacyImplementation project is to expand the software’s functionality, based on the requirements documented in the OneVA Pharmacy Implementation PWS.

Project and training documentation will be developed and testing best practices will be executed. Training will be conducted for the product in accordance with an Initial Operating Capability (IOC) delivery. Project Management Accountability System (PMAS) documents consistent with the identified approach will be delivered to the VA.

## Stakeholders and Key Personnel

The VA employee and contractor personnel below make up the primary stakeholders in the OneVA Pharmacy Implementation project.

Table : OneVA Pharmacy ImplementationStakeholders

| Organization | POC | Title |
| --- | --- | --- |
| VA | Mike Junda | Contracting Officer |
| Office of Informatics and Analytics (OIA) Innovation Program | Joshua Patterson | Government Contracting Officer Representative/Program Manager |
| VHA/PBM | Robert Silverman | SME |
| VHA/PBM | Lynn Sanders | SME |
| VHA | Mike Valentino | Pharmacy Business Owner for IT |
| VA | Gloria Smith | HDR/CDS SME |
| VA | Narasa Susarla (Leidos) | HDR/CDS SME |
| VA | Baron Woods | HDR/CDS SME |
| VA | TBD | VistA Intake Team |
| VA | TBD | EMI Team |

# Project Organization

Office of Informatics and Analytics (OIA) Innovation Program.

# Acquisition Process

N/A

# Monitoring and Control Mechanisms

This project follows standard monitoring and control processes as defined in ProPath for risk management, requirements traceability, and operational readiness.

# Systems Security Plans and Requirements

System security plans and requirements will be developed as part of the project’s planning phase.

# Work Breakdown Structure (WBS) and Schedule

See current schedule

# Project Success Criteria

To provide the full functionality and complete a successful IOC testing with a handoff to the VistA Intake Program.

# Communication Management Plan

## Team List

Table : OneVA Pharmacy ImplementationTeam Members

| Name | Company | Role | Phone | Email |
| --- | --- | --- | --- | --- |
| Joshua Patterson | VA | COR/PM | 303.809.7870 | [Joshua.patteson@va.gov](mailto:Joshua.patteson@va.gov) |
| Cecelia Wray | BITS | PM | 770.559.8317 | [Cecelia.wray@va.gov](mailto:Cecelia.wray@va.gov) |
| Sherri Simons | BITS | SME | 540.220.5139 | [ssimons@thebitsgroup.com](mailto:ssimons@thebitsgroup.com) |
| Birali Hakizumawami | SRA | SME | 703.803.1994 | [Birali\_Hakizumawami@sra.com](mailto:Birali_Hakizumawami@sra.com) |
| Kathleen Coupland | BITS | Project Coordinator/ Trainer/ Technical Editor | 404.803.4547 | [kcoupland@thebitsgroup.com](mailto:kcoupland@thebitsgroup.com) |
| Tom Bigelow | SRA | QA Tester | 808.280.4540 | [Tom\_bigelow@sra.com](mailto:Tom_bigelow@sra.com) |
| Brad Fisher | BITS | VistA Developer | 317.503.8902 | [bfisher@nemesysit.com](mailto:bfisher@nemesysit.com) |
| T.J. Cope | BITS | Test Lead | 513.267.9553 | [tjcope@tjcope.net](mailto:tjcope@tjcope.net) |
| Tony Burleson | SRA | System Architect | 808.283.3286 | [Antonio\_Burleson@sra.com](mailto:Antonio_Burleson@sra.com) |

## Ongoing Meeting Schedule

The following is a list of the ongoing meetings that will occur during the period of performance of the OneVA Pharmacy Implementation project.

Table : OneVA Pharmacy Implementation Team Ongoing Meeting Schedule

| Meeting | Day | Time | Minutes & Web Site URL(s) | Length | Number | Project Attendees | Backups |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Daily Standup with COR | Daily | 10:30 a.m. | None | 15 min |  | Joshua, Cecelia,  Sherri | None |
| Daily Standup with Team | Daily | 2:30 p.m. | Emailed to COR | 15-30 min |  | Development Team | None |
| Stakeholder Meeting | Thursday | 12:00 p.m. |  | 30 min |  | VA and Project Team | None |

## Report Description

The OneVA Project Implementation team will develop and maintain documentation according to standard, including the VA Certification and Accreditation process (when applicable).

