

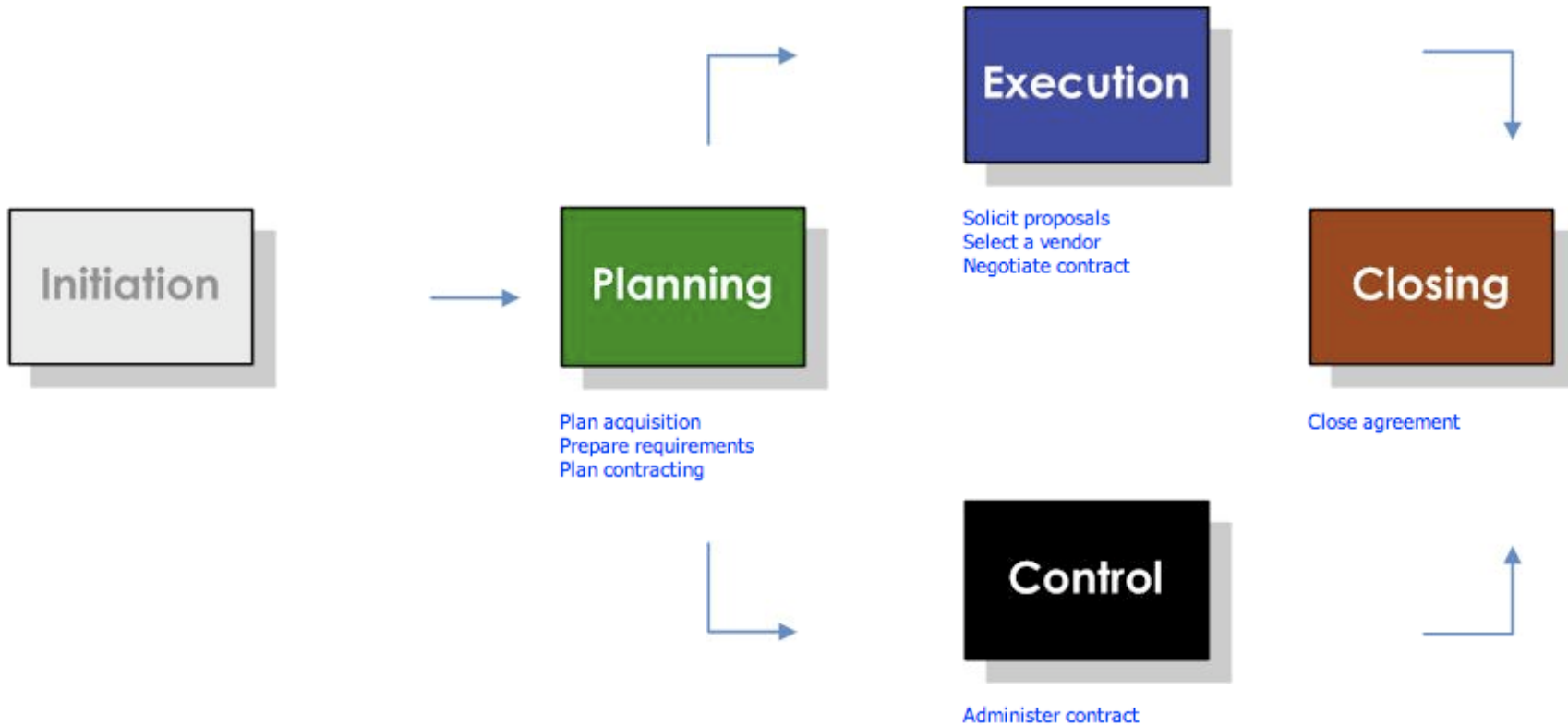
# **The Rapid Acquisition Decision (RAD)**

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**Acquisition Project Management**

# Project Management

## KNOWLEDGE AREA: Procurement Management

*Acquisition of project goods and services.*



# Plan Acquisition

Acquisition options:

- **Upgrade** – Modify the existing system
- **Build** – Develop system “from the ground up” internally or through a third party
- **Buy** – Purchase a Commercial-Off-The-Shelf (COTS) solution hosted internally or by a third party
- **Transfer** – Obtain public domain or no/low-cost license software from a third party
- **Re-Platform** – Convert the status quo to a new technology platform using internal or third party resources

# Prepare Requirements

- Focus on strategic objectives
- View IT as a tool enabling successful clinical improvements tied to an organization's objectives, e.g., measure a successful EMR implementation by how it achieves increased patient safety
- Define user requirements tied to strategic objectives
- Avoid re-inventing the wheel by using existing examples of requirements instead of starting from scratch

# Plan Contracting

- Reduce the time to procure a system by limiting initial vendor proposals to scripted demonstration of user requirements
- Request vendor costs and support for technical requirements from only those vendors that support user requirements
- Maintain consensus by working with key users as they prepare requirements, conduct vendor demonstrations and select the best option

# Solicit Proposals

- Identify vendors that support user needs, e.g., EMR niche, provide similar products to competitors and/or have existing relationships with your organization
- Prepare a vendor short-list and solicit proposals
- Prepare solicitation document
- Issue RFP
- Administer vendor solicitation process

# Select a Vendor

- Evaluate vendors during demonstrations
- Request finalists' costs and support for technical requirements
- Check references and conduct site visits
- Select vendor supporting most user requirements at lowest cost

# Negotiate Contract

- Use an agreement provided by your organization not the vendor
- Include a contract scope of services based on the project SOW, which defines the criteria for acceptance of and payment for deliverables
- Assemble your negotiating team, including project manager and an attorney with system procurement experience
- Identify, prioritize and share negotiation issues with vendor
- Obtain and evaluate vendor response
- Prepare fallback response and share with vendor
- Narrow issues to short-list and conduct face-to-face negotiations

# Administer Contract

- Use contract scope of services, project schedule and budget as standards
- Monitor vendor standards compliance
- Identify deviations and define agreed upon corrective actions
- Prepare change orders/contract amendments where required by corrective actions
- Monitor and document successful completion of corrective actions

# Close Agreement

- Compare deliverable results to acceptance criteria included in contract scope of services
- Identify corrective actions if the vendor does not adhere to the acceptance criteria
- Review updated deliverable to confirm compliance
- Accept and pay vendor for deliverable when it complies with acceptance criteria



# Contact Information

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