

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 15.5
(ID # 11728)**

MEETING DATE:

Tuesday, April 07, 2020

FROM: (RUHS) RIVERSIDE UNIVERSITY HEALTH SYSTEM:

SUBJECT: RIVERSIDE UNIVERSITY HEALTH SYSTEM (RUHS) - MEDICAL CENTER:
Ratification and Approval of Amendment No. 6 to the Master Services Agreement with Loma Linda University Shared Services (LLUSS) for New Statements of Work for the EPIC Electronic Health Records System for \$7,785,469 through September 21, 2021; All Districts. [Total Cost Increase \$7,785,469 for two years; up to \$778,546 in additional compensation - 100% Hospital Enterprise Fund - 40050]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Ratify and approve Amendment No. 6 to the Master Services Agreement with Loma Linda University Shared Services for implementation of new Statements of Work to the EPIC Electronic Health Records System, including EPIC Spring and Fall 2019 Upgrades, implementation of EPIC functionality for the Medical & Surgical Center, Perris Valley Community Health Center (CHC) and CHC Specialty Services, Data Analytics and Revenue Cycle Strategy & Management Support, for \$7,785,469 increasing the total contract to \$59,591,721 through September 21, 2021, and authorize the Chairman of the Board to sign the Amendment on behalf of the County; and

ACTION: Policy


Jennifer Cruikshank, Chief Executive Officer - Health System 3/12/2020

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Spiegel, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None
Date: April 7, 2020
xc: RUHS

Kecia R. Harper
Clerk of the Board

By: 
Deputy

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2. Authorize the Purchasing Agent, in accordance with Ordinance No. 459, based on the availability of fiscal funding and as approved by County Counsel to sign amendments that exercise the options of the original Agreement including modifications of the statement of work that stay within the intent of the Agreement; and sign amendments to the compensation provisions that do not exceed the sum total of ten percent (10%) of the total cost of Amendment No. 6.

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost Increase:	Ongoing Cost
COST	\$ 5,318,938	\$ 2,466,531	\$ 7,785,469	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: 100% RUHS Enterprise Fund – 40050			Budget Adjustment:	No
			For Fiscal Year:	19/20-20/21

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The requested Board action will approve a Sixth Amendment to the Master Service Agreement with Loma Linda University Shared Services to implement, install and integrate thirteen (13) Statements of Work (LLUSS) for the EPIC Electronic Health Records (EHR) system in the amount of \$7,785,469.

Since its inception at Riverside University Health System (RUHS), the EPIC EHR continues to expand in program functionalities and implementations as the RUHS enterprise continues its outward growth of clinical programs, initiatives and expansion of community healthcare services.

These additional Statements of Work as presented, represent an expansion of RUHS customer service area with the addition of the new Medical & Surgical Center building, Perris Valley CHC and CHC specialty services; service maintenance (EPIC Spring and Fall 2019 Upgrades and Technology Refresh project); integration of clinical devices and systems (Echocardiogram, Natus EEG and Sectra Pacs systems); operational improvements and program implementations (MyChart Adult Questionnaires, First 5 Healthy Steps Program, Inpatient Incentive Program & Population Health Program Support and specialized resources to support the Data Analytics and Revenue Cycle Strategies).

Impact on Residents and Businesses

RUHS, its inpatient treatment facility, site-based clinics and community-based clinics serve residents in all five Riverside County supervisorial districts, providing more than 450,000 patient encounters each year. The local economy will experience positive benefits from the presence

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of a thriving health system that is served by an educated workforce, and where patients of all incomes can feel safe and obtain high quality healthcare services.

The increased functionality of the EPIC system will further improve communication with patients, improve patient care, and increase Medical Center revenue.

Additional Fiscal Information

Additional system functionality will be deployed to support the needs of clinical operations.

Year 5: 9/22/2019- 9/21/2020	Year 6: 9/22/2020-9/21/2021
\$5,318,938	\$2,466,531

Contract History and Price Reasonableness

On September 22, 2015, 3-30, the Board of Supervisors approved the Master Services Agreement (MSA) with Loma Linda University to implement (\$53,140,716 one-time payment) and maintain (\$42,235,335) the new Epic Medical Health Records system. The original term of the contract stated it was a five (5) year agreement after the initial Go-Live which occurred October 2016. Therefore, the contract is actually a six (6) year agreement, 2015-2021.

On May 3, 2016, 3-29, the Board of Supervisors approved the first amendment to the MSA for implementation and ongoing maintenance with expenditures of \$400,000 to be funded by the project budget.

On December 13, 2016, 3.53, the Board of Supervisors approved the second amendment to the MSA to license, install and maintain additional software for Epic operations for \$2,484,601, increasing the total contract to \$45,720,665.

On July 31, 2018, 3.36, the Board of Supervisors approved the third amendment to the MSA to add six new functionalities to the EPIC system at no cost to Riverside County.

On April 16, 2019, 3.12, the Board of Supervisors approved the fourth amendment to the MSA to add additional functionalities, increasing the total contract to \$50,585,789.

On December 10, 2019, 15.3, the Board of Supervisors approved the fifth amendment to the MSA to add additional functionalities, increasing the total contract to \$51,806,252.

Software licensing costs are passed onto the Medical Center without markup. Implementation and maintenance costs are charged at the same rates approved in the original EPIC contract.

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ATTACHMENTS: Amendment No. 6 to Master Services Agreement


Teresa Summers, Director of Purchasing 3/23/2020


Brianna Lantajo, Management Analyst 3/30/2020


Gregory B. Priamos, Director County Counsel 3/25/2020

Amendment No. 6 to

Master Services Agreement

This Amendment No. 6 (“**Amendment No. 6**”) is dated as of August 31, 2019 (the “**Amendment Effective Date**”) amending that certain Master Services Agreement dated as of September 22, 2015 (the “**Agreement**”), Agenda Item 3-30, as amended by that certain Amendment No. 1 dated as of May 3, 2016 (“**Amendment No. 1**”), Agenda Item 3-29 and by that certain Amendment No. 2 dated as of December 13, 2016 (“**Amendment No. 2**”), Agenda Item 3.53 and by that certain Amendment No. 3 dated as of June 28, 2018 (“**Amendment No. 3**”), Agenda Item 3.36 and by that certain Amendment No. 4 dated as of April 16, 2019 (“**Amendment No. 4**”), Agenda Item 3.12 and by that certain Amendment No. 5 dated as of *December 10, 2019* (“**Amendment No. 5**”), Agenda Item 15.3, the “**Agreement**”, as amended by Amendment No. 1, Amendment No. 2, Amendment No. 3 and Amendment No. 4, Amendment No. 5, the “**Agreement**” between Loma Linda University Shared Services, a California nonprofit corporation, on behalf of itself and its Affiliates (“**LLUSS**”) and the County of Riverside, a political subdivision of the state of California, on behalf of Riverside University Health System also known as Riverside County Regional Medical Center (“**Customer**”). Capitalized terms used and not otherwise defined herein shall have the meanings given to them in the Agreement.

Recitals

A. The Agreement permits Customer to request, and LLUSS to agree to provide, certain additional services related to the LLUSS EHR Platform, its implementation and ongoing use. Any such additional services desired by Customer constitute a Change Request, governed by the provisions of Section 4 of the Agreement.

B. Customer has submitted to LLUSS the Customer Change Request Form, pursuant to which Customer has requested that LLUSS provide additional services under Section 4(c) (ii) which LLUSS is willing to provide, on the terms and conditions set forth herein.

C. The parties desire to amend the Agreement on the terms and conditions set forth herein.

Agreement

1. Amendment to Exhibit A, Implementation Statement of Work.

(a) Paragraph 2.2, Required Third Party Software, of Exhibit A, entitled “Implementation Statement of Work”, is amended to add the following after the existing paragraph 2.2:

Premier Clinical Decision Support – provides a clinical decision support mechanism necessary for ordering advanced imaging services.

Scott Triggers – a set of evidence-based factors (named for nurse/program founder Susan M. Scott) identified as predictors of highest risk for pressure injury development in the study (e.g. age 62 or older, Albumin level below 3.5 and ASA score 3 or greater).

2. Additional Statements of Work.

(a) Attached to this Amendment No. 6 as Exhibit A is Statement of Work Appendix E-1 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-1 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

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(b) Attached to this Amendment No. 6 as Exhibit B is Statement of Work Appendix E-2 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-2 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(c) Attached to this Amendment No. 6 as Exhibit C is Statement of Work Appendix E-3 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-3 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(d) Attached to this Amendment No. 6 as Exhibit D is Statement of Work Appendix E-4 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-4 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(e) Attached to this Amendment No. 6 as Exhibit E is Statement of Work Appendix E-5 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-5 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(f) Attached to this Amendment No. 6 as Exhibit F is Statement of Work Appendix E-6 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-6 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(g) Attached to this Amendment No. 6 as Exhibit G is Statement of Work Appendix E-7 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-7 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(h) Attached to this Amendment No. 6 as Exhibit H is Statement of Work Appendix E-8 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-8 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(i) Attached to this Amendment No. 6 as Exhibit I is Statement of Work Appendix E-9 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-9 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(j) Attached to this Amendment No. 6 as Exhibit J is Statement of Work Appendix E-10 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-10 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(k) Attached to this Amendment No. 6 as Exhibit K is Statement of Work Appendix E-11 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-11 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(l) Attached to this Amendment No. 6 as Exhibit L is Statement of Work Appendix E-12 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-12 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

(m) Attached to this Amendment No. 6 as Exhibit M is Statement of Work Appendix E-13 prepared by the parties in accordance with the provisions of Section 4.4 of the Agreement. Upon execution of this Amendment No. 6, Statement of Work Appendix E-13 shall be binding on the parties in accordance with its terms and is hereby incorporated by reference into the Agreement.

3. Amendment to Exhibit C, Service Level Agreement. The Changes requested by Customer and reflected in the Statements of Work Appendix E-1, Statement of Work Appendix E-5, Statement of Work Appendix E-10, Statement of Work Appendix E-11, and 2 additional concurrent user licenses for MagView, as listed in paragraph 6.2 of the Service Level Agreement, impacts Support Services and requires an amendment to the Service Level Agreement. The chart in Paragraph 6.1(a) of the Service Level Agreement, attached as Exhibit C to the Agreement, is deleted in its entirety and replaced with the following chart:

Customer EHR Recurring Costs	
EHR Recurring Costs	
Maintenance Costs	
Ambulatory and Inpatient	\$ 1,472,185.00
Interface	\$ 81,300.00
Subtotal Maintenance Costs	\$ 1,553,485.00
Other License Costs	
Third Party Software	\$ 1,146,290.68
Hosting and Cache Costs	\$ 1,185,697.00
<i>Subtotal EHR Costs</i>	\$ 3,885,472.68
LLUSS Resources	
Application Analysts	\$ 6,057,988.00
Service Desk	\$ 426,400.00
Project Leadership	\$ 202,332.00
Technical Resources	\$ 325,840.00
Training Resources	\$ 675,480.00
GIS Support Resources	\$ 138,176.00
Subtotal LLUSS Resource Costs	\$ 7,826,216.00
Total Recurring Annual Costs	\$ 11,711,688.68

(a) Paragraph 6.2 of the Service Level Agreement is amended to replace the existing entry for the following third party vendors in the chart:

Third party vendor	License Cost	Annual Maintenance	Transaction Cost basis	Transactional Cost
Change Healthcare Solutions Real Time Eligibility	NA	\$ 115,956	Based on vendor's method for calculating per transaction pricing. LLUSS will calculate Customer's usage and pass-through fees.	\$0.25 per eligibility verification and/or referral/authorization transaction fee for transactions equal or greater than 160,001 per month.