Table : OneVA Pharmacy Implementation Project Management Reporting Documents

| Report Name | R | Minimum Frequency | Author (A) and Distribution (D) | Description |
| --- | --- | --- | --- | --- |
| Daily Scrums with Team | R | 2 days after Scrum | A-Kathy Coupland  D- | Summary of the Daily Scrums with the development team. |
| Monthly Progress Report | R | 5th day of each month | A-Cecelia Wray  D-Cecelia Wray | Monthly Progress Report |
| Risk Log | R | 5 days after an update | A-Cecelia Wray  D-Cecelia Wray | Risk Log for the project |
| IPT Meeting Minutes | R | 3 days after call | A-Kathy Coupland  D-Cecelia Wray | This is a summary of the IPT call (when scheduled) |
| Lessons Learned | R | 1st submission – 11/29  Monthly thereafter | A-Kathy Coupland  D-Cecelia Wray | An accumulation of the lessons learned for the project. |

## RACI Chart

Definitions for Responsibility, Accountability, Consulted, and Informed (RACI) are as follows:

**Responsibility (R):** the correct execution of the process and activities. The person(s) or group(s) who actually execute the task are said to be responsible.

**Accountability (A):** the ownership of the quality of the end result and process. For each activity, only one role (person or group) should be accountable.

**Consulted (C):** involvement through input of knowledge and information. If the activity requires a response or input from a person or group, they are considered consulted.

**Informed (I):** receiving information about process execution and quality. If the activity requires that a person or group receive information only (per activity or in summary form), then they are informed.

Table : RACI Chart

| ACTIVITIES | COR/PM | PjM | PC/Tech Writer | VistA Developer | Java Develop | SQA | Architect | SME |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Management Plan | A | R | C | C | C | C | C | C |
| Primavera Schedule | A | R | C | C | C | C | C | C |
| Risk Log | A | R | C | C | C | C | C | C |
| Monthly Progress Report | A | R | C | C | C | C | C | C |
| Code In Flight Submission | A | C | C | R | C |  |  |  |
| Requirements Specification | A | C | R | C | C | C | C | C |
| RRC Entry | A | C | R | C | C | C | C | C |
| RTC Entry | A | R | C | C | C | C | C | C |
| SDD | A | C | C | R | R | C | R | C |
| Approved Sauce Code | A | C | C | R | R | C | C | C |
| ProPath Documents | A | R | R | R | R | R | R | C |
| IOC Documentation | A | R | R | C | C | C | C | C |
| Master Test Plan | A | C | C | C | C | R | C | C |
| Test Cases and Test Scripts | A | I | C | C | C | R | C | I |
| Developer Checklists | A | I | I | R | R | C | C | I |
| Fortify Scans | A | I | I | C | R | C | C | I |
| Product Build for SQA | A | I | I | R | R | C | C | I |
| Requirements Traceability Matrix | A | I | C | C | C | R | C | I |
| Test Evaluation Summaries | A | I | C | C | C | R | C | I |
| SQA Checklist | A | I | C | C | C | R | C | I |
| UFT Test Cases and Scripts | A | I | C | C | C | R | C | I |
| Signed Customer Acceptance | A | R | C |  |  |  |  | I |
| IOC Enter/Exit Summary | A | R | R |  |  |  |  | I |
| Implementation Report | A | R | R | C | C | C | C | I |
| Staff Roster | I | A | R | C | C | C | C | I |
| 508 Compliance Report | A | I | C | C | C | R | C | I |

# Risk Management Plan

The risks for this project will be documented within Rational Tool Composer (RTC) and reviewed on a weekly basis.

# Software Configuration Management (SCM) Plan

Software configuration management will be handled via the patch module in FORUM for the M Code software and in RTC for all else. Addition detail will be added once the Plan is formalized.

# Training Plan

The training plan will be developed during the planning and active stages of the project. The Initial Operating Capability (IOC) testers will be trained on the use of the software.

