AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST
MULTIPLE AWARD SCHEDULE (MAS)
HEALTH INFORMATION TECHNOLOGY SERVICES 54151HEAL

J P Systems, Inc. provides Healthcare Information Technology services which help clients to define, design and implement their clinical and interoperability IT systems. Our healthcare IT services include scope analysis, requirements analysis, interoperability planning and analysis, business architecture, data architecture, UML modeling, IT policy, IT strategy, Healthcare IT standards development, medical terminology, software development, and technical documentation. J P Systems specializes in Healthcare Information Technologies. We will work with your technical staff, clinicians, managers, project leaders, terminologists, enterprise stake holders and users to design the future state of your system or improve your existing systems.

J P Systems Inc.
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Contract Number: 47QTCA19D00F4

Period Covered by Contract:
8/6/2020 through 7/9/2024

General Services Administration
Federal Supply Service

Products and ordering information in this Authorized FSS Schedule Price List are also available on the GSA Advantage! System. Agencies can browse GSA Advantage! by accessing the Federal Supply Service's Home Page.
The INTERNET address for GSA Advantage! is http://www.gsaadvantage.gov

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CUSTOMER INFORMATION

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		FPDS Code D306 IT Systems Analysis Services
		FPDS Code D307 Automated Information Systems Design and Integration Services FPDS Code D308 Programming Services
		FPDS Code D311 IT Data Conversion Services
		FPDS Code D317 Creation/Retrieval of IT Related Automated News Services, Data Services, or Other Information Services
		FPDS Code D399 Other Information Technology Services, Not Elsewhere Classified
1b.	Identification of the lowest-priced item or service and lowest unit price for that item or service for each special item number awarded (attach separate sheet if necessary)	MAS 54151HEAL Technical Writer, Junior $51.30
1c.	Labor category descriptions	See Pages 20 - 34
2.	Maximum order threshold	$499,999 per order
3.	Minimum order	$100.00
4.	Geographic coverage (delivery area)	Domestic Delivery only. 50 United States; District of Columbia; Puerto Rico
5.	Quantity Discount	Additional 1% on single orders over $500,000
6.	Prompt Payment Terms	Net 30
7.	Government Purchase Cards	Government Purchase Cards will be accepted however no additional discounts will apply under this contract
8.	Government Educational Institutional Discounts	The Government Educational Institutions are offered the same types of discounts and concessions under this contract as all other Government customers.
9.	Foreign Items	No foreign items are awarded under this contract.
10.	Normal Delivery Terms	As negotiated between J P Systems Inc. and the ordering activity
11b.	Expedited Delivery Terms	As negotiated between J P Systems Inc. and the ordering activity
11c.	Overnight and 2-day delivery	As negotiated between J P Systems Inc, and the ordering activity

11d.	Urgent Requirements	When the Federal Supply Schedule contract delivery period does not meet the bona fide urgent delivery requirements of an ordering activity, ordering activities are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within 3 workdays after receipt. (Telephonic replies shall be confirmed by the Contractor in writing.) If the Contractor offers an accelerated delivery time acceptable to the ordering activity, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all other terms and conditions of the contract.
11.	F.O.B. point(s)	Destination
12.	Ordering address	J P Systems Inc. 7419 Kincheloe Road Clifton, VA 20124 Phone: 703-815-0900 Fax: 888-789-7880 E-mail: info@jpsys.com Cell: 1 703 926-5539 In the event of a telephone outage, please use the Contact Us page at www.jpsys.com or www.jpsys.mobi for alternative contact information.

13.	Payment address	J P Systems Inc. ATTN: Accounts Payable 7419 Kincheloe Road Clifton, VA 20124 accounting@jpsys.com
14.	Warranty/Guarantee Provisions	All services performed under this contract will be guaranteed to be completed in a satisfactory workmanlike manner as delineated with this Authorized FSS IT Schedule Pricelist.
15.	Export Packing Charges	Export packing is not offered under this contract.
16.	List of Participating Dealers	J P Systems Inc. does not authorize any participating dealers
17.	Environmental Attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants)	Not Applicable
18.	Section 508 Compliance	Contact J P Systems Inc. for Section 508 compliance information. The EIT Standards can be found at: http://www.section508.gov
19.	Liability for Injury or Damage	The Contractor shall not be liable for any injury to ordering activity personnel or damage to the ordering activity property arising from the use of equipment maintained by the Contractor, unless such injury or damage is due to the fault or negligence of the Contractor.
20.	Data Universal Number System (DUNS) number	957754344
20a.	Taxpayer Identification Number (TIN)	541887050
20b..	Business Size	Woman-Owned Small Business; Small Business Concern
20c.	Cage Code	3YHH1
20d.	System for Award Management (SAM)	J P Systems Inc. is currently registered within the SAM database.
21..	Trade Agreements Act of 1979, as Amended	All items are U.S. made end products, designated country end products, Caribbean Basin country end products, Canadian end products, or Mexican end products as defined in the Trade Agreements Act of 1979, as amended.
22.	Ordering Procedures for Federal Supply Schedule Contracts	Ordering activities shall use the ordering procedures of Federal Acquisition Regulation (FAR) 8.405 when placing an order or establishing a BPA for supplies or services. These procedures apply to all schedules.

		a. FAR 8.405-1 Ordering procedures for supplies, and services not requiring a statement of work. b. FAR 8.405-2 Ordering procedures for services requiring a statement of work.
23.	Federal Information Technology Telecommunications Standards Requirements	Ordering activities acquiring products from this Schedule must comply with the provisions of the Federal Standards Program, as appropriate (reference: NIST Federal Standards Index). Inquiries to determine whether or not specific products listed herein comply with Federal Information Processing Standards (FIPS) or Federal Telecommunication Standards (FED-STDS), which are cited by ordering activities, shall be responded to promptly by the Contractor.
24.	Federal Information Processing Standards Publications (FIPS PUBS)	Information Technology products under this Schedule that do not conform to Federal Information Processing Standards (FIPS) should not be acquired unless a waiver has been granted in accordance with the applicable "FIPS Publication." Federal Information Processing Standards Publications (FIPS PUBS) are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Information concerning their availability and applicability should be obtained from the National Technical Information Service (NTIS), 5285 Port Royal Road, Springfield, Virginia 22161. FIPS PUBS include voluntary standards when these are adopted for Federal use. Individual orders for FIPS PUBS should be referred to the NTIS Sales Office, and orders for subscription service should be referred to the NTIS Subscription Officer, both at the above address, or telephone number (703) 487-4650.
25.	Federal Telecommunication Standards (FED-STDS)	Telecommunication products under this Schedule that do not conform to Federal Telecommunication Standards (FED-STDS) should not be acquired unless a waiver has been granted in accordance with the applicable "FED-STD." Federal Telecommunication Standards are issued by the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), pursuant to National Security Act. Ordering information and information concerning the availability of FED-STDS should be obtained from the GSA, Federal Acquisition Service, Specification Section, 470 East L'Enfant Plaza, Suite 8100, SW, Washington, DC 20407, telephone number (202)619-8925. Please include a self-addressed mailing label when requesting information by mail. Information concerning their applicability can be obtained by writing or calling the U.S. Department of

		Commerce, National Institute of Standards and Technology, Gaithersburg, MD 20899, telephone number (301)975-2833.
26.	Contractor Tasks/Special Requirements (C-FSS-370) (NOV 2003)	(a) Security Clearances: The Contractor may be required to obtain/possess varying levels of security clearances in the performance of orders issued under this contract. All costs associated with obtaining/possessing such security clearances should be factored into the price offered under the Multiple Award Schedule. (b) Travel: The Contractor may be required to travel in performance of orders issued under this contract. Allowable travel and per diem charges are governed by Pub .L. 99-234 and FAR Part 31 and are reimbursable by the ordering agency or can be priced as a fixed price item on orders placed under the Multiple Award Schedule. Travel in performance of a task order will only be reimbursable to the extent authorized by the ordering agency. The Industrial Funding Fee does NOT apply to travel and per diem charges. (c) Certifications, Licenses and Accreditations: As a commercial practice, the Contractor may be required to obtain/possess any variety of certifications, licenses and accreditations for specific FSC/service code classifications offered. All costs associated with obtaining/possessing such certifications, licenses and accreditations should be factored into the price offered under the Multiple Award Schedule program. d) Insurance: As a commercial practice, the Contractor may be required to obtain/possess insurance coverage for specific FSC/service code classifications offered. All costs associated with obtaining/possessing such insurance should be factored into the price offered under the Multiple Award Schedule program. (e) Personnel: The Contractor may be required to provide key personnel, resumes or skill category descriptions in the performance of orders issued under this contract. Ordering

activities may require agency approval of additions or replacements to key personnel.