(b) Paragraph 6.2 of the Service Level Agreement is amended to add the following third party vendors to the end of the chart:

Third party vendor	License Cost	Annual Maintenance	Transaction Cost basis	Transactional Cost
Premier Clinical Decision Support	N/A	\$32,102 for year 1; \$38,522 for year 2; \$44,943 for year 3-5	N/A	N/A
Scott Triggers Evidence Based Assessment Tool	\$300	N/A	N/A	N/A

4. Amendment to Statement of Work Appendix B-20 Section 9, Continuing Support (type, estimated hours, and estimated costs) of the Statement of Work Appendix B-20 in the Amendment is hereby deleted in its entirety and replaced with the following:

Annual subscription fees will result in an increase to the existing SLA of \$85,250 for this third party vendor for up to 30 users.

5. Amendment to Statement of Work Appendix B-22. Section 1, Statement of Work description of the Statement of Work Appendix B-22, Discretionary Projects in the Amendment, the first paragraph is hereby deleted and replaced with the following:

LLUSS shall use commercially reasonable efforts to respond to requests for changes to the customer service area that have been selected by the customer for discretionary funding. This statement of work is for the discretion funding of changes to the customer service area that are outside the scope of work defined in the current Master Services Agreement and do not impact the costs of the current service

level agreement. The total estimated costs of these discretionary projects is not to exceed \$500,000.00 per fiscal year, which is the amount expected to support projects for any given fiscal year. This fund is to be renewed every fiscal year and the amount of funding shall begin at \$500,000.00 at the beginning of each fiscal year. Any unused funding at the end of each fiscal year will be removed from the discretionary fund.

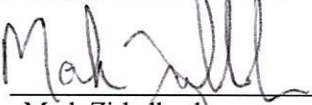
LLUSS and the Customer will be able to respond to change requests with constraints that conflict with time it takes to meet the requirements of the current Master Services Agreement through discretionary funding. Examples of these types of projects include, but are not limited to: new Community Health Center clinics responding to changes in regulatory requirements, new quality programs and Pay for Performance (P4P) programs.

6. No Other Amendment or Modification. All other terms and conditions of the Agreement not specifically amended or modified by this Amendment No. 6 shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereby have caused this Amendment No. 6 to be duly executed and delivered as of the Amendment Effective Date.


LLUSS:

Loma Linda University Shared Services,
on behalf of itself and its affiliates

By: 
Name: Mark Zirkelbach
Its: Chief Information Officer

Customer:

The County of Riverside, on behalf of Riverside
University Health System

By: 
V. Manuel Perez, Chairperson
Board of Supervisors

ATTEST: Kecia R. Harper
Clerk of the Board

By: 
Deputy

APPROVED AS TO FORM:

Gregory P. Priamos
County Counsel

By:  3/11/2020
Susanna Oh
Deputy County Counsel

EXHIBIT A

STATEMENT OF WORK APPENDIX E-1

MEDICAL & SURGICAL CENTER BUILDING EXPANSION PROJECT

This Statement of Work sets forth the scope of work, milestones, fees, additional and different terms and conditions specific to implementing Epic functionality to support the new Medical & Surgical Center Building. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

The Customer has requested the expansion of the Customer Service Area to support their new Medical & Surgical Center Building located on the south side of their Medical Center in Moreno Valley. This will require the design, development, and testing of new and modified Epic functionality and workflows to support all of the services being offered at this new location. The scope of services for this new location are listed in Schedule A.

The new location and department records will be defined in the Customer service area to support the services defined in Schedule A. Access to these departments, the SER schedules, and visits will need to be defined and applied for both the department staff and supporting services as part of this level of effort. LLUSS will provide training curriculum and materials and the Customer will conduct the actual training of staff to support this change.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer leadership for approval. The Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for both parties in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 4 as outlined in the Milestone Schedule section of this statement of work.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to the scope of services in Schedule A attached to this document. Resources from the Customer that serve as their subject matter experts for the scope of services in Schedule A and supporting clinical and business processes are required participants for the success of this project. The milestone schedule in this statement of work outlines the key events that must be achieved by the project team in order to realize a successful implementation.

3. Acceptance Criteria:

The Medical & Surgical Center Building will be able to utilize the Customer Service Area for the services defined in Schedule A. These services will be scheduled and performed then billed in the

Customer Service Area, using existing technology, integration, and workflows. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, the Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
Phase 1 – Project Planning and Resourcing (Estimated at 2 months)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
2	Project Kickoff and approved project plan	2 Months from Milestone#1
3	Project Resources assigned by LLUSS and the Customer	2 Months from Milestone#1
Phase 2 – Detailed Discovery and Build/Workflow Design (Estimated at 2 months)		
Description – This project phase consists of defining a detailed project scope and designing the build and workflows required by this scope.		
#	DESCRIPTION OF MILESTONE	DATE
4	The Customer and LLUSS have defined a detailed project scope	1 month from Milestone#3
5	The Customer and LLUSS have agreed upon build and workflow design.	1 month from Milestone#4
Phase 3 –Build and Testing (Estimated at 5 months)		
Description – This project phase consists of building, testing, and validating this change into the Customer service area and is achieved when reaching the milestones listed below:		

#	DESCRIPTION OF MILESTONE	DATE
6	LLUSS completes the build in the Customer Service Area test environment.	2 Month from Milestone#5
7	The Customer and LLUSS tests the deliverables against the Acceptance Testing Criteria.	2 Month from Milestone#6
8	LLUSS completes the build in the Customer Service Area production environment.	1 Month from Milestone#7
9	End-User training curriculum and content completed and deliver to the Customer Training Manager.	1 Month from Milestone#7
<p>Phase 4 – Training and Go-Live (Estimated at 1 month)</p> <p>Description – This project phase consists of training and supporting the Customer end-users utilizing the Customer service area in the Medical & Surgical Center Building and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
10	The Customer delivers end user change communication and training	10 business days from Milestone#9
11	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#10
12	The Customer accepts or rejects deliverables.	5 business days from Milestone#11

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer leadership for approval.

6. Integration and Installation:

The Riverside Service Area will contain the new location and department records for the services defined in Schedule A. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement for this new location and the services defined in Schedule A. All new medical imaging devices used in the Medical & Surgical Center Building will utilize the existing customer PACS system for interfacing the DICOM imaging generated with the Riverside Service Area. Additional third party systems and applications not defined in this statement of work will create a change in the estimated charges.

The scope of integration supported as a part of this effort includes the expansion of existing interfaces only, excluding any net new connections with new or existing third party systems. If a new third party system is included into the scope for this project and a new interface is required, that will require a change request to be approved by both parties.

7. Hardware:

No additional hardware is required to develop and implement this change to the Riverside Service Area.

8. Software Tools and Licensing:

Increases to existing software licensing estimated for this new location include only the following Epic and Third Party applications:

- Epic Bones
- Epic Warp Drive
- Epic Welcome
- MagView

9. Continuing Support (type, estimated hours, and estimated costs):

Supporting the expansion of services in the new Medical & Surgical Center Building will create an increase in resource, licensing, hosting and cache costs. An increase in unique patients accessing MyChart as well as using Welcome to fill out questionnaires is also anticipated with this new location. The estimated increases to continuing support costs are:

LLUH Resources	UNIT	COSTS
Application Analysts	8.5 FTE	\$1,119,000.00
Project Leadership/Management	0.6 FTE	\$122,928.00
Principle Trainers	1.0 FTE	\$124,800.00
<i>Subtotal</i>	<i>9.1 FTE</i>	<i>\$1,366,728.00</i>
EHR Costs		COSTS
3 rd Party Software		\$31,963.00
Hosting and Cache Costs		\$45,936.00
MyChart/Welcome Patient Access		\$9,400.00
<i>Subtotal</i>		<i>\$87,299.00</i>

LLUH Resources Subtotal	\$1,366,728.00
EHR Costs Subtotal	\$87,299.00
Total	\$1,454,027.00

The estimated increases for these applications and hosting and cache costs were determined based off of 83 new users and 20 additional Epic Warp Drive workstations.

10. Resources (type, estimated hours and estimated costs):

The project team for this effort will be assigned full-time so all of the estimated resource costs for LLUSS are based off of a full-time equivalent (FTE), working 1733 hours for LLUSS staff and 1500 hours for contracted resources. The FTE hours were determined by taking the monthly LLUSS rates per month across a 10 month project timeline. These costs are an estimated level of effort and could change due to delays or changes in project scope.

LLUH Resources	UNIT	COSTS
Application & Training Analysts	13 FTE	\$2,471,480.00
Project Leadership/Management	1.5 FTE	\$508,040.00
Technical Resources	0.5 FTE	\$97,500.00
<i>Subtotal</i>	<i>15 FTE</i>	<i>\$3,077,020.00</i>

EHR Costs	COSTS
3 rd Party Software	\$12,500.00
Hosting and Cache Costs	\$145,434.00
<i>Subtotal</i>	<i>\$157,934.00</i>

Cost Category	
LLUH Resources Subtotal	\$3,077,020.00
EHR Costs Subtotal	\$157,934.00
<i>Subtotal</i>	<i>\$3,234,954.00</i>
Contingency @ 10%	\$323,495.00
Total	\$3,558,449.00

Schedule A

Medical & Surgical Center Building Departments

Floor	Description
1	Rehab
1	Radiology /Imaging
1	Pharmacy
1	Diagnostics
1	Central Registration / Provider Relations
1	Lab
2	General Surgery Clinic
2	Vascular Surgery Clinic
2	Ortho Clinic
2	Spine Clinic
2	Ambulatory Surgery Center
2	PACU
2	PAT Clinic
2	SDS (Pre-op)
3	Women's
3	Pediatrics
3	Internal Medicine (incl. Rheumatology)
3	Cardiology

EXHIBIT B

STATEMENT OF WORK APPENDIX E-2

EPIC 2018/2019 UPGRADE AND TECHNOLOGY REFRESH PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the Epic Change Request submitted for the Epic Versions August 2018, November 2018, February 2019, and May 2019 upgrade and technology refresh projects. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to build and implement both the Epic Versions Epic August 2018, November 2018, February 2019, and May 2019 system upgrades and technology refresh to the LLUSS EHR Platform, which includes the customer service area. The system upgrade build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources and follow the project timeline listed in Schedule A.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. LLUSS has the right to suspend work pending such change request and approval. This request will be submitted by LLUSS to Customer leadership for approval. Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for LLUSS in the Resources section of this document. These resources will be engaged as outlined in the Project Timeline contained in Schedule A of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to only the build and implementation of Epic Versions August 2018, November 2018, February 2019, and May 2019 system upgrades and technology refresh to the LLUSS EHR Platform, which includes the customer service area.