# Quality Assurance Plan

The BITS Group will use the Quality Assurance Framework established in the ProPath Quality Assurance Standard, which is based on the Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI), IT Infrastructure Library (ITIL), and International Business Machine (IBM) Business Process Model. We also include our ISO 9001:2008 processes for operations support.  This proven quality framework provides a solid enterprise-wide Quality Management System (QMS). This integrated approach includes all subcontractors' work. We are prepared and committed to adhere to our Quality Control Plan (QCP). The QCP documents how we meet and comply with quality standards and is aligned with specific performance based deliverables. Our QCP incorporates an independently verified enterprise-wide Quality Management System (QMS) that ensures the product development and service delivery processes provided to the EVEAH Software Development Program are measured and monitored appropriately. The QMS applies to both prime and subcontractor work products ensuring a repeatable and efficient process minimizing cost, improving consistency, and supporting continuous improvement. Our QCP includes a combination of elements from our QA processes and the ProPath QAS, including:

* **Self-Inspection Plan**: Designed to provide immediate feedback, this plan ensures all activities are integrated and feedback loops are built into all processes; the plan also supports continuous improvement across the full spectrum of BPA activities.
* **Reviews**: ProPath has a series of reviews used to find errors at all stages of the development life cycle; the most notable would be PMAS reviews and Quality Gate reviews.
* **Test and Evaluation**: ProPath provides guidance on test planning and execution through the creation of a Master Test Plan.
* **Process Quality Assurance**: Includes the identification of quality issues, providing feedback, and confirming that the issues are addressed; ProPath accomplishes this through quality assessments, audits, senior management reviews, and internal assessments.
* **Corrective Action Plan**: We employ a customized Corrective Action/Preventive Action (CAPA) methodology to track all findings from ISO audits and deviations from performance metrics, an approach that meets ISO 9001:2008 standards.
* **Internal Staffing Plan**: Defined roles by labor category for each phase of the schedule; our plan defines the level of effort by labor category and facilitates maximum flexibility in staff utilization.
* **Procedures**: To maintain consistency and accuracy in quality, timeliness, responsiveness, and customer satisfaction, we base our procedures on the ISO 9001:2008 standard; Standard Operating Procedures (SOP) are defined for clear definition of processes and used throughout the Product Development Life Cycle (PDLC).
* **Metrics**: Metrics are a critical part of the Quality Plan; they provide valuable measurement of performance as well as provide management with credible data to make fact-based decisions in real time.

# Project Measurement Plan

## Description

Performance of the project will be based on objectives, schedule and value.

## Performance Measurements

Table 5: OneVA Pharmacy Implementation Performance Measurements

| Performance Objective | Performance Standard | Acceptable Performance Levels |
| --- | --- | --- |
| A. Technical Needs | Shows understanding of requirements  Efficient and effective in meeting requirements  Meets technical needs and mission requirements  Offers quality services/product | Satisfactory or higher |
| B. Project Milestones and Schedule | Quick response capability  Products completed, reviewed, delivered in timely manner  Notifies customer in advance of potential problems | Satisfactory or higher |
| C. Project Staffing | Currency of expertise  Personnel possess necessary knowledge, skills and abilities to perform tasks | Satisfactory or higher |

# Reference Materials

Reference material includes the following:

* OneVA Pharmacy Implementation Performance Work Statement (PWS)
* Task Order VA118-15-F-0663

# Approval Signatures

This section is used to document the approval of the OneVA Pharmacy Implementation PMP during the Formal Review. The review should be ideally conducted face to face where signatures can be obtained ‘live’ during the review however the following forms of approval are acceptable:

1. Physical signatures obtained face to face or via fax

2. Digital signatures tied cryptographically to the signer

3. /es/ in the signature block provided that a separate digitally signed e-mail indicating the signer’s approval is provided and kept with the document

The signatures below indicate that the undersigned:

* Have reviewed the Project Plan.
* Have formally voiced applicable concerns to the PM.
* Concur that the Project Plan accurately represents their expectations and conditions required for the project.
* Are committed to providing the required resources.
* Are unaware of undocumented conditions that prevent the success of this project.

The following members of the governing Integrated Project Team (IPT) are required to sign. Please annotate signature blocks accordingly.

REVIEW DATE: <date>

SCRIBE: <name>

Signed:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Joshua Patterson Date

Program Manager

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Michael Valentino

Business Owner Date

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Cecelia Wray Date

Project Manager