(f) Organizational Conflicts of Interest: Where there may be an organizational conflict of interest as determined by the ordering agency, the Contractor's participation in such order may be restricted in accordance with FAR Part 9.5.

(g) Documentation/Standards: The Contractor may be requested to provide products or services in accordance with rules, regulations, OMB orders, standards and documentation as specified by the agency's order.

(h) Data/Deliverable Requirements: Any required data/deliverables at the ordering level will be as specified or negotiated in the agency's order.

(i) Government-Furnished Property: As specified by the agency's order, the Government may provide property, equipment, materials or resources as necessary.

(j) Availability of Funds: Many Government agencies' operating funds are appropriated for a specific fiscal year. Funds may not be presently available for any orders placed under the contract or any option year. The Government's obligation on orders placed under this contract is contingent upon the availability of appropriated funds from which payment for ordering purposes can be made. No legal liability on the part of the Government for any payment may arise until funds are available to the ordering Contracting Officer.

(k) Overtime: For professional services, the labor rates in the Schedule should not vary by virtue of the Contractor having worked overtime. For services applicable to the Service Contract Act (as identified in the Schedule), the labor rates in the Schedule will vary as governed by labor laws (usually assessed a time and a half of the labor rate).

| 27. | Contract Administration for Ordering Activities | Any ordering activity, with respect to any one or more delivery orders placed by it under this contract, may exercise the same rights of termination as might the GSA Contracting Officer under provisions of FAR 52.212-4, paragraphs (l) |

		Termination for the ordering activity's convenience, and (m) Termination for Cause (See 52.212-4)
28.	GSA Advantage!	GSA Advantage! is an on-line, interactive electronic information and ordering system that provides on-line access to vendors' schedule prices with ordering information. GSA Advantage! will allow the user to perform various searches across all contracts including, but not limited to: (1) Manufacturer; (2) Manufacturer's Part Number; and (3) Product categories. Agencies can browse GSA Advantage! by accessing the Internet World Wide Web utilizing a browser (ex.: NetScape). The Internet address is http://www.gsaadvantage.gov
29.	Purchase of Open Market Items	**Note:** Open Market Items are also known as incidental items, noncontract items, non-Schedule items, and items not on a Federal Supply Schedule contract. ODCs (Other Direct Costs) are not part of this contract and should be treated as open market purchases. Ordering Activities procuring open market items must follow FAR 8.402(f). For administrative convenience, an ordering activity contracting officer may add items not on the Federal Supply Multiple Award Schedule (MAS) -- referred to as open market items -- to a Federal Supply Schedule blanket purchase agreement (BPA) or an individual task or delivery order, **only if-** (1) All applicable acquisition regulations pertaining to the purchase of the items not on the Federal Supply Schedule have been followed (e.g., publicizing (Part 5), competition requirements (Part 6), acquisition of commercial items (Part 12), contracting methods (Parts 13, 14, and 15), and small business programs (Part 19)); (2) The ordering activity contracting officer has determined the price for the items not on the Federal Supply Schedule is fair and reasonable; (3) The items are clearly labeled on the order as items not on the Federal Supply Schedule; and (4) All clauses applicable to items not on the Federal Supply Schedule are included in the order.

30.	Contractor Commitments, Warranties and Representations	a. For the purpose of this contract, commitments, warranties and representations include, in addition to those agreed to for the entire schedule contract: (1) Time of delivery/installation quotations for individual orders; (2) Technical representations and/or warranties of products concerning performance, total system performance and/or configuration, physical, design and/or functional characteristics and capabilities of a product/equipment/ service/software package submitted in response to requirements which result in orders under this schedule contract. (3) Any representations and/or warranties concerning the products made in any literature, description, drawings and/or specifications furnished by the Contractor. b. The above is not intended to encompass items not currently covered by the GSA Schedule contract.
31.	Overseas Activities	The terms and conditions of this contract shall apply to all orders for installation, maintenance and repair of equipment in areas listed in the pricelist outside the 48 contiguous states and the District of Columbia, except as indicated below: <u>None</u> Upon request of the Contractor, the ordering activity may provide the Contractor with logistics support, as available, in accordance with all applicable ordering activity regulations. Such ordering activity support will be provided on a reimbursable basis and will only be provided to the Contractor's technical personnel whose services are exclusively required for the fulfillment of the terms and conditions of this contract.
32.	Blanket Purchase Agreements (BPAs)	The use of BPAs under any schedule contract to fill repetitive needs for supplies or services is allowable. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPA and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). Ordering

		activities shall follow FAR 8.405-3 when creating and implementing BPA(s).
33.	Contractor Team Arrangements	Contractors participating in contractor team arrangements must abide by all terms and conditions of their respective contracts. This includes compliance with Clauses 552.238-74, Industrial Funding Fee and Sales Reporting, i.e., each contractor (team member) must report sales and remit the IFF for all products and services provided under its individual contract.
34.	Installation, Deinstallation, Reinstallation	The Davis-Bacon Act (40 U.S.C. 276a-276a-7) provides that contracts in excess of $2,000 to which the United States or the District of Columbia is a party for construction, alteration, or repair (including painting and decorating) of public buildings or public works with the United States, shall contain a clause that no laborer or mechanic employed directly upon the site of the work shall received less than the prevailing wage rates as determined by the Secretary of Labor. The requirements of the Davis-Bacon Act do not apply if the construction work is incidental to the furnishing of supplies, equipment, or services. For example, the requirements do not apply to simple installation or alteration of a public building or public work that is incidental to furnishing supplies or equipment under a supply contract. However, if the construction, alteration or repair is segregable and exceeds $2,000, then the requirements of the Davis-Bacon Act applies. The ordering activity issuing the task order against this contract will be responsible for proper administration and enforcement of the Federal labor standards covered by the Davis-Bacon Act. The proper Davis-Bacon wage determination will be issued by the ordering activity at the time a request for quotations is made for applicable construction classified installation, deinstallation, and reinstallation services under SIN 132-8 or 132-9.
35.	Prime Contractor Ordering from Federal Supply Schedules	Prime Contractors (on cost reimbursement contracts) placing orders under Federal Supply Schedules, on behalf of an ordering activity, shall follow the terms of the applicable schedule and authorization and include with each order – (a) A copy of the authorization from the ordering activity with whom the contractor has the prime contract (unless a copy was previously furnished to the Federal Supply Schedule contractor); and (b) The following statement: This order is placed under written authorization from _____ dated