3. Acceptance Criteria:

Customer providers will be able to utilize the Epic Versions August 2018, November 2018, February 2019, and May 2019 system version and functionality in the Customer Service Area of the LLUSS EHR platform. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

The milestone schedule is outlined in the project timeline that is listed in Schedule A.

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

The Customer Service Area will include the Epic Versions August 2018, November 2018, February 2019, and May 2019 system version and functionality. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement.

7. Hardware:

A technology refresh for the platform will include new server-side hardware and the costs are listed below in the resources section.

8. Software Tools and Licensing:

Additional software tools and licensing are required to develop and implement this change to the Customer Service Area and the costs are listed below in the resources section.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

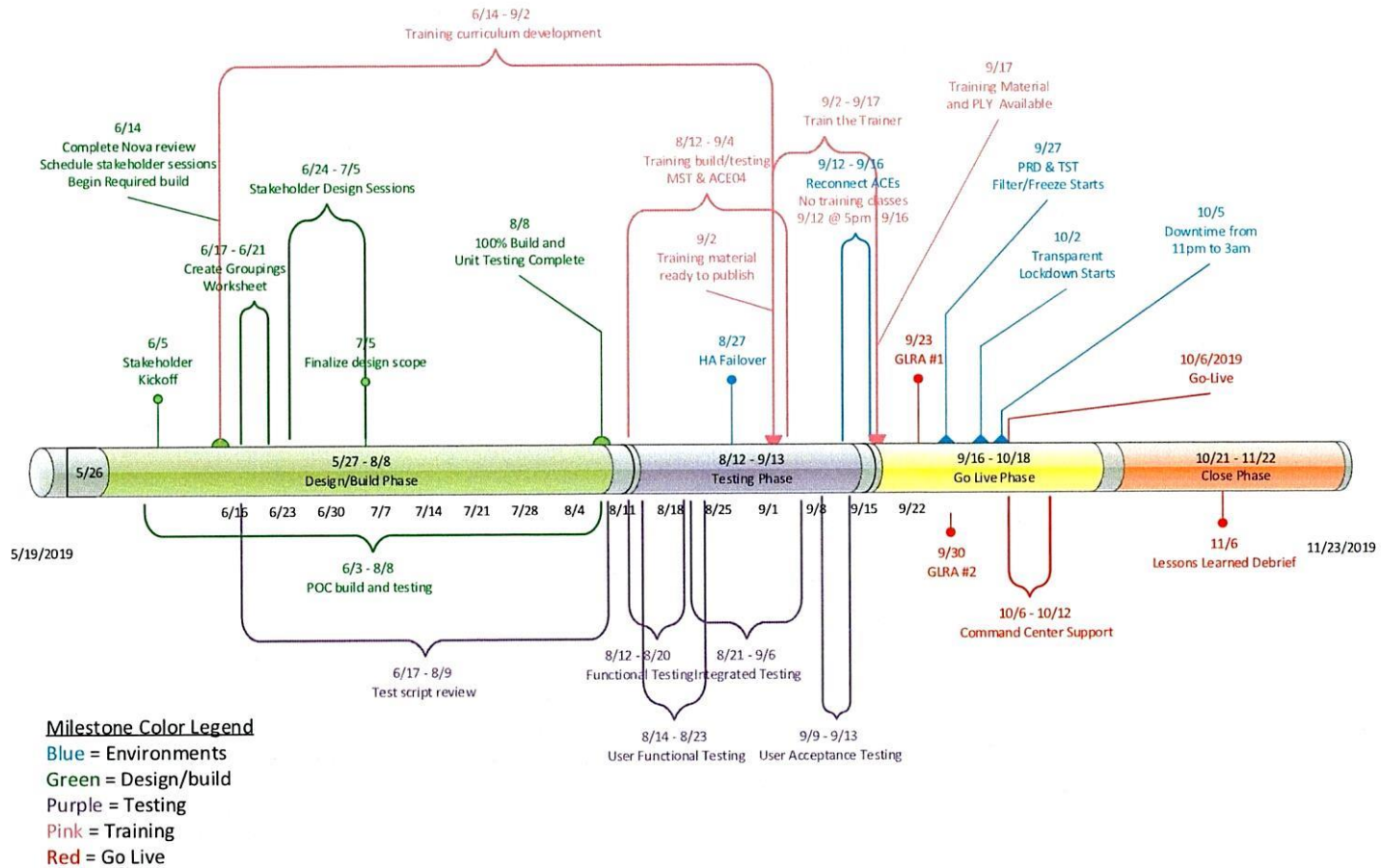
Resource costs are provided below for LLUSS. All costs and hours are an estimated level of effort and could change due to delays or changes in project scope.

Role	Estimated Costs
Software	
Epic Licensing	\$7,395.00
Subtotal	\$7,395.00
Hardware	
Cache Memory Upgrade	\$63,961.43
Other Hardware	\$14,790.00
Subtotal	\$78,751.43
IS Labor	
Labor Costs	\$638,056.57
Subtotal	\$638,056.57
Professional Services	
Testing Management Consultant	\$5,176.50
Other Professional Services	\$62,376.83
Subtotal	\$67,553.33
Other Capital	
Activation Costs	\$5,834.66
Weekend Release Fees	\$1,360.68
Subtotal	\$7,195.94
Grand Total	\$798,951.66
Contingency @ 10%	\$79,895.17
Total Estimated Costs	\$878,846.82

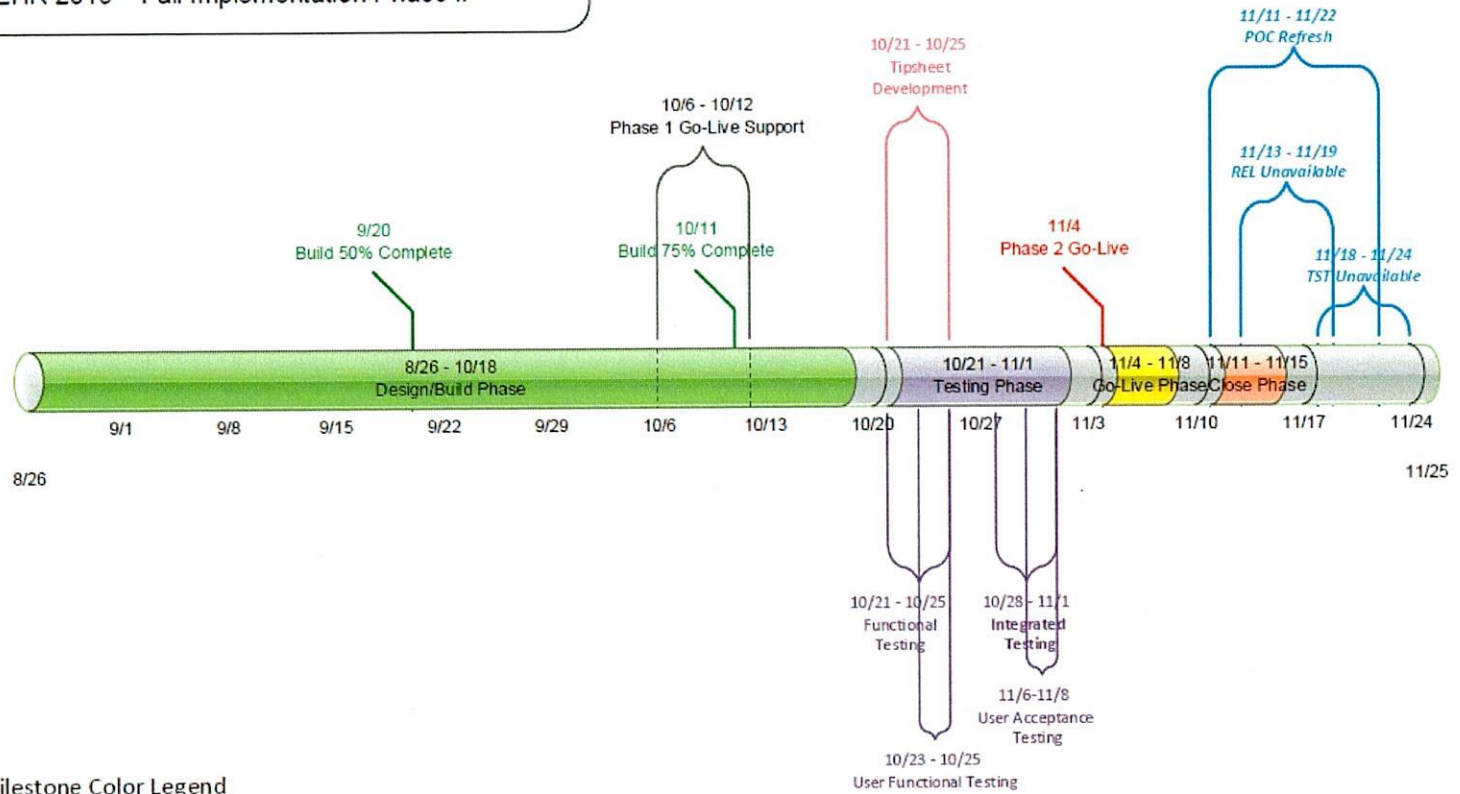
Schedule A

Project Timelines

EHR 2019 – Fall Implementation Phase I



EHR 2019 – Fall Implementation Phase II



Milestone Color Legend

- Blue = Environments
- Green = Design/build
- Purple = Testing
- Pink = Training
- Red = Go Live
- Orange = Project Close

