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NUANCE PROFESSIONAL SERVICES

Nuance Healthcare Services Project Delivery Methodology

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1 INTRODUCTION

This document describes the project management methodology that will be followed by Nuance's Healthcare Services team to ensure a successful customer project delivery. This methodology incorporates industry best practices which have been refined and field tested on over 1,000 successful deployments.

2 ROLES AND RESPONSIBILITIES

An important aspect of any project management methodology is a clear definition of the roles and responsibilities of everyone involved in the project.

2.1 Project Management

Nuance will provide the following management-related functions where associated with the Deliverables listed in Section 3:

- (a) Development and maintenance of a Project Plan to encompass all key activities, Deliverables, and milestones for the project, ("Project Plan").
- (b) Management and coordination of all aspects of the discovery, design, implementation, and deployment phases for the Project in accordance with the Project Plan.
- (c) Coordination of all Nuance Professional Services and Training Services with the Customer project manager.
- (d) Management of project risks, issues, and changes in coordination with the Customer project manager.
- (e) Facilitation of regularly scheduled conference calls with the Customer project manager.
- (f) Communication of project status regarding milestones specified below.
- (g) Management of the consultation to Customer regarding testing, deployment, and use of the Product in the Customer environment.
- (h) Managing the formal closure of the project in coordination with the Customer project manager on completion of all Deliverables, Professional Services, and Training Services.

Customer will provide a single point of contact for all project management related activities. These activities include, but are not limited to, the following:

- (a) Prompt reply and any other requisite actions in response to all notices provided by Nuance, including notices regarding project status against milestones transmitted to Customer via e-mail, as well as communicate these updates to Customer stakeholders. This includes, if applicable, issuing a Corrections Request during the Review Period.
- (b) Provide timely access to necessary Customer resources and personnel (including third parties contracted by Customer) required to execute the services in accordance with the Project Plan.
- (c) Manage all site activities relating to installation, testing, and deployment of the Project. These activities may include the acquisition, installation, and testing of all telephony equipment (PBXs, trunks, etc.) and data communications equipment (back-end servers, Ethernet connections, etc.), according to the configuration requirements as detailed in the Order.
- (d) Communicate and approve any scope of work changes to the Project's Customer stakeholders and Nuance.

2.2 Discovery and Design Phase

Nuance will be responsible for the following during this phase of the Project:

- (a) Review the Order and technical requirements with Customer, and summarize overall system requirements.
- (b) When applicable, develop interface specifications representing the initial design for an interface between the Product and the Customer's information systems (RIS, HIS, EMR, Chart Tracking/Deficiency). The interface specification will be drafted by Nuance for review and approval (not to be unreasonably conditioned or withheld) by Customer, and may be thereafter modified by Nuance in a manner that does not conflict with the interface specification.
- (c) Conduct a Project Planning meeting with Customer and identify Project objectives, scope, and critical paths.
- (d) Develop the Project Plan, confirming schedules and dependencies for implementing, testing, and deploying the Project.

Customer will be responsible for the following during this phase of the Project:

- (a) Identify and provide timely access to all stakeholders with material input to the overall requirements for the Project.
- (b) Attend the Project Planning meeting and identify the overall requirements for the Project.
- (c) When applicable, review and approve the interface specification and complete the integration verification document.
- (d) Provide comprehensive and timely review and approval of the Deliverables including but not limited to the interface specification, integration verification document, and

technical discovery document prior to commencement of the implementation phase of the Project.

2.3 Implementation Phase

Nuance will be responsible for the following during this phase of the Project:

- (a) Provide status reports.
- (b) Install Product in Customer's environment at times designated in the Project Plan.
- (c) When applicable, develop the Product interface or integration followed by installation and testing in Customer's environment at times designated in the Project Plan.
- (d) Manage and use reasonable efforts to obtain approval of any scope of work change to the Project.
- (e) Schedule Customer offsite training as defined in the Order.

Customer will be responsible for the following during this phase of the Project:

- (a) Identify and provide timely access to all stakeholders with material input to the Project Plan.
- (b) Provide comprehensive and timely review and approval of the Project Plan documents prior to commencement of the deployment phase.
- (c) Prepare the Customer site including all requirements identified below. During this period of time, the Customer's environment is prepped for the installation of the Nuance Product and Customer works in conjunction with a Nuance field service engineer. Customer is responsible to:
 - o Ensure adequate environment (including but not limited to room temperature, seismic bracing and secure environment).
 - o Determine storage for equipment upon arrival and deliver all required equipment to the staging area to be unboxed and inventoried with the Nuance field service engineer.
 - o Provide all power required including power for UPS and peripherals.
 - o Provide static IP addresses for all servers.
 - o Install all required telephone lines to support any of the following: Telephony Server, Fax Server, SOS, Remote Access, analog voice ports.
 - o When applicable, install rack(s) with adequate space for all hardware, install backup software and UPS.
 - o If not purchasing hardware from Nuance, install and configure all servers, workstations, switches, KVM, etc., per the minimum or preferred specifications.
 - o If purchasing hardware from Nuance, connect all cables including network switch with patch cables to servers and keyboard, video, mouse (KVM), etc.
 - o Verify that all requirements are complete prior to physical installation.
- (d) Assist in physically racking the servers, ensuring network connectivity and installing client software (including remote locations) as needed.

- (e) Participate in an overview on troubleshooting system problems.
- (f) When applicable, arrange for PACS vendor to be onsite for the physical installation of workstations.
- (g) When applicable, test interface or desktop integration according to the test plan.
- (h) Provide access to the Customer's backend systems from designated Nuance offices (including associated telephony charges), for installation, configuration and testing purposes, including access to any data required for implementation and testing of the Product.
- (i) Attend offsite training as defined in the Order.
- (j) Once administrative training is complete, configure Product to meet Customer workflow requirements.