		_____. In the event of any inconsistency between the terms and conditions of this order and those of your Federal Supply Schedule contract, the latter will govern.
36.	Insurance- Work On A Government Installation (JAN 1997)(FAR 52.228-5	(a) The Contractor shall, at its own expense, provide and maintain during the entire performance of this contract, at least the kinds and minimum amounts of insurance required in the Schedule or elsewhere in the contract. (b) Before commencing work under this contract, the Contractor shall notify the Contracting Officer in writing that the required insurance has been obtained. The policies evidencing required insurance shall contain an endorsement to the effect that any cancellation or any material change adversely affecting the Government's interest shall not be effective— (1) For such period as the laws of the State in which this contract is to be performed prescribe; or (2) Until 30 days after the insurer or the Contractor gives written notice to the Contracting Officer, whichever period is longer. (c) The Contractor shall insert the substance of this clause, including this paragraph (c), in subcontracts under this contract that require work on a Government installation and shall require subcontractors to provide and maintain the insurance required in the Schedule or elsewhere in the contract. The Contractor shall maintain a copy of all subcontractors' proofs of required insurance, and shall make copies available to the Contracting Officer upon request.
37.	Software Interoperability	Offerors are encouraged to identify within their software items any component interfaces that support open standard interoperability. An item's interface may be identified as interoperable on the basis of participation in a Government agency-sponsored program or in an independent organization program. Interfaces may be identified by reference to an interface registered in the component registry located at **http://www.core.gov**.
38.	Advance Payments	A payment under this contract to provide a service or deliver an article for the United States Government may not be more than the value of the service already provided or the article already delivered. Advance or pre-payment is not authorized or allowed under this contract. (31

		U.S.C. 3324)

TERMS AND CONDITIONS APPLICABLE TO HEALTH INFORMATION TECHNOLOGY SERVICES 54151HEAL

**** NOTE: This is limited to professional Health IT Services only. All non-professional labor categories must be incidental to, and used solely to support Health IT services, and cannot be purchased separately. Software and hardware products are out of scope.

Vendor suitability for offering services through 54151HEAL must be in accordance with the following laws and standards when applicable to the specific task orders, including but not limited to:

- Health Information Technology for Economic and Clinical Health Act of 2009 (HITECH)
- The Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- National Institute of Standards and Technology (NIST) Federal Information Processing Standards (FIPS) and Special Publications
- Federal Information Security Management Act (FISMA) of 2002

1. **SCOPE**

   a. The labor categories, prices, terms and conditions stated under 54151HEAL Health Information Technology Services apply exclusively to Health Information Technology Services within the scope of this MAS Schedule. These services include a wide range of Health IT services to include connected health, electronic health records, health information exchanges, health analytics, personal health information management, innovative Health IT solutions, health informatics, emerging Health IT research, and other Health IT services.

   b. 54151HEAL is limited to Health Information Technology Services only. Software and hardware products are out of scope. Hardware and software can be acquired through different Special Item Numbers on the MAS Schedule.

   c. 54151HEALprovides ordering activities with access to Health Information Technology Services.

   d. Health Information Technology Services provided under 54151HEAL shall comply with all Healthcare certifications and industry standards as applicable at the task orderlevel.

   e. The Contractor shall provide services at the Contractor's facility and/or at the ordering activity location, as agreed to by the Contractor and the ordering activity.

2. **ORDER**

   a. Agencies may use written orders, Electronic Data Interchange (EDI) orders, Blanket Purchase Agreements, individual purchase orders, or task orders for ordering services under this contract. Blanket Purchase Agreements shall not extend beyond the end of the contract period; all services and delivery shall be made, and the contract terms and conditions shall continue in effect until the completion of the order. Orders for tasks which extend beyond the fiscal year for which funds are available shall include FAR 52.232-19 (Deviation – May 2003) Availability of Funds for the Next Fiscal Year. The purchase order shall specify the availability of funds and the period for which funds are available.

b. All task orders are subject to the terms and conditions of the contract. In the event of conflict between a task order and the contract, the contract will take precedence.

3. **PERFORMANCE OF SERVICES**

   a. The Contractor shall commence performance of services on the date agreed to by the Contractor and the ordering activity. All Contracts will be fully funded.

   b. The Contractor agrees to render services only during normal working hours, unless otherwise agreed to by the Contractor and the ordering activity.

   c. The ordering activity should include the criteria for satisfactory completion for each task in the Statement of Work or Delivery Order. Services shall be completed in a good and workmanlike manner.

   d. Any Contractor travel required in the performance of Healthcare Professional Services must comply with the Federal Travel Regulation or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. Established Federal Government per diem rates will apply to all Contractor travel. Contractors cannot use GSA city pair contracts. All travel will be agreed upon with the client prior to the Contractor's travel.

4. **INSPECTION OF SERVICES**

   In accordance with FAR 52.212-4 CONTRACT TERMS AND CONDITIONS--COMMERCIAL ITEMS (MAR 2009) (DEVIATION I - FEB 2007) for Firm-Fixed Price orders and FAR 52.212-4 CONTRACT TERMS AND CONDITIONS −COMMERCIAL ITEMS (MAR 2009) (ALTERNATE I − OCT 2008) (DEVIATION I – FEB 2007) applies to Time-and-Materials and Labor-Hour Contracts orders placed under this contract.

5. **RESPONSIBILITIES OF THE CONTRACTOR**

   The Contractor shall comply with all laws, ordinances, and regulations (Federal, State, City, or otherwise) covering work of this character. If the end product of a task order is software, then FAR 52.227-14 (Dec 2007) Rights in Data – General, may apply.

6. **RESPONSIBILITIES OF THE ORDERING ACTIVITY**

   Subject to security regulations, the ordering activity shall permit Contractor access to all facilities necessary to perform the requisite Health IT Services.

7. **INDEPENDENT CONTRACTOR**

   All Healthcare Professional Services performed by the Contractor under the terms of this contract shall be as an independent Contractor, and not as an agent or employee of the ordering activity.

8. **ORGANIZATIONAL CONFLICTS OF INTEREST**

   a. Definitions.

   "Contractor" means the person, firm, unincorporated association, joint venture, partnership, or corporation that is a party to this contract.

   "Contractor and its affiliates" and "Contractor or its affiliates" refers to the Contractor, its chief

executives, directors, officers, subsidiaries, affiliates, subcontractors at any tier, and consultants and any joint venture involving the Contractor, any entity into or with which the Contractor subsequently merges or affiliates, or any other successor or assignee of the Contractor.

An "Organizational conflict of interest" exists when the nature of the work to be performed under a proposed ordering activity contract, without some restriction on ordering activities by the Contractor and its affiliates, may either (i) result in an unfair competitive advantage to the Contractor or its affiliates or (ii) impair the Contractor's or its affiliates' objectivity in performing contract work.

b. To avoid an organizational or financial conflict of interest and to avoid prejudicing the best interests of the ordering activity, ordering activities may place restrictions on the Contractors, its affiliates, chief executives, directors, subsidiaries and subcontractors at any tier when placing orders against schedule contracts. Such restrictions shall be consistent with FAR 9.505 and shall be designed to avoid, neutralize, or mitigate organizational conflicts of interest that might otherwise exist in situations related to individual orders placed against the schedule contract. Examples of situations, which may require restrictions, are provided at FAR 9.508.

9. INVOICES

The Contractor, upon completion of the work ordered, shall submit invoices for Healthcare Professional Services. Progress payments may be authorized by the ordering activity on individual orders if appropriate. Progress payments shall be based upon completion of defined milestones or interim products. Invoices shall be submitted monthly for recurring services performed during the preceding month.

10. RESUMES

Resumes shall be provided to the GSA Contracting Officer or the user ordering activity upon request.

11. INCIDENTAL SUPPORT COSTS

Incidental support costs are not considered part of the scope of this contract. The costs will be negotiated separately with the ordering activity in accordance with the guidelines set forth in the FAR.

12. APPROVAL OF SUBCONTRACTS

The ordering activity may require that the Contractor receive, from the ordering activity's Contracting Officer, written consent before placing any subcontract for furnishing any of the work called for in a task order.