Epic Version Aug 2018 timeline

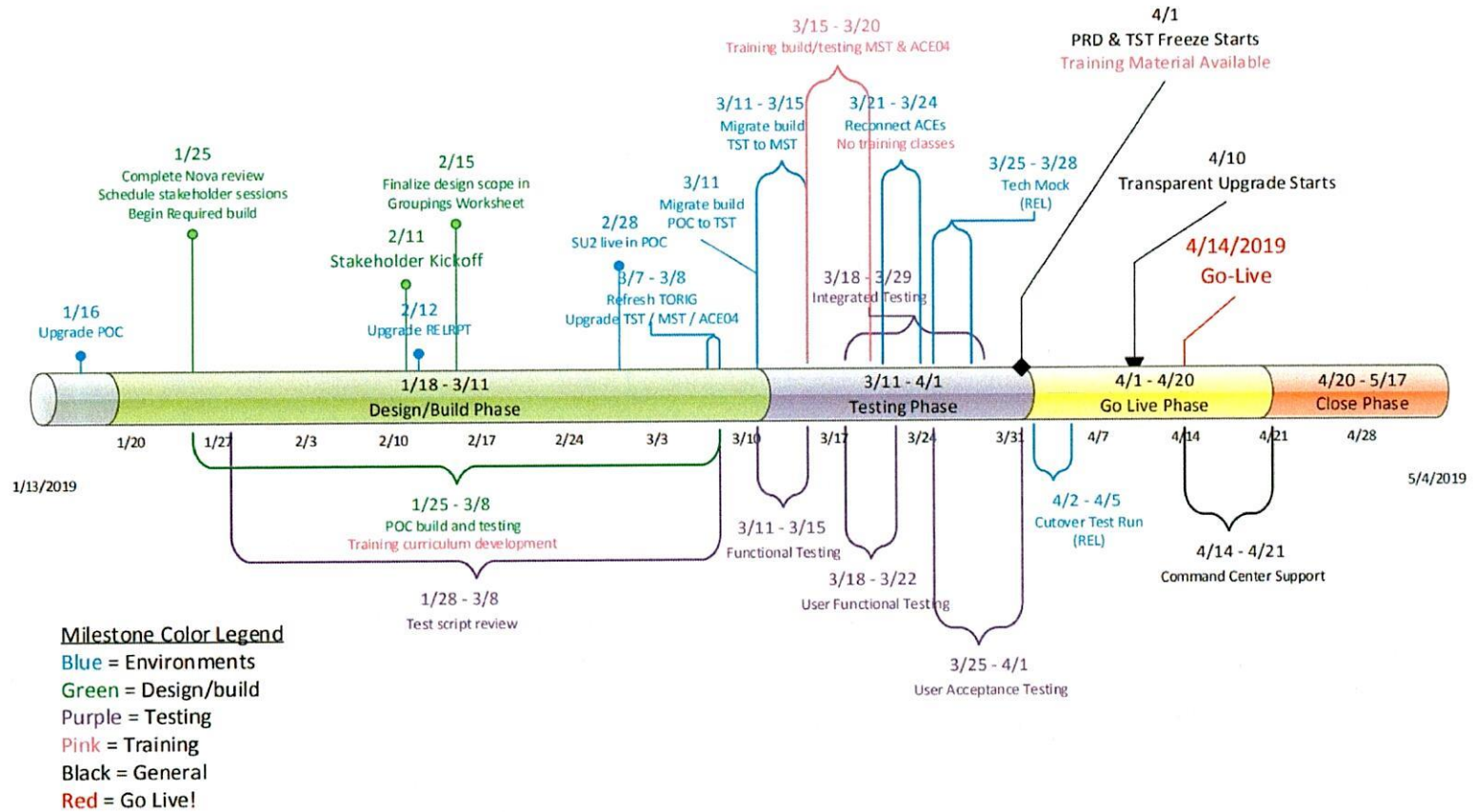


EXHIBIT C

STATEMENT OF WORK APPENDIX E-3

ECHO INTEGRATION PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to implementing Epic functionality to support integration with the Customer's Echocardiogram devices and Ascend structured reporting system. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to build and implement an integrated workflow between the Customer Service Area and the customer's Echocardiogram devices that are integrated with the customer's Sectra PACS and Ascend Structured Reporting systems. This integration is intended to allow the Customer the ability to send Echocardiogram orders from the Customer Service Area (listed in Schedule A) to Sectra and Ascend and also allow for the updating of these orders from the Sectra system back into the Customer Service Area.

This build will utilize existing Epic interfaces that will be modified as necessary to meet the orders based integration with the Ascend system and the Customer Service Area. This includes integrating patient registration and demographic information. The scope of echocardiogram orders that will need to be integrated are listed in Schedule A. The build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. LLUSS has the right to suspend work pending such change request and approval. This request will be submitted by LLUSS to Customer leadership for approval. Customer will provide resources and subject matter experts to engage with LLUSS resources during the

term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for LLUSS in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to only the build and implementation of an integrated workflow between the Customer Service Area and the customer's Echocardiogram devices that are integrated with their Sectra PACS and Ascend Structured Reporting systems. In order to achieve this integrated workflow, the Customer will be able to send Echocardiogram orders from the Customer Service Area (listed in Schedule A) to Sectra and Ascend and also allow for the updating of this orders from the Sectra system back into the Customer Service Area. Integration will utilize HL7 interface messages, version 2.5.1 or higher, and all testing and validation in the Sectra PACS and Ascend Structured Reporting systems will be the responsibility of the customer.

3. Acceptance Criteria:

Customer physicians will be able to utilize the Customer Service Area to send the orders listed in Schedule A and receive updates to these orders from the Sectra PACS and Ascend Structured Reporting systems in the Customer Service Area. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
Phase 1 – Project Planning and Resourcing (Estimated at 4 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE

2	Project Discovery and Detailed Scoping	10 business days from Milestone#1
3	Project Kickoff and approved project plan	10 business days from Milestone#2
4	Project Resources assigned by LLUSS and Customer	10 business days from Milestone#2
<p>Phase 2 – Build and Testing (Estimated at 10 weeks)</p> <p>Description – This project phase consists of building, testing, and validating this change in the Customer service area and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
5	Customer and LLUSS have reached an agreed build and integration design	10 business days from Milestone#4
6	LLUSS completes the build in the Customer Service Area test environment. Customer completes the build in the CBORD Dietary System	15 business days from Milestone#5
7	Test data validated by Customer and LLUSS	10 business days from Milestone#6
8	LLUSS completes the build in the Customer Service Area production environment.	10 business days from Milestone#7
9	Customer, and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#8
10	End-User training curriculum and content completed and deliver to Customer Training Manager.	5 business days from Milestone#8
<p>Phase 3 – Training and Go-Live (Estimated at 2 weeks)</p> <p>Description – This project phase consists of training and supporting the Customer end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
11	Customer delivers end user change communication and training	5 business days from Milestone#10
12	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	5 business days from Milestone#11

13	Customer accepts or rejects deliverables.	5 business days from Milestone#11
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5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

The Customer Service Area will include integration of the customer's echocardiogram devices through the customer's Sectra PACS and Ascend Structured Reporting system. This change will support the orders listed in Schedule A. The scope of devices will be defined in Milestone 2 of the milestone schedule listed in Section 4 of this statement of work. The resource costs estimated in the statement of work assumes that the number of devices will not result in an increase in resource hours needed for a successful implementation. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement for this new integrated application in the Customer Service Area.

Existing HL7 orders and results interfaces will be utilized for this integration of echocardiogram orders. If new HL7 orders and results or additional types of HL7 interfaces are requested, a change request will be required and submitted to Customer for approval.

7. Hardware:

No additional hardware is required to develop and implement the electronic interfaces and web services involved in this project.

8. Software Tools and Licensing:

Although it is not estimated at this time, additional interface licensing may be required to develop and implement the electronic interfaces involved in this project. Cost estimates for the additional interface licenses will be included with a change request to the Customer.

Any software licensing with other parties will be the responsibility of Customer only and any licensing or agreement between Customer and the other party will not include LLUSS or impose any requirements on LLUSS.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. All costs and hours are an estimated level of effort and could change due to delays or changes in project scope.

Role	Estimated Hours	Estimated Costs
ADT/Prelude Analyst (@ cost)	20	\$2,600.00
HIM Analyst (@ cost)	10	\$1,300.00
Orders Analyst (@ cost)	100	\$13,000.00
Radiant Analyst (@ cost)	100	\$13,000.00
Integration Analyst	30	\$3,375.00
QA/Testing Lead Analyst	10	\$1,125.00
Access/Security Analyst	20	\$2,250.00
Project Management (@ cost)	100	\$13,000.00
Subtotal		\$49,650.00
Contingency @ 10%	10%	\$4,965.00
Total Estimated Hours & Costs	390	\$54,615.00

Schedule A

Echocardiogram Orders
CDL DOPPLER COLOR FLOW
CDL DOPPLER ECHO EXAM, HEART
CDL ECHO COMPLETE W OPTISON
CDL ECHO TRANSESOPHAGEAL
CDL ECHOCARDIOGRAM PHARMACOLOGICAL STRESS
CDL STRESS ECHO W OPTISON
CDL TRANSESOPHAGEAL (TEE) W OPTISON
ECHO ECHOCARDIOGRAM
ECHO ECHOCARDIOGRAM 2D COMPLETE
ECHO ECHOCARDIOGRAM 2D LIMITED
ECHO ECHOCARDIOGRAM CONGENITAL ANOMALY 2D
ECHO ECHOCARDIOGRAM LIMITED
ECHO ECHOCARDIOGRAM LIMITED W CONTRAST
ECHO STRESS ECHOCARDIOGRAM
ECHO TEE COMPLETE ECHO
ECHO TREADMILL STRESS ECHO COMPLETE
ECHO TTE WITH SALINE CONTRAST
ECHOCARDIOGRAM 2D LIMITED FOLLOW UP
CDL DOPPLER COLOR FLOW
CDL DOPPLER ECHO EXAM, HEART
CDL ECHO COMPLETE W OPTISON
CDL ECHO TRANSESOPHAGEAL
CDL ECHOCARDIOGRAM PHARMACOLOGICAL STRESS
CDL STRESS ECHO W OPTISON
CDL TRANSESOPHAGEAL (TEE) W OPTISON
ECHO ECHOCARDIOGRAM
ECHO ECHOCARDIOGRAM 2D COMPLETE
ECHO ECHOCARDIOGRAM 2D LIMITED
ECHO ECHOCARDIOGRAM CONGENITAL ANOMALY 2D
ECHO ECHOCARDIOGRAM LIMITED
ECHO ECHOCARDIOGRAM LIMITED W CONTRAST
ECHO STRESS ECHOCARDIOGRAM
ECHO TEE COMPLETE ECHO
ECHO TREADMILL STRESS ECHO COMPLETE
ECHO TTE WITH SALINE CONTRAST
ECHOCARDIOGRAM 2D LIMITED FOLLOW UP
CDL DOPPLER COLOR FLOW
CDL DOPPLER ECHO EXAM, HEART

EXHIBIT D

STATEMENT OF WORK APPENDIX E-4

NATUS EEG INTEGRATION PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to implementing Epic functionality to support integration with the Customer's existing Natus EEG devices and Sectra PACS System. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to build and implement an integrated workflow between the Customer Service Area and the customer's Natus EEG devices that are integrated with the customer's Sectra PACS system. This integration is intended to allow the Customer the ability to send EEG orders from the Customer Service Area to Sectra and also allow for the updating of this orders from the Sectra system back into the Customer Service Area.