2.4 Deployment Phase

Nuance will be responsible for the following during this phase of the Project:

- (a) Coordinate deployment initiatives with Customer as identified in the Project Plan.
- (b) Deliver training as specified in the Order and following the approved training agenda and training schedule agreed upon in the Project Plan.
- (c) Oversee a controlled deployment of the Project throughout the deployment phase and according to schedules defined in the Project Plan.

Customer will be responsible for the following during this phase of the Project:

- (a) Coordinate and assure designated personnel availability for training as defined in the Project Plan.
- (b) Prepare training environment as defined in the Project Plan.

2.5 Transition Phase

Nuance will be responsible for the following during this phase of the Project:

- (a) Continue to conduct regular status meetings and resolve issues through the Review Period.
- (b) Develop a maintenance hand-off document, confirming pertinent system configuration numbers and other information useful for moving Customer to Maintenance Services.

Customer will be responsible for the following during this phase of the Project:

- (a) Attend regular status meetings and work with Nuance to transition to Maintenance Services.
- (b) Receipt of maintenance hand-off documentation and movement to Maintenance Services.

2.6 Aftercare Services

This section only applies to an EXSpeech New Installation or EXSpeech 5.2 Upgrade.

“Aftercare Services” are defined as consulting services provided by Nuance to ensure the EXSpeech implementation is optimized for the Customer’s current environment. These services are provided by an Aftercare Consultant who will be engaged prior to go-live, and for a period up to 90 days post-go-live. Following this 90-day period, Customer’s transcription department leader will be equipped to continue the EXSpeech ramp by applying the tools, techniques and knowledge gained from working with the Aftercare Consultant.

Aftercare Services are applicable for EXSpeech New Installation or EXSpeech 5.2 Upgrade only.

Nuance will be responsible for the following:

- (a) Develop/review the EXSpeech discovery.
- (b) Develop the EXSpeech volume analysis.
- (c) Configure EXSpeech providers for collection and analysis of collection progress.
- (d) Facilitate regular conference calls with the Customer transcription team.
- (e) Communicate speech collection status regarding Deliverables specified below.
- (f) Communicate dictation volume and transcription output as it impacts transcription productivity gains with EXSpeech editing.
- (g) Deliver additional medical transcriber training and/or medical transcriber follow-up as specified in the Order and following the approved training agenda and training schedule.

Customer will be responsible for the following:

- (a) Provide dictation and transcription volume as requested by the Aftercare Consultant.
- (b) Attend regular status meetings and work with the Aftercare Consultant to ramp speech volume.
- (c) Coordinate and assure designated personnel availability for training as defined in the Aftercare training plan.
- (d) Prepare training environment as defined in the Aftercare training plan.
- (e) Maintain EXSpeech system to ramp additional speech volume and improve accuracy.

3 DELIVERABLES

The following sub-sections describe Deliverables to be provided by Nuance to Customer. Items identified by the 📄 symbol indicate the document is for informational purposes and items identified by the ✍ symbol indicate the document requires formal approval in the form of e-mail notification or Customer signoff, as set forth in each document.

3.1 Discovery and Design Phase Deliverables

- (a) Implementation overview 📄
- (b) Interface specification, when applicable ✍
- (c) Project Plan ✍

3.2 Implementation Phase Deliverables

- (a) Status Reports 📄

3.3 Deployment Phase Deliverables

- (a) Training materials and documentation regarding use of Product 📄

3.4 Transition Phase Deliverables

- (a) Maintenance hand-off document 📄

3.5 Aftercare Deliverables by Phase

This section only applies if Aftercare Services have been purchased by Customer.

(a) Discovery and Design Phase Deliverables

- i. EXSpeech volume analysis 📄
- ii. EXSpeech data analysis (new installation only) 📄
- iii. EXSpeech operational plan (new installation only) 📄

(b) Implementation Phase Deliverables

- i. EXSpeech training plan 📄
- ii. EXSpeech resource planner (new installation only) 📄

(c) Deployment Phase Deliverables

- i. Training materials and documentation regarding use of Product 📄
- ii. EXSpeech productivity report 📄

(d) Transition Phase Deliverables

- i. EXSpeech closing summary 📄

4 PROJECT PHASES

The following table summarizes the activities, deliverables, and responsible parties for each of the four project delivery phases.

Item	Activity/Deliverable	Responsible Party
Discovery and Design Phase		
1.	Order review and basic project coordination	Customer, Nuance
2.	Discovery/Technical meeting	Customer, Nuance
3.	Interface design specification / integration verification document (when applicable)	Customer, Nuance
4.	Project Planning meeting	Customer, Nuance
5.	Delivery of implementation overview, technical planner, technical discovery document, Project Plan and interface specification (when applicable)	Nuance
Implementation Phase		
6.	Product ships	Nuance
7.	Development of the product interface (when applicable)	Nuance
8.	Offsite administrative training (when applicable)	Customer
9.	Site preparation	Customer
10.	Installation, configuration, and functional test	Customer, Nuance
11.	Testing	Customer, Nuance
12.	Delivery of status reports	Nuance
Deployment Phase		
13.	Delivery of onsite training (when applicable)	Customer, Nuance
14.	First Productive Use	Customer
15.	Review Period begins (as of First Productive Use)	Customer
16.	Delivery of training materials and documentation regarding use of Product	Nuance
Transition Phase		
17.	Transition to Maintenance Services and Aftercare Services when applicable	Customer, Nuance
18.	Delivery of maintenance hand-off document	Customer, Nuance