13. DESCRIPTION OF HEALTHCARE PROFESSIONAL SERVICES AND PRICING

a. The Contractor shall provide a description of each type of Health Information Technology Services offered under 54151HEAL Health Information Technology Services and it should be presented in the same manner as the Contractor sells to its commercial and other ordering activity customers. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles (labor categories) for those individuals who will perform the service should be provided.

b. Pricing for all Health Information Technology Services shall be in accordance with the

Contractor's customary commercial practices; e.g., hourly rates, monthly rates, term rates, and/or fixed prices, minimum general experience and minimum education.

The following is an example of the manner in which the description of a commercial job title should be presented:

EXAMPLE: Commercial Job Title: Health IT Subject Matter Expert

Minimum Experience: Ten (10) years.

Functional Responsibilities: Significant information technology consulting and clinical information system strategy and implementation experience. Experienced in client engagements representing a wide array of activities, related to professional information technology projects, in a healthcare/clinical environment, including strategic planning related to information technology systems and/or software, governance, process design/ redesign, clinical content development, and communications and training strategies for information technology solutions.

Minimum Education: Medical Doctor or Doctor of Osteopathic Medicine.

LABOR CATEGORIES AND PRICING FOR 54151HEAL

See Figure 1 below for the labor categories for 54151HEAL.
Offsite Only

	Category Name	GSA Net Price
1	Web Content Developer/Editor - Middle	$76.57
2	Web App Developer - Middle	$143.07
3	Web App Developer - Senior	$166.25
4	Web Master - Middle	$109.82
5	Web Designer - Middle	$60.45
6	Web Designer - Senior	$99.75
7	Penetration Testing Team – Subject Matter Expert	$186.73
8	Security Operations Center (SOC) Analyst 1 - Junior	$104.60
9	SOC Manager - Senior	$138.67
10	Cybersecurity Consultant - Senior	$188.15
11	Information Assurance Policy Analyst - Senior	$206.09
12	Risk and Vulnerability Assessment - Subject Matter Expert	$176.65
13	Cybersecurity Project Lead, - Senior	$178.27

14	Certified Information Security Officer (CISO) - Subject Matter Expert	**$264.97**
15	Program Analyst, Junior	**61.85**
16	Program Analyst, Middle	**101.35**
17	Program Analyst, Senior	**153.87**
18	Program Manager, Senior	**183.95**
19	Program Analyst Expert	**170.70**
20	Project Manager, Junior	**80.59**
21	Project Manager, Middle	**119.41**
22	Project Manager, Senior	**170.59**
23	Technical Writer, Junior	**51.69**
24	Technical Writer, Middle	**80.42**
25	Clinical Informatician, Middle	**119.62**
26	Clinical Informatician, Senior	**187.36**
27	Terminology Analyst, Junior	**101.88**
28	Terminology Analyst, Middle	**144.86**

29	Terminology Analyst, Senior	**188.65**	**190.08**
30	Health Systems Specialist, Middle	**121.98**	**122.90**
31	Health Systems Specialist, Senior	**180.35**	**181.71**
32	Data Base Administrator, Senior	**163.46**	**164.70**
33	Data Quality Assurance Analyst, Junior	**61.67**	**62.14**
34	Data Quality Assurance Analyst, Medium	**75.97**	**76.54**
35	Data Quality Assurance Analyst, Senior	**102.86**	**103.64**
36	Clinical Subject Matter Expert, Middle	**118.72**	**119.62**
37	Clinical Subject Matter Expert, Senior	**217.25**	**218.89**
38	System Engineer III	**135.00**	**136.02**
39	Enterprise Governance Specialist	**175.00**	**176.32**
40	Enterprise Service Analyst	**150.00**	**151.02**
41	Healthcare Enterprise Project Facilitator	**135.00**	**136.02**
42	Enterprise Liaison Standards Specialist	**191.48**	**192.93**

Figure 1. Labor categories for 54151HEAL

See Figure 2 below for a list of the degree and work experience equivalencies.

	Degree	Experience Equivalence*	Other Equivalence
	Associate's	1-year relevant experience	Vocational or technical training in work-related field
	Bachelor's (B.A or B.S.)	Associate degree plus 2 years relevant experience, or 4 years relevant experience	Professional certification
	Master's	Bachelor's plus 2 years relevant experience, or Associate's + 4 years relevant experience	Professional license
	Doctorate	Master's plus 2 years relevant experience or Bachelor's plus 4 years relevant experience	
* Successful completion of each year of higher education that has not yet resulted in a degree may be counted 1-for-1 for a year of experience.			
** Two or more years of experience in a functional project area with a non-IT degree may be substituted for an IT degree. This may apply to all labor categories.			

Degree/Experience Equivalency
The labor category definitions in our Pricelist describe the functional responsibilities and education and experience requirements for each labor category. These requirements are a guide to the types of experience and educational background of typical personnel in each labor category.
Education and experience may be substituted for each other. Each year of relevant experience may be substituted for 1 year of education, and vice versa. In addition, certifications, professional licenses, and vocational technical training may be substituted for experience or education with the written approval of the ordering activity.
Further, both parties recognize that, on occasion, there may be a need to waive the requirements in order to use the best individual for the task. Therefore, waivers to the education/experience requirements may be granted by either the task order contracting officer or contracting officer technical representative. If such a waiver is included in our proposal, award of said proposal shall be deemed a grant of the waiver.

Figure 2. Related Work Experience and Educational Equivalents

LABOR CATEGORY DESCRIPTIONS FOR 54151HEAL

The labor categories are described below in Figure 3.

No.	GSA Labor Category Name	Functional Job Description	Educational Requirements/ Minimum Experience
1	Web Content Developer/Editor, Middle	Provide support for developing up to to date website content that will satisfy user requirements, research, decision making and benefits delivery. Provide support for developing technical Healthcare IT content, client content, clinical content, employee and patient support, external partner data, patient care protocols and procedures; newsletters and communications; recommending new and innovative web uses, business rule definition, as well as training and educating employees on the use and benefits of the web for patient care and coordination. Provide support in the location and pursuit of content and surveying internal and external customers to gather feedback for site improvement and enhancements. A working knowledge of several of the following are required: English grammar and spelling, the needs of related departments / agencies including the Program office, Communications, Business Owners, and Social Media. Experience required in graphic design, web related software (e.g. Adobe Dreamweaver), JavaScript libraries, MS Access, HTML, and other software widgets. They may work with Client social media / outreach teams to coordinate landing pages and lists of keywords for ads, (Google Ads), events (EventBrite), and / or	Bachelor's Degree, 6 to 8 years. Marketing, UI, Social Media, Journalism, Communications, English. 6 years of additional relevant experience may be substituted for education.

		healthcare public service campaign managers.	
2	Web App Developer, Middle	Provide support to develop healthcare related web applications including cloud based apps to be able to deliver services online. Provide support in developing the site concept, interface design, and architecture of the website. Provide support for the implementation of interfaces to applications. Working knowledge and experience coding in Java, Javascript, PHP or other languages is required. Knowledge of several of the following areas is desirable: Active Server Pages, Visual Basic, MS Access, HTML, DBMS's (e.g. Oracle, XML etc.) and knowledge of SQL in SQL server. Ability to write and execute unit and system test plans. Experience with clinical data, data standards, clinical terminologies, image optimization and loading speed improvement is required. Experience in Healthcare IT apps is required. Knowledge of interoperability of clinical data and HL7 standards including FHIR and CDA is highly desired.	Bachelor's Degree, 3 to 5 years. Computer science, Electronics Engineering, or other engineering or technical discipline. 6 years of additional relevant experience may be substituted for education.
3	Web App Developer, Senior	Possesses skills of the middle level App Developer. The senior Web App Developer would work closely with the web project team to develop the clinical healthcare IT applications, HTML pages and other code to run on the web pages. Leads and coordinates the efforts of the developers, the data standards experts and the clinicians to get the developers	Bachelor's Degree, 6 to 8 years. Computer science, Electronics Engineering, or other engineering or technical discipline. 8 years of additional relevant experience may be substituted for education.