This build will utilize existing Epic interfaces that will be modified as necessary to meet the orders based integration with the Natus EEG devices, Sectra PACS system and the Customer Service Area. This includes integrating patient registration and demographic information. The scope of EEG orders for this project is limited to existing EEG orders in the customer service area. Any new orders or changes to the existing orders and workflows will be a considered a change in scope. The scope of devices supported with this project is five exiting Natus EEG machines, any additional devices will be considered a change in scope. The build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. LLUSS has the right to suspend work pending such change request and approval. This request will be submitted by LLUSS to Customer leadership for approval.

Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for LLUSS in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to only the build and implementation of an integrated workflow between the Customer Service Area and the customer’s existing Natus EEG devices that are integrated with their Sectra PACS system. In order to achieve this integrated workflow, the Customer will be able to send existing EEG orders from the Customer Service Area to Sectra and the customer’s current Natus EEG devices, then allow for the updating of these orders from these EEG devices and the Sectra PACS system back into the Customer Service Area. Integration will utilize HL7 interface messages, version 2.5.1 or higher, and all testing and validation with the Customer’s existing Natus EEG devices and the Sectra PACS system will be the responsibility of the customer.

3. Acceptance Criteria:

Customer physicians will be able to utilize the Customer Service Area to send existing EEG orders and receive updates to these orders from the customer’s existing Natus EEG devices and Sectra PACS system. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
Phase 1 – Project Planning and Resourcing (Estimated at 4 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE

2	Project Discovery and Detailed Scoping	10 business days from Milestone#1
3	Project Kickoff and approved project plan	10 business days from Milestone#2
4	Project Resources assigned by LLUSS and Customer	10 business days from Milestone#2
<p>Phase 2 – Build and Testing (Estimated at 10 weeks)</p> <p>Description – This project phase consists of building, testing, and validating this change in the Customer service area and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
5	Customer and LLUSS have reached an agreed build and integration design	10 business days from Milestone#4
6	LLUSS completes the build in the Customer Service Area test environment. Customer completes the build in the CBORD Dietary System	15 business days from Milestone#5
7	Test data validated by Customer and LLUSS	10 business days from Milestone#6
8	LLUSS completes the build in the Customer Service Area production environment.	10 business days from Milestone#7
9	Customer, and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#8
10	End-User training curriculum and content completed and deliver to Customer Training Manager.	5 business days from Milestone#8
<p>Phase 3 – Training and Go-Live (Estimated at 2 weeks)</p> <p>Description – This project phase consists of training and supporting the Customer end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
11	Customer delivers end user change communication and training	5 business days from Milestone#10
12	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	5 business days from Milestone#11

13	Customer accepts or rejects deliverables.	5 business days from Milestone#11
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5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

The Customer Service Area will include integration of the customer's existing Natus EEG devices through the customer's Sectra PACS system. This change will support the existing EEG orders in the customer service area. The scope of devices will be limited to the existing five Natus devices. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement for this new integrated application in the Customer Service Area.

Existing HL7 orders and results interfaces will be utilized for this integration of echocardiogram orders. If new HL7 orders and results or additional types of HL7 interfaces are requested, a change in scope, time, and cost will be warranted and a request for approval of this change will be submitted to Customer leadership for approval.

7. Hardware:

No additional hardware is required to develop and implement the electronic interfaces and web services involved in this project.

8. Software Tools and Licensing:

Although it is not estimated at this time, additional interface licensing may be required to develop and implement the electronic interfaces involved in this project. Cost estimates for the additional interface licenses will be included with a change request to the Customer.

Any software licensing with other parties will be the responsibility of Customer only and any licensing or agreement between Customer and the other party will not include LLUSS or impose any requirements on LLUSS.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. All costs and hours are an estimated level of effort and could change due to delays or changes in project scope.

Role	Estimated Hours	Estimated Costs
ADT/Prelude Analyst (@ cost)	20	\$2,600.00
Ambulatory Analyst (@ cost)	80	\$10,400.00
Cadence/Referrals Analyst (@ cost)	80	\$10,400.00
Orders Analyst (@ cost)	120	\$15,600.00
Integration Analyst	30	\$3,375.00
QA/Testing Lead Analyst	10	\$1,125.00
Access/Security Analyst	20	\$2,250.00
Project Management (@ cost)	100	\$13,000.00
Subtotal		\$58,750.00
Contingency @ 10%	10%	\$5,875.00
Total Estimated Hours & Costs	460	\$64,625.00

EXHIBIT E

STATEMENT OF WORK APPENDIX E-5

CHC SPECIALTY SERVICES PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to implementing Epic functionality to support Specialty Services in the Community Health Centers (CHC). This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

RUHS has requested the implementation of Epic functionality to support Specialty Services in the CHC's in the Customer Service Area. The following specialty services are in scope for this project SOW:

- Dental
- Orthopedics
- Podiatry
- Cardiology

Any additional services will be a change in scope and require a change request prepared by LLUSS and approved by the customer, as defined in section 5 of this statement of work.

New Epic department records will also need to be created for each of the specialty services listed above for each of the following CHC locations:

- Banning
- Corona
- Hemet
- Indio
- Jurupa Valley
- Lake Elsinore
- Moreno Valley
- Palm Springs
- Perris Valley
- Riverside Neighborhood
- Rubidoux

Access to these departments, the provider schedules, and visits will need to be defined and applied for both the department staff and supporting services as part of this level of effort. Clinical documentation tools and templates will also need to be created along with charge capture and billing workflows. LLUSS will provide training curriculum and materials and RUHS will conduct the actual training of staff to support this change.

This effort will be implemented in two distinct Go-Live efforts:

Go-Live 1:

Develop the customer service area as defined in this statement of work to support the specialty services listed above in the Corona CHC location.

Go-Live 2:

Develop the customer service area as defined in this statement of work to support the specialty services listed above in the remaining CHC Locations defined above.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the customer executive leadership for approval. The customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for both parties in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to configuring the Customer Service Area to support the functionality and workflows in the customer service area as outlined in section 1. Resources from the customer that serve as their subject matter experts for the scope of services and supporting clinical and business processes are required participants for the success of this project. The milestone schedule in this SOW outlines the key events that must be achieved by the project team in order to realize a successful implementation.

3. Acceptance Criteria:

The customer will be able to utilize the Customer Service Area for the specialty services and CHC locations outlined in Section 1 of this statement of work. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the shared EHR platform. Upon the completion of this project, the customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

The following milestone schedule, from Phase 1 through Phase 3, will be followed for each of the Go-Live events defined above in section 1.

Phase 0 – Project Discovery and Approval

Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:

#	DESCRIPTION OF MILESTONE	DATE
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0.1	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
2	Completed New Department Questionnaires, New Department Request Forms, and Decision Tracker Documents	10 Business days from Milestone#1
Phase 1 – Project Planning and Resourcing (Estimated at 2 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
2	Project Kickoff and approved project plan	10 business days from Milestone#2
3	Project Resources assigned by LLUSS and RUHS	10 business days from Milestone#2
Phase 2 – Build and Testing (Estimated at 12 weeks)		
Description – This project phase consists of building, testing, and validating this change into the Shared EHR platform for the RUHS service area and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
4	RUHS and LLUSS have reached an agreed workflow design	15 business days from Milestone#3
5	LLUSS completes the build in the Shared Epic EHR test environment.	20 business days from Milestone#4
6	Test data validated by RUHS and LLUSS	10 business days from Milestone#5
7	LLUSS completes the build in the Shared Epic EHR production environment.	10 business days from Milestone#6
8	RUHS, and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#7
9	End-User training curriculum and content completed and deliver to RUHS Training Manager.	5 business days from Milestone#7
Phase 3 – Training and Go-Live (Estimated at 2 weeks)		

Description – This project phase consists of training and supporting the RUHS end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
10	RUHS delivers end user change communication and training	10 business days from Milestone#9
11	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#9
12	Customer accepts or rejects deliverables.	10 business days from Milestone#9

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer executive leadership for approval.

6. Integration and Installation:

Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement, as amended by this statement of work.

7. Hardware:

No additional hardware is required to develop and implement this change to the customer service area.

8. Software Tools and Licensing:

No additional software tools and licensing are required to develop and implement this change to the customer service area.

9. Continuing Support (type, estimated hours, and estimated costs):

Both the initial and optimized workflows will require additional continuing support so an increase in these costs, as defined in Exhibit C of the Master Services Agreement, is warranted. The increase has been determined to be 5 additional EHR application analyst hours a month, which equates to \$6,750.00 using the labor rates as defined in Exhibit D of the Agreement. LLUSS will begin charging the customer these new rates once milestone 9, for the second go-live event, is achieved as outlined in the milestone schedule above.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. These costs are an estimated level of effort and could change due to delays or changes in project scope.

LLUSS:

Project Manager (@ cost)	80 hours	\$10,400.00
ADT Application Analyst (@ cost)	80 hours	\$10,400.00
Ambulatory Application Analyst (@ cost)	280 hours	\$36,400.00
Cadence Application Analyst (@ cost)	120 hours	\$15,600.00
Physician Billing Application Analyst (@ cost)	240 hours	\$31,200.00
Referral Application Analyst (@ cost)	180 hours	\$23,400.00
HIM Application Analyst (@ cost)	30 hours	\$3,900.00
Testing/QA Analyst	50 hours	\$5,625.00
Security Application Analyst	25 hours	\$2,812.50
Ambulatory Principle Trainer	40 hours	\$2,400.00
Workstation Management	40 hours	\$2,400.00
Subtotal	1165 hours	\$144,537.50
Contingency @ 10%		\$14,453.75
Total		\$158,991.25

EXHIBIT F

STATEMENT OF WORK APPENDIX E-6

PERRIS VALLEY CHC PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to implementing Epic functionality to support Specialty Services in the Community Health Centers (CHC). This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

RUHS has requested the implementation of Epic functionality in the Customer Service Area to support Primary Care and Specialty Services in the Perris Valley CHC. The following services are in scope for this project SOW:

- Primary Care
- BHICCI Clinical Case Management
- Whole Person Care
- Health Homes Clinical Case Management
- Behavioral Health Integrated Care

Any additional services will be a change in scope and require a change request prepared by LLUSS and approved by the customer, as defined in section 5 of this statement of work. New Epic department records will also need to be created for each of the specialty services listed above.

Access to these departments, the provider schedules, and visits will need to be defined and applied for both the department staff and supporting services as part of this level of effort. Clinical documentation tools and templates will also need to be created along with charge capture and billing workflows. LLUSS will provide training curriculum and materials and RUHS will conduct the actual training of staff to support this change.

This effort will be implemented in two distinct Go-Live efforts:

Go-Live 1:

Develop the customer service area as defined in this statement of work to support the services listed above in POD A of the Perris Valley CHC location.

Go-Live 2:

Develop the customer service area as defined in this statement of work to support the services listed above in POD B of the Perris Valley CHC location.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the customer for all time and materials that are incurred with this project on a monthly basis. Any

changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the customer executive leadership for approval. The customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for both parties in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to configuring the Customer Service Area to support the functionality and workflows in the customer service area as outlined in section 1. Resources from the customer that serve as their subject matter experts for the scope of services and supporting clinical and business processes are required participants for the success of this project. The milestone schedule in this SOW outlines the key events that must be achieved by the project team in order to realize a successful implementation.

3. Acceptance Criteria:

The customer will be able to utilize the Customer Service Area for the services in the Perris CHC location as outlined in Section 1 of this statement of work. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the shared EHR platform. Upon the completion of this project, the customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

The following milestone schedule, from Phase 1 through Phase 3, will be followed for each of the Go-Live events defined above in section 1.

Phase 0 – Project Discovery and Approval		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
2	Completed New Department Questionnaires, New Department Request Forms, and Decision Tracker Documents	10 Business days from Milestone#1
Phase 1 – Project Planning and Resourcing (Estimated at 2 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		

#	DESCRIPTION OF MILESTONE	DATE
2	Project Kickoff and approved project plan	10 business days from Milestone#2
3	Project Resources assigned by LLUSS and RUHS	10 business days from Milestone#2
<p>Phase 2 – Build and Testing (Estimated at 12 weeks)</p> <p>Description – This project phase consists of building, testing, and validating this change into the Shared EHR platform for the RUHS service area and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
4	RUHS and LLUSS have reached an agreed workflow design	15 business days from Milestone#3
5	LLUSS completes the build in the Shared Epic EHR test environment.	20 business days from Milestone#4
6	Test data validated by RUHS and LLUSS	10 business days from Milestone#5
7	LLUSS completes the build in the Shared Epic EHR production environment.	10 business days from Milestone#6
8	RUHS, and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#7
9	End-User training curriculum and content completed and deliver to RUHS Training Manager.	5 business days from Milestone#7
<p>Phase 3 – Training and Go-Live (Estimated at 2 weeks)</p> <p>Description – This project phase consists of training and supporting the RUHS end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
10	RUHS delivers end user change communication and training	10 business days from Milestone#9
11	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#9
12	Customer accepts or rejects deliverables.	10 business days from Milestone#9

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer executive leadership for approval.

6. Integration and Installation:

Upon a successful implementation, LLUSS will deliver ongoing support services provided under the terms of the existing Service Level Agreement, as amended by this statement of work.

7. Hardware:

No additional hardware is required to implement this change to the customer service area.

8. Software Tools and Licensing:

No additional software tools and licensing are required to develop and implement this change to the customer service area.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. These costs are an estimated level of effort and could change due to delays or changes in project scope.

LLUSS:

ADT Analyst (@ cost)	20 hours	\$2,600.00
Ambulatory Analyst (@ cost)	80 hours	\$10,400.00
Cadence Analyst (@ cost)	40 hours	\$5,200.00
Physician Billing Analyst (@ cost)	40 hours	\$5,200.00
Referrals Analyst (@ cost)	60 hours	\$7,800.00
Application Security	10 hours	\$1,125.00
Testing/QA Analyst	10 hours	\$1,125.00
Technical Resources	10 hours	\$600.00
Project Management (@ cost)	60 hours	\$7,800.00
HIM Analyst (@ cost)	10 hours	\$1,300.00
Ambulatory Principle Trainer	10 hours	\$600.00
Subtotal	350 hours	\$43,750.00
Contingency @ 10%		\$4,375.00
Total		\$48,125.00

EXHIBIT G

STATEMENT OF WORK APPENDIX E-7

MYCHART ADULT QUESTIONNAIRES PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the Epic Change Request form (Schedule A) submitted for implementing MyChart Adult Questionnaires in the Customer service area. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

RUHS has requested, through their Epic Change Request form (Schedule A) that MyChart Questionnaires for Adults are created, along with supporting documentation workflows, in the Customer Service Area for patients to complete. In order to utilize MyChart Adult questionnaires, the customer must provide support to their patient population for using the Epic MyChart application. Supporting documentation workflows will be required in order for the patient completed questionnaire data to file into the customer service area for review and validation. The customer will have to validate the patient questionnaire data before it can file into the patient's electronic health record, in the customer service area. Epic eCheck-in functionality and workflows are also required in order for patients to access these questionnaires in MyChart.

The build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill RUHS for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to RUHS leadership for approval. RUHS will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for both parties in the Resources section of this document. These resources will be engaged

initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to the questionnaires listed in Schedule A attached to this statement of work. Resources from RUHS that serve as their subject matter experts for MyChart Adult questionnaires and supporting clinical and business processes are required participants for the success of this project. The milestone schedule in this SOW outlines the key events that must be achieved by the project team in order to realize a successful implementation.

3. Acceptance Criteria:

The Customer will be able to assign the Adult questionnaires defined in Schedule A for patients seen in existing departments in the Customer Service Area in Epic MyChart. These questionnaires will be then be completed by the patient, with the support of the customer as a part of the Epic eCheck-in functionality in MyChart. These answers provided by the patients through these questionnaires will then be available for clinical validation so they can be added to the patient’s electronic health record in the customer service area. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, RUHS will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval (Estimated at 2 months)		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	AS Software integration with Epic	TBD
2	Execution of the Statement of Work Appendix	ASAP
Phase 1 – Project Planning and Resourcing (Estimated at 4 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
3	Project Kickoff and approved project plan	20 business days from Milestone#1 and 2

4	Project Resources assigned by LLUSS and the Customer	20 business days from Milestone#3
<p>Phase 2 – Build and Testing (Estimated at 12 weeks)</p> <p>Description – This project phase consists of building, testing, and validating this change into the Shared EHR platform for the Customer service area and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
5	The Customer and LLUSS have reached an agreed detailed project scope and workflow design	10 business days from Milestone#4
6	LLUSS completes the build in the Customer service area test environment.	25 business days from Milestone#4
7	Test data validated by the Customer and LLUSS	5 business days from Milestone#6
8	LLUSS completes the build in the Customer service area production environment.	15 business days from Milestone#7
9	The Customer and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#8
10	End-User training curriculum and content completed and deliver to the Customer’s Training Manager.	5 business days from Milestone#8
<p>Phase 3 – Training and Go-Live (Estimated at 2 weeks)</p> <p>Description – This project phase consists of training and supporting the Customer end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
11	The Customer delivers end user change communication and training	10 business days from Milestone#10
12	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#10
133	The Customer accepts or rejects deliverables.	10 business days from Milestone#10

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer's executive leadership for approval.

6. Integration and Installation:

The Customer Service Area will contain the MyChart Adult Questionnaires defined in Schedule A and the supporting documentation workflows. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement.

7. Hardware:

No additional hardware is required to develop and implement this change to the Customer service area.

8. Software Tools and Licensing:

No additional software tools and licensing are required to develop and implement this change to the Customer Service Area.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. These costs are an estimated level of effort and could change due to delays or changes in project scope.

LLUSS:

Project Manager (@ cost)	100 hours	\$13,000.00
ADT/Prelude Application Analyst (@ cost)	40 hours	\$5,200.00
Ambulatory Application Analyst (@ cost)	120 hours	\$15,600.00
Cadence Application Analyst (@ cost)	120 hours	\$15,600.00
Testing/QA Analyst	20 hours	\$2,250.00
Ambulatory Principle Trainer	40 hours	\$2,400.00
Application Security Analyst	20 hours	\$2,250.00
Subtotal	460 hours	\$56,300.00
Contingency @ 10%		\$5,630.00
Total		\$61,930.00

Schedule A

RUHS CHANGE REQUEST FORM



EPIC IDEA
Project Submission Form

Date Submitted: 04/25/2019

Administrative/Operational Sponsor (Requestor): Vikram Kumar MD

Dept: RUHS Clinics Contact #: 951-486-5143

Requestor will attend monthly Department Expansion Group meeting to present request.

Physician Sponsor: Dr. Vikram Kumar

Executive Sponsor (if indicated):

Anticipated go-live Date: 07/01/2019

Idea Title: My Chart - Adult Questionnaire

Idea Description:

With My Chart - Adult Questionnaire utilization, RUHS will be in a strategic position to address medical and behavioral related illness in Riverside County's adult population.
To address behavioral-health related problems in a timely manner with the use of software enabled applications and devices.

Affected Service Area:

Change is needed due to (select one or more):

- New service/program Optimization or enhancement For Best Practice
 Urgent Patient Safety Issue Non-urgent, Potential Patient Safety Issue
 Process or flow issue Other (specify):

Answer all questions completely. Supporting attachments are encouraged:

1. What is the problem you are trying to solve?

To serve Riverside University Health System's adult population through effective medical health screening tools, questionnaires, assessments and services.
To track health related goals and progress from the initial and continuous findings of an adult patient.

2. What is the current workflow?

Several health related screening forms are completed by clinicians or patients on pen and paper. Progress is tracked manually.

3. What does success look like?

Forms integrated with the current RUHS EMR (Epic) that can be completed by patients' via personal electronic devices with software capability. Progress is tracked electronically. Clinical staff and patient engagement is increased.

4. What happens if we don't do this?

Fallout with adult patients not getting the screening/care needed leading to RUHS failing to meet population health needs.


5. Who will benefit from this? If applicable, be sure to describe how this idea can help care-givers support patients and/or how it is in alignment with RUHS strategic goals.

Adult patients and their friends/family. RUHS Clinical staff to meet the strategic goals of process improvement and access by patients.

6. List supporting literature or EBP references. Attach any article that strongly supports this practice, when pertinent.


Please see copy of PHQ2/PHQ9 assessment form.
Other possible My Chart - Adult screening, assessment, and documentation tools to be added.

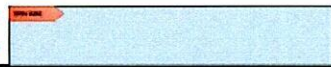
7. Department/Service Area approvals

X 
Administrative Sponsor

X 
Executive Sponsor

X  DN: cn=Vikram Kumar, email=v.kumar@ruhs.org, o=RUHS, Date: 2019.04.26 16:50:38 -0700
Physician Sponsor

X 
Revenue Cycle Approver

X 
Loma Linda Connect Team


Loma Linda Signed Date: 

EXHIBIT H

STATEMENT OF WORK APPENDIX E-8

HEALTHY STEPS PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to implementing Epic functionality and workflows in the Customer service area to support the documentation and reporting requirements of the First 5 Healthy Steps Program. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

The customer has requested, Epic functionality and workflows be created in the customer service area to support the documentation and reporting requirements of the First 5 Healthy Steps program. These changes will be applied to the existing general pediatrics hospital outpatient department and will include scheduling and visit type changes, a flag to identify the Healthy Steps tier a patient is assigned too, outreach and population health documentation tools, and reporting dashboards.