		questions answers for each Agile sprint. Defines scope of sprints.	
4	Web Master, Middle	Technical lead for Web Development team, develop operational policies and procedures for maintaining uptime, security, and other requirements. Provides recommendations on hosting and database platforms (SaaS, PaaS, IaSS), load-balancing, SSL, Backup, IP Network Protocols, Routing, Firewalls, Maintaining Cache, VPN, Proxy and Secure web architecture. Experience with both physical and cloud-based servers and routing are required for this position.	Bachelor's Degree, 6 to 8 years. Computer science, Electronics Engineering, or other engineering or technical discipline. 6 years of additional relevant experience may be substituted for education.
5	Web Designer, Middle	Provide support in designing, creating, improving, maintaining health related page layouts (including patient and clinician communications, treatment, research) as well as developing strategies for SEO, user engagement and increasing visitor retention for website pages, knowledge of correct use of CSS and forms under the guidance of the Web Project Manager. Provide day-to-day site updates. Experience in web design and development using HTML, a GUI web development platform like WordPress or GoDaddy GoCentral is required. Must have good communication skills and the ability to work with all levels of management and technical personnel. Must possess a solid working knowledge of browsers, Dreamweaver, text editors, graphic	Bachelor's Degree, 3 to 5 years. Computer science, Electronics Engineering, Fine Arts, graphics design, technical discipline. . 6 years of additional relevant experience may be substituted for education.

		design software (e.g., Adobe PhotoShop and Illustrator). Experience with image optimization and loading speed improvement is required.	
6	Web Designer, Senior	Provide support in designing, creating, improving, maintaining health related page layouts (including patient and clinician communications, treatment, research) as well as developing strategies for increasing traffic, SEO, user engagement and visitor retention for website pages, designing CSS and forms using best practice. Provide day-to-day site design and creation. Experience in web design and development using HTML, a GUI web development platform like GoDaddy GoCentral is required. Provide on-the-job training for the development, maintenance, and updating of web pages. Must have good communication skills and the ability to work with all levels of management and technical personnel. Must possess a solid working knowledge of browsers, Dreamweaver, text editors, graphic design software (e.g., Adobe PhotoShop and Illustrator). Experience with image optimization and loading speed improvement is required. Experience with animation software is desirable.	Bachelor's Degree, 6 to 8 years. Computer science, Electronics Engineering, Fine Arts, graphics design, technical discipline. 6 years of additional relevant experience may be substituted for education.

| 7 | Penetration Testing Team, Subject Matter Expert | Responsible for formulating and enforcing work flow standards for penetration and vulnerability testing team, assigning contractor schedules to reduce impact on patient treatment, research or clinical trials, reviewing work and or compliance discrepancies around PII, PHI, HIPAA and NIST standards, supervising contractor and subcontractor personnel, and communicating policies, purposes, and goals of the organization to subordinates. Working with client management to explain identified vulnerabilities and remediation options for continual maturation of organizational defenses. May perform enterprise-wide horizontal integration planning and interfaces with other functional systems. Responsible for overall contract performance, right sizing the contract risk mitigation and implementation to match the organization's Accountable Care Organization (ACO) and HITRUST compliance. | Master's Degree, 9 to 20 years. 8 total years of experience with at least 4 years of related experience in information technology and/or information security. Certifications (at least one cert preferred) Certified Ethical Hacker (CEH) or equivalent certification Certified Penetration Tester (CPT) or equivalent certification Offensive Security Certified Expert (OSCE) or equivalent certification Offensive Security Exploitation Expert (OSEE) or equivalent certification. Offensive Security Web Expert (OSWE) or equivalent certification GIAC Exploit Researcher and Advanced Penetration Tester (GXPN) or equivalent certification eLearnSecurity Web ApplicationPenetration Tester extreme (eWPTX) or equivalent certification. 6 years of additional relevant experience may be substituted for education. |
| 8 | Security Operations Center (SOC) Analyst 1, Junior | Maintains records of security monitoring and incident response activities, utilizing case management and ticketing technologies. Monitors and analyzes security Information and Event Management (SIEM) to identify security issues for remediation. Knowledge of creating Security Information Event Management (SIEM) tool rules. Recognizes potential, successful, and unsuccessful intrusion attempts and compromises thorough reviews and analyses of relevant event detail and summary information. Communicates alerts to agencies regarding intrusions and compromises to their network infrastructure, applications and operating systems. Assists with | Associate degree, with 2 to 3 years' experience. 4 years of related experience in information technology and/or information security preferred. Certifications (at least one cert preferred): CompTIA Security+, SANs GSEC, GCIH, GCIA. Carnegie Mellon SEI Certified Incident Handler. Security. EC Council Cl EH, Microsoft MCSE |

		implementation of counter-measures or mitigating controls. Supports efforts to consolidate and conduct comprehensive analysis of threat data obtained from classified, proprietary, and open source resources to provide indication and warnings of impending attacks against unclassified and classified networks. Supports Team Lead on developing recommendations for changes to Standard Operating Procedures and other similar documentation.	
9	SOC Manager, Senior	Maintains records of security monitoring and incident response activities, utilizing case management and ticketing technologies. Monitors and analyzes Security Information and Event Management (SIEM) to identify security issues for remediation. Knowledge of creating Security Information Event Management (SIEM) tool rules. Recognizes potential, successful, and unsuccessful intrusion attempts and compromises thorough reviews and analyses of relevant event detail and summary information. Communicates alerts to agencies regarding intrusions and compromises to their network infrastructure, applications and operating systems. implements countermeasures or mitigating controls. Consolidates and conducts comprehensive analysis of threat data obtained from classified, proprietary, and open source resources to provide indication and warnings of impending attacks against unclassified and classified networks. Recommend changes to Standard Operating Procedures and other similar documentation. Generates end-of-shift reports for	Master's degree, with 8 yeas of experience. Eight (8) year's direct experience with a total of 8 years of related experience in information technology and/or information security preferred Certifications (at least one cert preferred) CompTIA Security+, SANs GSEC, GCIH, GCIA. Carnegie Mellon SEI Certified Incident Handler. Security. EC Council CIEH, Microsoft MCSE. 6 years of additional relevant experience may be substituted for education

		documentation and knowledge transfer to subsequent analysts on duty. Prepares reports and monitors performance of subordinates.	
10	Cybersecurity Consultant, Senior	Protect from outside cyber threats as well as any malware that could send PII, PHI or HIPPA data from the internal network to a hacker's server. Malware analyst responsibilities that revolve around software threats sometimes participating as a part of a network security team to bring overall support for enterprise networks, RTLS, and data exchange telemedicine. Responsibilities include: document malware threats and identify procedures to avoid them, analyze programs and software using analysis programs to identify threats and classify malware based on severity of threats and commonalities, keep up-to-date on the latest malware threats. Keep operating systems and other antimalware software updated to defend against them and write alerts to let security personnel know about the latest threats. Also help create documentation for corporate privacy and security policies. May support training personnel and other team members on best security practices for HIPPA data including the use of mobile devices.	Master's degree, with 8 years' experience. Six (6) years of related experience, Certification (desired) in one or more of the following: CompTIA Network+, CPT: Certified Penetration Tester, CEPT: Certified Expert Penetration Tester, CREA: Certified Reverse Engineering Analyst, CEH: Certified Ethical Hacker, CWAPT: Certified Web Application Penetration Tester. 6 years of additional relevant experience may be substituted for education

11	Information Assurance Policy Analyst, Senior	Drive consensus across cross-functional program office, business and clinical partners to determine new policy feasibility and impact, balancing business needs, culture, and required protections Design pragmatic and consistent Information Security policies based on PII, PHI or HIPPA data available to determine negative impact and technical enforcement feasibility. Continuously assess existing policies for relevancy and accuracy. Maintain and implement a policy management lifecycle processes that scales to the Federal enterprise environment. Responsible for Information Security Policy analysis and Enforcement for HIPPA and NIST standard 800-171 (DFARS), FedRAMP for patient care and protection, NIST 800.53r4 parent framework for ACA mandated health information exchanges, healthcare related data, HITECH Act, HITRUST Act, CSF, and FISMA data compliance. Formal HIPPA data security and privacy training is required. Evaluate and prioritize policies that require preventative, detective, and awareness-only enforcement. Develop scalable ways to work with a Healthcare IT cross-functional team to proactively enforce high priority policies while reactively responding to violations of lower priority policies. Drive efforts to automate and scale through tooling to detect and prevent or respond when individuals are about to violate key policies Work with internal and external partners to identify and manage risks associated with policy violations and exceptions. Information Security Awareness and Education. If applicable, review cyber data breech insurance of organization to verify appropriate coverage for current threat levels. Develop and implement real-time delivery of PII, PHI, and HIPPA	Bachelor's Degree. 6 - 8 years of experience. Degree in related field: cyber security, IT, Info Systems, Engineering. 4 years of additional relevant experience may be substituted for education

		data policies and their associated processes in line with organization's current workflow. Design, build, and review relevant training content to increase awareness of Information Security policies, programs, and practices Conduct planned and ad-hoc training across the portfolio of Information Security policies"	
12	Risk and Vulnerability Assessment – Subject Matter Expert	Provides immediate onsite services to the customer in the event of the identification of a compromise or a credible alert from an intrusion detection system. Performs live response data collection and analysis on hosts of interest in an investigation. Correlates and analyze relevant events from host and network device log files. Performs incident response and malware analysis to investigate incidents and potential indicators of compromise. Determines the extent of the compromise, attributes of any malware and possible data exfiltrated. Researches and incorporates relevant threat intelligence during the investigation and in written and verbal reports. Develops, documents and manages containment strategy. Maintains current knowledge of tools and best-practices in advanced persistent threats; tools, techniques, and procedures of attackers; and forensics and incident response.	Master's degree. Six (6) year's direct subject matter experience and a total of 8 years of technical experience installing, maintaining, and managing Local Area Networks (LANs) or Wide Area Networks (WAN). Certifications (at least one cert preferred): GIAC CertifiedIncident Handler (GCIH), GIAC Certified Forensic Analyst (GCFA) GIAC Reverse Engineering Malware (GREM), EnCE or similar. 8 years of additional relevant experience may be substituted for education

13	Cybersecurity Project Lead, Senior	Responsible for formulating and enforcing work standards, assigning contractor schedules, reviewing work discrepancies, supervising contractor and subcontractor personnel, and communicating policies, purposes, and goals of the organization to subordinates. May perform enterprise-wide horizontal integration planning and interfaces with other functional systems. Responsible for overall contract performance.	Master's degree. 6 to 8 years' experience. 10 years of experience with 8 years of information systems management experience. Certifications (must have at least 1of the following as appropriate), PMP, TIL, Network or OS technology: MCSE; CCNA; etc.Information Security: GCIA; GCIH; CEH; CISSP; CISM; SSCP.
14	Certified Information Security Officer (CISO), Subject Matter Expert	12 years of experience supporting the resolution of extremely complex systems engineering, computer science, or other related issues or provides in-depth domain expertise.	Master's degree. 5 to 9 years' experience. 12 years of experience supporting the resolution of extremely complex systems engineering, computer science, or other related issues or provides in-depth domain expertise. 4 years of additional relevant experience may be substituted for education.
15	Program Analyst, Junior	A Junior Program Analyst must have knowledge of interoperability to be able to gather appropriate data for healthcare IT solutions that will be used to plan, analyze, and evaluate the effectiveness of operating programs. The Junior Analyst must be able Ability to analyze a variety of healthcare data, including provider data, healthcare quality metrics, etc.	Bachelor's Degree. 1-2 years. Business Discipline, Clinical Informatics or clinical degrees (Nursing, etc),

16	Program Analyst, Middle	A Middle Program Analyst must have knowledge of interoperability to be able to gather the appropriate data for healthcare IT solutions that will be used to plan, analyze, and evaluate the effectiveness of operating programs. The Middle Analyst must be able to analyze a variety of healthcare data, including provider data, healthcare quality metrics, etc.	Bachelor's Degree. 3-5 years. Business Discipline, Clinical Informatics or clinical degrees (Nursing, etc),

17	Program Manager Senior	A Senior Program Manager must have experience with diverse Information Technology projects (both large and small). He/She must be well-versed in full system development life cycle, enterprise wide network healthcare IT clinical, engineering, strategic information planning, business process reengineering, and structure and management practices. The manager must be able to identify and mitigate risks to the program and manage cost, schedule, and performance. The Program Manager must be responsible for major functional contract(s). He/She must demonstrate the ability in management of large firm fixed priced projects and extensive interaction with external customers. Additionally, he/she must demonstrate the ability to manage functional segments of large-scale healthcare IT operations, encompassing a staff including, Clinicians, Terminologists, Project Managers and senior technical personnel.	Master's Degree. 15 plus years. Clinical Informatics, or Clinical related, Engineering, Computer Science, Systems, Business or related scientific/technical Discipline.
18	Program Analyst, Expert	An Expert Program Analyst must have the skill set of a Senior Program Analyst, and also must be able to create new methods of gathering and analyzing healthcare IT source data to evaluate program effectiveness and analyze heathcare IT processes.	Master's Degree. 10 plus years. Business Discipline, Clinical Informatics or Clinical related degrees (Nursing, Medical), etc.
19	Project Manager, Junior	A Junior Project Manager must have experience managing Healthcare Information Technology related projects. He/She must be well-versed in life cycle and project management methodologies. The Junior Project Manager must have experience in tracking costs, schedule, and performance progress. Additionally, he/she must be able to identify and mitigate risks and create a structure and organization for the management	Bachelor's Degree. 1-2 years. Clinical Informatics, or Clinical related, Engineering, Computer Science, Systems, Business or related scientific/technical Discipline.

		of a low-level complex environment and standardizations with emphasis on quantity, productivity, and consistency. He/She must be able to direct corrective actions in any area where performance falls below objectives. The Junior Project Manager must be able to support the Senior Project Manager arrange assignment of responsibilities to other supporting other healthcare I T users and medical providers, business areas, and support functions. Lastly, he/she must be able to monitor their performances.	
20	Project Manager, Middle	A Middle Project Manager must have experience managing Healthcare Information Technology related projects. He/She must be well-versed in life cycle and project management methodologies. The Middle Project Manager must have experience in tracking healthcare IT costs, schedules, and performance progress. Additionally, he/she must be able to identify and mitigate risks and create a structure and organization for the management of a medium level complex environment and standardizations with emphasis on quantity, productivity, and consistency. He/She must be able to direct corrective actions in any area where healthcare IT provider/user performance falls below objectives. The Middle Project Manager must be able to support the Senior Project Manager arrange assignment of responsibilities to other supporting healthcare provider/user facilities, business areas, and support functions. Lastly, he/she must be able to monitor their performances.	Bachelor's Degree. 3-5 years. Clinical Informatics, or Clinical related, Engineering, Computer Science, Systems, Business or related scientific/technical discipline.