The build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill RUHS for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer's executive leadership for approval. The Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for both parties in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to the supporting Epic functionality and documentation needs of the customer to meet the First 5 Healthy Steps program requirements. Customer resources that serve as their subject matter experts for the Healthy Steps program and supporting clinical and business processes are required participants for the success of this project. The milestone schedule in this SOW outlines the key events that must be achieved by the project team in order to realize a successful implementation.

3. Acceptance Criteria:

The Customer will be able to flag a patient as meeting the criteria for being in one of the Health Steps tiers and assign what tier the patient belongs too. The Customer will also be able to utilize a population health registry for their patients that are qualified to be in the Healthy Steps program. The Customer will also be able to view summary reports through population based dashboards to meet the program requirements as defined by First 5. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, RUHS will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval (Estimated at 2 months)		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0.1	Project Discovery and Initial Scoping	Complete
1	AS Software integration with Epic	TBD
2	Execution of the Statement of Work Appendix	ASAP
Phase 1 – Project Planning and Resourcing (Estimated at 4 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
3	Project Kickoff and approved project plan	20 business days from Milestone#1 and 2
4	Project Resources assigned by LLUSS and the Customer	20 business days from Milestone#3
Phase 2 – Build and Testing (Estimated at 14 weeks)		

Description – This project phase consists of building, testing, and validating this change into the Shared EHR platform for the Customer service area and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
5	The Customer and LLUSS have reached an agreed detailed project scope and workflow design	20 business days from Milestone#4
6	LLUSS completes the build in the Customer service area test environment.	25 business days from Milestone#4
7	Test data validated by the Customer and LLUSS	5 business days from Milestone#6
8	LLUSS completes the build in the Customer service area production environment.	15 business days from Milestone#7
9	The Customer and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#8
10	End-User training curriculum and content completed and deliver to the Customer’s Training Manager.	5 business days from Milestone#8
Phase 3 – Training and Go-Live (Estimated at 2 weeks)		
Description – This project phase consists of training and supporting the Customer end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
11	The Customer delivers end user change communication and training	10 business days from Milestone#10
12	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#10
133	The Customer accepts or rejects deliverables.	10 business days from Milestone#10

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill the Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to the Customer’s executive leadership for approval.

6. Integration and Installation:

The Customer Service Area will contain the Epic functionality and workflows to allow the customer to meet the electronic documentation and reporting requirements of the First 5 Healthy Steps program. Upon a successful implementation, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement.

7. Hardware:

No additional hardware is required to develop and implement this change to the Customer service area.

8. Software Tools and Licensing:

No additional software tools and licensing are required to develop and implement this change to the Customer Service Area.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in no increase in the existing yearly Service Level Agreement.

10. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS. These costs are an estimated level of effort and could change due to delays or changes in project scope.

Project Manager (@ cost)	120 hours	\$15,600.00
Ambulatory Application Analyst (@ cost)	160 hours	\$20,800.00
Cadence Application Analyst (@ cost)	60 hours	\$7,800.00
Healthy Planet Application Analyst (@ cost)	220 hours	\$28,600.00
Business Intelligence Analytics Analyst	80 hours	\$9,000.00
Testing/QA Analyst	20 hours	\$2,250.00
Application Security Analyst	20 hours	\$2,250.00
Ambulatory Principle Trainer	40 hours	\$2,400.00
Healthy Planet Trainer	40 hours	\$2,400.00
Application Security Analyst	20 hours	\$2,250.00
Subtotal	780 hours	\$93,350.00
Contingency @ 10%		\$9,335.00
Total		\$102,680.00

EXHIBIT I

STATEMENT OF WORK APPENDIX E-9

PREMIER IMAGING CDS PROJECT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the implementation of the PREMIER Imaging Clinical Decision Support (CDS) system. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to build and implement an integrated workflow between the Customer Service Area and the Premier Imaging CDS system. This integration is intended to allow the Customer the ability to utilize the Premier clinical decision support tool for orders of advanced imaging studies from the Customer Service Area. The build will be completed first in the non-production environments along with integrated testing and acceptance before it can be implemented in the production environment of the Customer Service Area. The implementation will be a shared effort with LLUSS and Customer resources.

LLUSS will use a train-the-trainer model for this level of effort. LLUSS will use principal trainers to assist with the development of training documentation and curriculum, such as Tip Sheets and/or Quick Start Guides describing the new workflow. This LLUSS training documentation will serve as a starting point for the Customer training efforts and documentation. Customer will provide resources and subject matter experts to engage with LLUSS principle trainers during the term of this statement of work as necessary or appropriate. Customer will be responsible for providing Credentialed Trainers (CT) who have taken formal training and been credentialed in Epic application(s) through LLUSS outside of this statement of work. These CT's will be responsible for classroom training, managing the learning program, and maintaining the training content in the Customer learning management system. Customer will also provide sufficient training facilities to accommodate end-user training. Additionally, Customer will provide project team workspace and meeting space to accommodate on-site meetings between LLUSS and Customer resources for this level of effort.

The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project on a monthly basis. Any changes to the charges estimated in this statement of work will require a change request and approval before they will be accepted and billed. LLUSS has the right to suspend work pending such change request and approval. This request will be submitted by LLUSS to Customer leadership for approval. Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate. LLUSS will outline the estimated resource requirements for LLUSS in the Resources section of this document. These resources will be engaged initially during Phase 0 and will remain engaged through Phase 3 as outlined in the Milestone Schedule section of this SOW.

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to only the build, integration, and implementation of an integrated workflow between the Customer Service Area and the Premier CDS System. In order to achieve this integrated workflow, the Customer will be able to utilize the Premier clinical decision support tool for orders of advanced imaging studies from the Customer Service Area.

3. Acceptance Criteria:

The customer will be able to utilize the Premier clinical decision support tool for orders of advanced imaging studies from the Customer Service Area. Validation of this integration will be done in both test and production environments of the Customer Service Area. Achieving the build validation milestone will signify that these criteria have been met by all involved parties. Validation of these criteria will be done in both test and production environments of the Customer Service Area. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

Phase 0 – Project Discovery and Approval (Estimated at 2 months)		
Description – This project phase consists of scoping and contractual approval for this level of effort and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
0	Project Discovery and Initial Scoping	Complete
1	Execution of the Statement of Work Appendix	TBD
Phase 1 – Project Planning and Resourcing (Estimated at 4 weeks)		
Description – This project phase consists of planning and resources alignment along with an agreed upon technical and interface design and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE
2	Project Kickoff and approved project plan	20 business days from Milestone#1
3	Project Resources assigned by LLUSS and the Customer	20 business days from Milestone#1
Phase 2 – Build and Testing (Estimated at 18 weeks)		
Description – This project phase consists of building, testing, and validating this change into the Riverside Service Area and is achieved when reaching the milestones listed below:		
#	DESCRIPTION OF MILESTONE	DATE

6	LLUSS completes the build and integration in the Customer Service Area test environment.	45 business days from Milestone#4
7	Test data validated by the Customer and LLUSS	20 business days from Milestone#6
8	LLUSS completes the build in the Customer Service Area production environment.	20 business days from Milestone#7
9	The Customer and LLUSS tests the deliverables against the Acceptance Testing Criteria.	5 business days from Milestone#8
10	End-User training curriculum and content completed and deliver to Customer Training Manager.	5 business days from Milestone#8
<p>Phase 3 – Training and Go-Live (Estimated at 2 weeks)</p> <p>Description – This project phase consists of training and supporting the RUHS end-users submitting these new electronic orders and is achieved when reaching the milestones listed below:</p>		
#	DESCRIPTION OF MILESTONE	DATE
10	Customer delivers end user change communication and training	10 business days from Milestone#10
11	LLUSS provides ongoing support and maintenance under the terms of the existing Service Level Agreement	10 business days from Milestone#10
12	Customer accepts or rejects deliverables.	10 business days from Milestone#10

5. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

The integration with Premier CDS System will allow the customer to utilize the Premier CDS tool when placing orders of advanced imaging studies in the Customer Service Area.

7. Hardware:

No additional hardware is required from the customer to develop and implement the electronic interfaces and web services involved in this project.

8. Software Tools and Licensing:

LLUSS will pass through to the Customer the following fees for Premier CDS licensing and ongoing maintenance costs as determined by the terms of the Master Service agreement:

Solution(s)	Y1	Y2	Y3	Y4	Y5
PREMIERE CDS	\$32,102	\$38,522	\$44,943	\$44,943	\$44,943

9. Continuing Support (type, estimated hours, and estimated costs):

Upon the completion of this project, the Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period for any Customer Service Area related integration needs. The existing Service Level Agreement will be modified to include the annual support and maintenance costs for Premier CDS licensing and on-going support as outlined in Section 8, Software Tools and Licensing in this statement of work.

10. Resources (type, estimated hours and estimated costs):

There are no estimated resource costs for LLUSS to integrate the Premier CDS system and the Customer Service Area. Although the costs are not outlined in this SOW for customer resources, they are required in order to achieve a successful implementation of this change. All Customer resource allocation and costs will be the responsibility of the customer. All costs and hours are an estimated level of effort and could change due to delays or changes in project scope.

EXHIBIT J

STATEMENT OF WORK APPENDIX E-10

ESTABLISHMENT OF INPATIENT INCENTIVE PROGRAM SUPPORT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the request submitted to establish support resources for Inpatient Incentive programs. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to retain and establish dedicated support for the customer's Inpatient Incentive programs. This support will provide technical maintenance of the business support needs for these programs, which includes the review and interpretation of Epic documentation and updates as needed for these programs. The support resources will meet routinely with customer program management and leadership to review program requirements and assess gaps with system functionality. The support resources will also work with the customer to establish action plans to eliminate the gaps, including the development of change requests and the technical design of these changes. The support resources will manage the oversight and implementation of these changes upon receiving the necessary approvals and funding as defined in the MSA and SLA.

Areas considered in scope for this support are:

- Regulatory Epic Special Update support
- Epic Patient Care Concerns & Nova Notes review and support
- Tier 2 incident ticket resolution
- Reporting Workbench report build
- Terminology mapping, mnemonic & group maintenance
- Backfill management

Areas considered out of scope for this support are:

- Interpretation of measures or program requirements
- End-User training
- Workflow discovery & efficiency improvements
- Quality and Incentive program submissions
- Align multi-disciplinary workgroups across platform
- Manage day-to-day meetings, logistics and agendas
- Timelines, milestones, sprints/backlog
- Prioritization of current and outstanding work
- Track outstanding quality and incentive program issues
- Support process & quality improvement efforts
- Document and track quality and incentive program workflows

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to establishing the support resources needed by the customer's Inpatient Incentive programs. Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate.

3. Acceptance Criteria:

Customer Inpatient Incentive program teams will be able to utilize the support resources as defined in the MSA and SLA. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

There is one milestone for this project, which is to establish the resources needed for this support and that is estimated to take 1 to 2 months to complete.