21	Project Manager, Senior	A Senior Project Manager must have experience managing Healthcare Information Technology related projects. He/She must be well-versed in healthcare IT life cycle project management methodologies, and clinical content creation. The Senior Project Manager must have experience in tracking costs, schedule, and performance progress. Additionally, he/she must be able to identify and mitigate risks and create a structure and organization for the management of high-level complex healthcare IT provider/user environments and standardizations with emphasis on quantity, productivity, and consistency. He/She must be able to direct corrective actions in any area of provider/user performance which falls below objectives. The Senior Project Manager must be able to arrange assignment of responsibilities to other supporting provider/user facilities, business areas, and support functions. Lastly, he/she must be able to monitor their performances.	Bachelor's Degree. 6 – 10 years. Clinical Informatics, or Clinical related, Engineering, Computer Science, Systems, Business or related scientific/technical discipline,
22	Technical Writer, Junior	A Junior Technical Writer must support the Middle Technical Writer. He/She must have experience understanding Healthcare IT, EHR systems, technical data and information. The Junior Technical Writer must be able to use a variety of word processing, spreadsheet, graphics, and scheduling tools and have experience in gathering and converting data into a written narrative.	Bachelor's Degree. 1 year. Computer science, Electronics Engineering or other engineering or technical discipline is required.
23	Technical Writer, Middle	A Middle Technical Writer must support the Senior Technical Writer and have experience in explaining Healthcare IT, EHR and highly technical data and information in simplistic grade-school language for end-users of complex Healthcare Information Technology systems and projects. He/She must be able to use a variety of word processing,	Bachelor's Degree. 2 – 3 years. Computer science, Electronics Engineering or other engineering or technical discipline is required.

		spreadsheet, graphics, and scheduling tools and have experience in gathering and converting data into a written narrative.	
24	Clinical Informatician, Middle	"A Middle Clinical Informatician must support the Senior Clinical Informatician by providing his/her knowledge of patient-care with understanding of clinical healthcare informatics concepts, methods, and tools to assess information and knowledge needs of healthcare professionals and patients. He/She must also be familiar with characterizing, evaluating, and refining clinical processes. Additionally, the Middle Clinical Informatician must be able to support developing, implementing, and refining Clinical Decision Support systems. He/She must also participate in the areas of Clinical Informatics, Governance, Stakeholder Outreach, Clinical Bioinformatics, and Translational Informatics through activities including, Clinical Terminology, Knowledge Representation, Clinical Decision Support, Knowledge Management, Health Information Technology Standards, Informatics Architecture, informatics education, clinical research, and informatics policy and practice development. The Middle Clinical Informatician must have skills, abilities, and achievements in: 1. Documenting applied and theoretical informatics 2. Formal Clinical Informatics training at the Master's level	Master's Degree. 3-5 years Medicine, Nursing, or an equivalent degree.

| 25 | Clinical Informatician, Senior | "A Senior Clinical Informatician must have all the requirements of a Middle Clinical Informatician. He/she must use his/her knowledge of patient-care with an understanding of clinical healthcare informatics concepts, methods, and tools to assess information and knowledge needs of healthcare professionals and patients. He/She must have experience in characterizing, evaluating, and refining clinical processes. Additionally, the Senior Clinical Informatician must develop, implement, and refine Clinical Decision Support systems and lead or participate in the procurement, customization, implementation, management, evaluation, and continuous improvement of Clinical Information systems. He/She must participate in the areas of Clinical Informatics, Governance, Stakeholder Outreach, Clinical Bioinformatics, and Translational Informatics through activities including, Clinical Terminology, Knowledge Representation, Clinical Decision Support, Knowledge Management, Health Information Technology Standards, Informatics Architecture, informatics education, clinical research, and informatics policy and practice development. The Senior Clinical Informatician must have skills, abilities, and achievements in: 1. Documenting applied and theoretical informatics 2. Formal Clinical Informatics training at the Post-Doctoral level " | Doctorate. 6 – 8 years. Medicine, Nursing, or an equivalent degree |
| 26 | Terminology Analyst, Junior | A Junior Terminology Analyst must support the Middle Terminology Analyst. He/She must participate in the development of specifications and support the reviewing and verification of national health information activities to recommend, define, and prioritize appropriate clinical terminologies for implementation in | Bachelor's Degree. 1 – 2 years. Medicine, Nursing, Pharmacy, Physical Therapy or an equivalent in healthcare related discipline |

		clinical information systems. He/She must also support the development of reusable, high quality clinical data, and interoperable health exchange with partners. The Junior Terminology Analyst must support in the evaluation on the impact, feasibility, practicality, and effectiveness of existing and/or proposed clinical standards, candidate terminologies, regulations, programs, and policies. In addition, he/she must support various projects and programs within Health Informatics, the Office of Informatics and Analytics, the Veterans Health Administration, the Department of Veterans Affairs, and with external partners. He/She must support the leadership and innovation in recommending, defining, and prioritizing the appropriate clinical terminologies in clinical information systems, as it relates to activities such as, assessing, planning, organizing, implementing, and evaluating clinical terminologies. The Junior Terminology Analyst must also support in providing clinical terminology expertise to ensure accurate analysis, document, and fulfill program needs. Additionally, he/she must support clinical terminology consultant, curator, and creator to support program, department, and related national priority initiatives. Lastly, he/she must explore potential training opportunities that will enhance skills.	
26	Terminology Analyst, Middle	A Middle Terminology Analyst must work with the Junior Terminology Analyst to support the Senior Terminologist Analyst. He/She must also provide authoritative guidance for terminology development and implementations efforts. He/She must participate in the development of specifications and provide review and verification of national health information activities to recommend, define, and prioritize appropriate	Master's Degree. 3 – 5 years Medicine, Nursing, Pharmacy, Physical Therapy or an equivalent in healthcare related discipline.

		clinical terminologies for implementation in clinical information systems. He/She must also support the development of reusable, high quality clinical data, and interoperable health exchange with partners. The Middle Terminology Analyst must evaluate the impact, feasibility, practicality, and effectiveness of existing and/or proposed clinical standards, candidate terminologies, regulations, programs, and policies. In addition, he/she must support various projects and programs within Health Informatics, the Office of Informatics and Analytics, the Veterans Health Administration, the Department of Veterans Affairs, and with external partners. He/She must provide leadership and innovation in recommending, defining, and prioritizing the appropriate clinical terminologies in clinical information systems, as it relates to activities such as, assessing, planning, organizing, implementing, and evaluating clinical terminologies. He/She must also have relations to other project undertakings such as, information models, information systems, clinical processes, and emerging technologies that supports patient-care at the program and/or enterprise level. The Middle Terminology Analyst must provide clinical terminology expertise to ensure accurate analysis, document, and fulfill program needs. Additionally, he/she must serve as a clinical terminology consultant, curator, and creator to support program, department, and related national priority initiatives. He/She must maintain current knowledge of policy, guidance, and other regulatory agency requirements that govern Health Standards Terminology activities. Lastly, he/she must explore potential training opportunities that will enhance skills.	

28	Terminology Analyst, Senior	The Senior Terminologist must be knowledgeable in standards and health information architecture. He/She must be able to analyze and evaluate work associated with program activities and development. The Senior Terminologist Analyst must conduct, analyze, evaluate, and advise on project/healthcare related areas including, terminology standards, health information architecture, clinical workflow, clinical efficiencies, business requirements identification and impact, care quality, and patient safety. He/She must be responsible for developing, implementing, and managing projects that examine both business processes and technical issues. The Senior Terminology Analyst must accomplish work through a range of project duties, such as, developing project plans and procedures, coordinating numerous interagency work groups, and integrating project teams. He/She must presents management briefings, reports, and plans to Senior Executives from a variety of stakeholder groups including both government and private entities within and outside the healthcare industry. He/She must conduct analyses and evaluations on a quantitative/qualitative basis and the effectiveness of health standards, information architecture programs, and operations. The Senior Terminology Analyst must provide technical expertise to persuasively articulate stakeholder position on controversial issues in a variety of forums. He/She must serve as a primary technical authority with respect to regulatory impact on sensitive or rapidly evolving programs. The Senior Terminology Analyst must identify key policy issues and priorities, design analyses, evaluate alternative strategies, and	Master's Degree. 8-14 years. Medicine, Nursing, Pharmacy, Physical Therapy or an equivalent in healthcare related discipline

		make definitive recommendations to senior leadership. Lastly, he/she must analyze the economic impact, feasibility, practicality, and effectiveness of existing and/or proposed federal standards, regulations, programs, and policies.	
29	Health Systems Specialist, Middle	A Middle Health Systems Specialist must work closely with the Senior Health Systems Specialist. Specifically, he/she must help the Senior Health Systems Specialist to manage health terminology standards programs and processes throughout the development life cycle to support setting program direction, standards, and measurements for evaluation of program implementation. The Middle Health Systems Specialists must support in preparing reports, progress updates, and presentations for federal briefing to key senior executives on all aspects of assigned programs. He/She must support in conducting project reviews, document reviews, and technical evaluations, and must be involved with stakeholder outreach and communication, and governance activities. Additionally, the specialist must support in ensuring all project documentation requirements and procedures are compliant. He/She must also support development and implementation of product release plans.	Master's Degree. 3 -5 years. Clinical Informatics, Health Systems, Healthcare, Business or other related scientific discipline.
30	Health Systems Specialist, Senior	A Senior Health Systems Specialist must work closely with the senior leadership on initiatives of national importance, which impacts both public and private healthcare organizations and operations. He/She must work closely with clinical leads (e.g. physician and/or nurse) to coordinate and oversee activities of health terminology standards development organizations. The Senior Health Systems Specialist must manage health terminology standards programs and processes throughout the development life cycle	Master's Degree. 8 – 10 years. Clinical Informatics, Health Systems, Healthcare, Business or other related scientific discipline.

		to support setting program direction, standards, and measurements for evaluation of program implementation. He/She must present the views and positions of stakeholder to healthcare standards organizations. The Senior Health Systems Specialists must prepare/finalize reports, progress updates, and presentations for federal briefing to key senior executives on all aspects of assigned programs. He/She must conduct project reviews, document reviews, and technical evaluations, and will be involved with stakeholder outreach and communication, and governance activities. Additionally, the specialist must ensure all project documentation requirements and procedures are compliant. He/She must support development and implementation of product release plans. Lastly, he/she must coordinate schedules and timelines, change control procedures, resource estimation and management, and project maintenance procedures.	
31	Data Base Administrator, Senior	A Senior Database Administrator must have the ability to create, implement, and manage expansive database administration programs. He/She must have experience in reviewing database performance trends and identifying opportunities for improvement.	Bachelor's Degree. 6 – 8 years. Computer science, Electronics Engineering, or other engineering or technical discipline
32	Data Quality Assurance Analyst, Junior	A Healthcare Junior Data Quality Assurance Analyst must support the Middle Data Quality Assurance Analyst. He/She must support managing defect reports and improving defect prevention and product development efficiency. Also, the Junior Data Quality Assurance Analyst must support in identifying and researching account concerns and problem areas.	Bachelor's Degree, 1-2 years. Computer science, Electronics Engineering, or other engineering or technical discipline

33	Data Quality Assurance Analyst, Middle	A Healthcare Middle Data Quality Assurance Analyst must support the Senior Data Quality Assurance Analyst on identifying, proposing, and implementing Quality Assurance (QA) and Test planning, quality metrics, and process improvements. He/She must also support managing defect reports and improving defect prevention and product development efficiency. The Middle Data Quality Assurance Analyst must be familiar with terminology issues in low, medium, and high complexity cases of terminology matching. Lastly, he/she must support in overseeing the implementation of procedural and system solutions to improve quality of performance.	Bachelor's Degree. 3-5 years. Computer science, Electronics Engineering, or other engineering or technical discipline
34	Data Quality Assurance Analyst, Senior	A Healthcare Senior Data Quality Assurance Analyst must identify, propose, and implement Quality Assurance (QA) and Test planning, quality metrics, and process improvements. He/She must manage defect reports and improve defect prevention and product development efficiency. The Senior Data Quality Assurance Analyst must have a strong understanding on terminology issues in low, medium, and high complexity cases of terminology matching. He/She must be able to advise Project Managers in preparing an action plan following each quality review. Also, he/she must identify and research account concerns and problem areas. Lastly, he/she must oversee implementation of procedural and system solutions to improve quality of performance.	Bachelor's Degree. 6 -8 years Computer science, Electronics Engineering, or other engineering or technical discipline.

| 35 | Clinical Subject Matter Expert, Middle | "A Middle Clinical Subject Matter Expert (SME) must use his/her knowledge of patient-care combined with an understanding of specific clinical domains, in order to support the Senior SME to characterize, evaluate, and refine clinical processes. The Middle Clinical SME must be able support in the development, implementation, and refinement of Clinical Decision Support systems and participate in the implementation, evaluation, and continuous improvement of Clinical Information systems. He/She must also participate in the areas of terminology matching and validation, clinical domain analysis, terminology consultation, and SDO engagement. Lastly, the Middle Clinical SME must support activities including, Clinical Terminology, Knowledge Representation, Clinical Decision Support, Knowledge Management, Health Information Technology Standards, Informatics Architecture, and clinical education and research. " | Master's Degree. 3-5 years. Medicine, Nursing, Pharmacy, Physical Therapy or an equivalent in healthcare related discipline. |
| 35 | Clinical Subject Matter Expert, Senior | "A Senior Clinical Subject Matter Expert (SME) must use his/her knowledge of patient-care combined with an understanding of specific clinical domains, in order to characterize, evaluate, and refine clinical processes. The Senior Clinical SME must be able to develop, implement, and refine Clinical Decision Support systems and participate in the implementation, evaluation, and continuous improvement of Clinical Information systems. He/She must also participate in the areas of terminology matching and validation, clinical domain analysis, terminology consultation, and SDO engagement. Lastly, the Senior Clinical SME must provide support in activities including, Clinical Terminology, Knowledge Representation, Clinical Decision | Master's Degree. 6-10 years. Medicine, Nursing, Pharmacy, Physical Therapy or an equivalent in healthcare related discipline |

		Support, Knowledge Management, Health Information Technology Standards, Informatics Architecture, and clinical education and research.	
37	Systems Engineer III	Designs, analyzes and implements software systems for specific platforms. Uses relevant reference vocabulary and terminology tables to validate data and allow for data exchange and semantic interoperability. .	Master's Degree. 8 years. IT or relevant field or equivalent interfacing with clients, performing process analysis and business analysis.
38	Enterprise Governance Specialist	Analyses organizational maturity of the common IT healthcare services of an enterprise. Reviews all healthcare IT processes for common services including contract design, IT service policies, service versioning, service registries, and service logic.	Master's Degree. 12 years. Healthcare IT, business or other relevant field or equivalent with 12 years' experience in IT or process analysis. Highly organized with ability to reach out to community
39	Enterprise Service Analyst	Leads service inventory analysis. Designs identified service candidates by defining the common service contract, service access definitions, schema definitions, etc. Works with Architectural Service Analyst to design services, comply with standards, reference, or terminology requirements.	Bachelor's Degree 8 + years' experience in analysis and IT development. IT or related Healthcare IT or client area or equivalent
40	Healthcare Enterprise Project Facilitator	Interfaces with Healthcare IT management development team to identify work delay causes and works to provide all needed healthcare resources for project completion.	Bachelor's Degree. 8+ years IT experience. Adept at interfacing with both IT management and technical development teams. Healthcare IT, business or relevant field or equivalent.

| 41 | Enterprise Liaison and Standards Specialist | Liaises with multiple stakeholders in and outside an enterprise to gather requirements for interoperability and other common service functions. Develops IT interoperability and other solutions for interactions between offices or external partners including models. | Bachelor's Degree 10+ years IT experience. IT, Healthcare IT, Business or relevant field or equivalent |

Figure 3. Labor Category Descriptions 54151HEAL