5. Financial Terms:

Any changes to the scope defined in this statement of work will require a change request and approval, which will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

Upon the successful establishment of these support resources, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement.

7. Hardware:

There are no additional hardware associated.

8. Software Tools and Licensing:

There are no additional software tools and licensing associated.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in the following increases in the existing yearly Service Level Agreement:

LLUH Resources	UNIT	COSTS
Application Analyst	1 Resource	\$233,550.00

10. Resources (type, estimated hours and estimated costs):

No additional resources costs are estimated to establish these additional support resources

EXHIBIT K

STATEMENT OF WORK APPENDIX E-11

ESTABLISHMENT OF POPULATION HEALTH MANAGEMENT PROGRAM SUPPORT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the request submitted to establish support resources for Population Health management programs. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

1. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to retain and establish dedicated support for the customer's Population Health management programs. This support will provide technical maintenance of the business support needs for these programs, which includes the review and interpretation of Epic documentation and updates as needed for these programs. The support resources will meet routinely with customer program management and leadership to review program requirements and assess gaps with system functionality. The support resources will also work with the customer to establish action plans to eliminate the gaps, including the development of change requests and the technical design of these changes. The support resources will manage the oversight and implementation of these changes upon receiving the necessary approvals and funding as defined in the MSA and SLA.

Areas considered in scope for this support are:

- Update and validate current population health registries in the Customer Service Area
- Participate in implementation, post implementation and validation meetings
- Participate in requirements gathering and workflow design meetings
- Design and implement new registries once requirements and supporting workflows are provided by the customer
- Support the RUHS Access Management team with creating change requests to modify access to population health tools in the customer service area
- Support the alignment of population health registries in the Customer Service Area to empanelment and targeted population groups once requirements and supporting workflows are provided by the customer
- Support the coordination efforts of population health registry changes in the Customer Service Area with self-management goals, health maintenance reminders and closing the loop health maintenance requirements once provided by the customer
- Meet routinely with RUHS Epic, clinical, operational, quality and population management teams to review and assess performance
- Coordinate support for the implementation with individual clinic rollouts of population health registries in the customer service area
- Work with customer population management and support teams in identifying scope, timelines, prerequisites and follow-ups for population health registries in the customer service area

- Compile and publish periodic status updates on current and pending population health registries and associated changes
- Act as liaison between customer and LLUSS teams to maintain progress of agreed upon timelines current and pending population health registries and associated changes

Areas considered out of scope for this support are:

- The creation and submission of incidents and change requests
- Design and development of clinical documentation tools, clinical decision support tools, and reports in the customer service area
- Support of third party systems
- End-User training
- Workflow discovery & efficiency improvements
- Quality and Incentive program submissions
- Align multi-disciplinary workgroups for the customer or across organizations
- Manage day-to-day meetings, logistics and agendas
- Timelines, milestones, sprints/backlog
- Prioritization of current and outstanding work
- Track outstanding issues
- Support process improvement efforts
- Document and track workflows

2. Specifications and Special Terms and Conditions:

This statement of work is applicable to establishing the support resources needed by the customer's population health programs. Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate.

3. Acceptance Criteria:

Customer population health program teams will be able to utilize the support resources established as defined in the MSA and SLA. Upon the completion of this project, Customer will transition to ongoing support and maintenance under the terms of the existing Service Level Agreement following this period.

4. Milestone Schedule:

There is one milestone for this project, which is to establish the resources needed for this support and that is estimated to take 1 to 2 months to complete.

5. Financial Terms:

Any changes to the scope defined in this statement of work will require a change request and approval, which will be submitted by LLUSS to Customer leadership for approval.

6. Integration and Installation:

Upon the successful establishment of these support resources, LLUSS will provide ongoing support and maintenance services provided under the terms of the existing Service Level Agreement.

7. Hardware:

There are no additional hardware associated.

8. Software Tools and Licensing:

There are no additional software tools and licensing associated.

9. Continuing Support (type, estimated hours, and estimated costs):

This will result in the following increases in the existing yearly Service Level Agreement:

LLUH Resources	UNIT	COSTS
Application Analyst	1 Resource	\$233,550.00

10. Resources (type, estimated hours and estimated costs):

No additional resources costs are estimated to establish these additional support resources

EXHIBIT L

STATEMENT OF WORK APPENDIX E-12

DATA ANALYTICS STRATEGY AND MANAGEMENT SUPPORT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the request submitted to utilize a specialized resource for data analytics strategy and management support. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

11. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to provide a specialized resource to provide support for the customer's data analytics strategy and management teams. This support will report to both the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO) and will have weekly or bi-weekly touch points with then both to provide progress updates and feedback. This resource will provide support both on-site and remotely with the schedule being agreed upon and approved by the customer's CIO. On premise office space, access and workstations will need to be made available for this specialized resource. This specialized resource will also work with the customer to establish action plans, including the development of change requests and the technical design of these changes. The specialized resource will manage the oversight and implementation of these changes upon receiving the necessary approvals and funding as defined in the MSA and SLA.

Areas considered in scope for this support are:

- Prime Extract and QIP – Support develop ETL strategy and collaboration data quality support; Support developing SAS strategy and development.
- Tableau Expansion – Support Tableau both onsite server expansion and CareConnect RUHS site; Develop collaborative Tableau framework to work with Quality and other key stakeholders.
- Virtual RUHS EDW for Clarity / Caboodle integration – develop strategy and implementation plan for utilizing CareConnect RUHS Clarity / Caboodle data that includes DV / HANA and RUHS in house platforms (e.g. RUHS Tableau servers and SQL Server).
- EDW Strategy – plan to mature Analytics RUHS program and leveraging CareConnect platform and tools from Epic and LLUH.

All other areas of support are considered out of scope unless agreed upon by the customer's CIO and CHIO along with the specialized resource and LLUSS.

12. Specifications and Special Terms and Conditions:

This statement of work is applicable to providing a specialized resource to support the customer's data analytics strategy and management teams. The Customer will provide resources and subject matter

experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate.

13. Acceptance Criteria:

This support will report to both the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO) and will have weekly or bi-weekly touch points with then both to provide progress updates and feedback.

14. Milestone Schedule:

The milestones and schedule will be determined by this specialized resource and approved by the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO). The overall timeframe for this support will end on June 30, 2020. If additional support is needed then another statement of work or an amendment to this statement of work will be required.

15. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

16. Integration and Installation:

There are no integration and installation requirements for this statement of work.

17. Hardware:

There are no additional hardware associated.

18. Software Tools and Licensing:

There are no additional software tools and licensing associated.

19. Continuing Support (type, estimated hours, and estimated costs):

This will not result in a change to the existing service level agreement.

20. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS for an estimate 25 hours a week. These costs are an estimated level of effort and could change due to delays or changes in project scope.

Data Analytics Program Manager (@ cost)	1300 hours	\$247,000.00
Contingency @ 10%		\$24,700.00
Total		\$271,700.00

EXHIBIT M

STATEMENT OF WORK APPENDIX E-13

REVENUE CYCLE STRATEGY AND MANAGEMENT SUPPORT

This Statement of Work sets forth the scope of work, milestones, fees and additional and different terms and conditions specific to the request submitted to utilize a specialized resource for revenue cycle strategy and management support. This Statement of Work shall be effective on the date last executed below. Such different and additional terms are applicable only to the Statement of Work described below and in no way alter the terms and conditions applicable to other Statement of Works incorporated into the Agreement by addition of other Statement of Work Appendices. All the terms used in this Statement of Work Appendix shall retain the same meaning as defined in the Agreement and such definitions are incorporated herein by reference.

21. Statement of Work Description:

LLUSS shall use commercially reasonable efforts to provide a specialized resource to provide support for the customer's revenue cycle strategy and management teams. This support will report to both the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO) and will have weekly or bi-weekly touch points with then both to provide progress updates and feedback. This resource will provide support both on-site and remotely with the schedule being up to 2 days a week, or 16 working hours. On premise office space, access and workstations will need to be made available for this specialized resource. This specialized resource will also work with the customer to establish action plans, including the development of change requests and the technical design of these changes. The specialized resource will manage the oversight and implementation of these changes upon receiving the necessary approvals and funding as defined in the MSA and SLA.

Areas considered in scope for this support are:

- Develop Revenue Cycle Dashboard for FQ Clinics
- Assist with Revenue Integrity team development and strategy
- Provide Epic Hospital and Physician Billing Cube Access and Training
- Provide Epic Slicer Dicer Access and Training
- Develop new default preference list for FQ clinics
- Train Erik Zack on the Epic Physician Billing Data Model for SQL queries
- Provide Revenue Cycle reporting support for other on-going projects
- RUH Research development
- OSHPD and UDS Revenue Cycle support
- Analyze current Revenue Cycle workflows and identify areas of automation
- Work with CHC operations to optimize clinic operational areas related and impactful to Revenue Cycle
- Work with Revenue Cycle Principle Trainers to revamp Training Curriculum
- Work with RUHS Chief Financial Officer (CFO) to help him become more familiar with Epic dashboards and reports.

All other areas of support are considered out of scope unless agreed upon by the customer's CIO and CHIO along with the specialized resource and LLUSS.

22. Specifications and Special Terms and Conditions:

This statement of work is applicable to providing a specialized resource to support the customer's revenue cycle strategy and management teams. The Customer will provide resources and subject matter experts to engage with LLUSS resources during the term of this statement of work as necessary or appropriate.

23. Acceptance Criteria:

This support will report to both the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO) and will have weekly or bi-weekly touch points with then both to provide progress updates and feedback.

24. Milestone Schedule:

The milestones and schedule will be determined by this specialized resource and approved by the customer's Chief Information Officer (CIO) and Chief Health Information Officer (CHIO). The overall timeframe for this support will end on June 30, 2020. If additional support is needed then another statement of work or an amendment to this statement of work will be required.

25. Financial Terms:

Payment terms are per the Agreement and billed monthly as incurred. The project costs provided in this document are an estimated level of effort only, and LLUSS will bill Customer for all time and materials that are incurred with this project invoicing on the tenth day of each month an account of charges incurred in the immediately preceding month. Any changes to the scope estimated in this statement of work will require a change request and approval before they will be accepted and billed. This request will be submitted by LLUSS to Customer leadership for approval.

26. Integration and Installation:

There are no integration and installation requirements for this statement of work.

27. Hardware:

There are no additional hardware associated.

28. Software Tools and Licensing:

There are no additional software tools and licensing associated.

29. Continuing Support (type, estimated hours, and estimated costs):

This will not result in a change to the existing service level agreement.

30. Resources (type, estimated hours and estimated costs):

Resource costs are provided below for LLUSS for an estimate 16 hours a week. These costs are an estimated level of effort and could change due to delays or changes in project scope.

Revenue Cycle Architect (@ cost)	832 hours	\$108,160.00
<hr/>		
Contingency @ 10%		\$10,816.00
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Total		\$118,976.00