McKESSON
Empowering Healthcare

December 5, 2008

California Department of Mental Health
Information Technology
Attention: MHSA-IT
1600 9th Street, Room 141
Sacramento, CA 95814

Dear Madam/Sir:

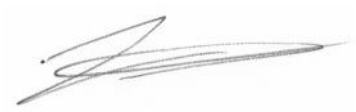
The California Department of Mental Health ("DMH") can modernize and transform its clinical and administrative information systems by selecting McKesson to implement Practice Partner, our fully integrated clinical and administrative system. We are excited about the opportunity to work with DMH. Thank you for the opportunity to present the capabilities of our Practice Partner system.

Over 7,000 physicians in more than 2,000 ambulatory care practices of all sizes and specialties use the award winning Practice Partner software to increase productivity and improve quality of care. Here are a few of the ways DMH can benefit from implementing Practice Partner as its chosen practice management system:

- DMH participating consumers and families can use Practice Partner's Web View patient portal to connect with providers and health information. With Web View, patients and external providers can logon to view patient lab results, progress notes, medications, problems, and more.
- Practice Partner applications support communication and connectivity, and can interface with your other internal systems and with external partners using standard formats such as HL7.
- DMH can modernize and transform its clinical and administrative systems. The Practice Partner product line is a complete set of clinical and administrative tools designed to enhance all aspects of the modern medical office.
- Our systems are certified by CCHIT℠ for 2006, 2007, and 2008. In addition, Practice Partner has been awarded: TEPR Best EHR for 2004, 2005 and 2006, AC Group Best EMR for 2005 and 2006, and InvestMed Best Integrated System for Medical Billing for 2004.

We believe that McKesson can help DMH participating practices and agencies increase productivity and improve quality of care. Please don't hesitate to call me at 760.728.9727 or email me at tlynas@practicepartner.com if I can answer your questions or provide more information.

Sincerely,



T.J. Lynas
Senior Account Manager, Practice Partner
McKesson

McKESSON

Empowering Healthcare

California Behavioral Health Electronic Health Record

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PRACTICE PARTNER®

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CA BH-EHR Functional Requirements Survey

System Requirements Guides (Reference: Section H, Questions RR-H-O1 and following)

Appendix A - Product Bulletins (Reference: Functional Requirements Survey)

EXECUTIVE SUMMARY

DMH can modernize and transform its clinical and administrative information systems for behavioral health practices in the State of California by selecting McKesson to implement Practice Partner.

The Need

Under MHSA, each county must develop Technological Needs Project Proposals that address the development of a long-term infrastructure that will facilitate the cost-effective delivery of the highest quality services and supports for consumer and family wellness, recovery and resiliency.

— DMH RFI, pg. 3

The challenge: Under Proposition 63, The California Department of Mental Health ("DMH") must provide resources to support the delivery of mental health services by California's 58 county mental health programs and to monitor their progress toward statewide goals for mental health care in California. DMH needs a vendor with the applications, experience, and expertise necessary to deliver standards-based and interoperable behavioral health information systems in California. The overall goal is not to develop a single statewide system, but to share the information obtained with the County Mental Health Programs with the intent to aid County/Vendor compliance with requirements.

The DMH has requested proposals for a behavioral health practice management system that helps DMH meet the following technology goals for the 58 counties of California:

- ***"Increase CONSUMER AND FAMILY EMPOWERMENT"***
- ***"MODERNIZE AND TRANSFORM clinical and administrative information systems"***
- ***Provide a "secure, real-time, point-of-care, client-centric information resource for service providers"***
- ***Help "vendors adapt their systems to adhere to the standards that best serve the needs of California's behavioral health care recipients."***

McKesson welcomes the opportunity to implement and support behavioral health information systems for DMH tailored to the your current and future needs based on our experience implementing similar systems.

How Our Executive Summary is Organized:

- Capabilities
- Qualifications
- Implementation Approach
- Pricing
- Product Overview

Our executive summary first summarizes the basis for our system recommendation against the DMH technology goals listed above, then summarizes our qualifications, implementation approach, and products.

"Increase CONSUMER AND FAMILY EMPOWERMENT"

With Practice Partner, consumer and family alike can use the Web View patient portal to connect with providers and health information.

Web View connects patients with providers and providers with outside personnel. Patients and external providers can logon to view patient lab results, progress notes, medications, problems, and more.

In addition, external messaging enables physician-patient and physician-

physician communication to help you provide the care your patients need.

And all of this is done secure, password-protected setting.

Practice Partner applications were designed specifically to meet the needs of ambulatory practices.

"MODERNIZE AND TRANSFORM clinical and administrative information systems"

The Practice Partner product line is a complete set of clinical and administrative tools designed to enhance all aspects of the modern medical office.

Here are just a few of the many things your practice can do with Practice Partner:

- Track staff productivity and patient wait times.
- Create complex logic that reads lab results and diagnoses.
- Pre-load virtually every order possible into the system.
- Track the entire United States Preventive Services Task Force guidelines.

And users will appreciate the simple, straightforward Microsoft Windows-based user interface that incorporates a mouse, keyboard shortcuts, drop-down menus, and intuitive screens they can access to get work done.

Provide a "a secure, real-time, point-of-care, client-centric information resource for service providers"

Practice Partner applications support communication and connectivity, and can interface with your other internal systems and with external partners using standard formats such as HL7.

We have developed interfaces to all of the major clinical reference labs (Quest Diagnostics and LabCorp among others); the major practice management systems (Medical Manager and IDX, for example); hospital systems (such as Cerner and MediTech); radiology systems; lab information systems; interface engines; and many other specialized systems.

McKesson continues to lead the industry as inter-operability standards evolve for CCHIT, HL7 and other organizations.

And McKesson continues to lead the industry as interoperability standards evolve for CCHIT, HL7 and other organizations. With Practice Partner today, you can customize structured templates and reports that cross-link a wide variety of data across a single integrated database. In addition, you do all of this via secure and reliable Web-based and internal communication.

Help "vendors adapt their systems to adhere to the standards that best serve the needs of California's behavioral health care recipients."

Practice Partner supports unlimited concurrent users and can expand to virtually any-size organization. In addition, your users can interact with

and learn from each other through the Practice Partner ListServ, the annual Practice Partner User Group Meeting, and customer advisory committees.

PPRNet was the first practice-based research network linking physicians who use electronic medical records.

In addition to membership in HL7, ASTM, and others industry leadership groups, Practice Partner is a core member of the AAFP Partners for Patients coalition and founding member of the HIMSS EHR Vendor Association.

Practice Partner can also include ePrescribing, electronic eligibility checking, and electronic claims submission solutions for DMH.

Why Choose McKesson's Practice Partner Solution?

McKesson emphasizes superior service and supportive collaboration for DMH—from the successful deployment of interfaces to the pioneering Practice Partner Research Network— and the first research network among a community of electronic health record users. Other differentiators:

Experience More than 24 years of experience developing and refining the Practice Partner applications for practices of all sizes and specialties.

Stability McKesson Corporation is a Fortune 500 leader in healthcare services and information technology with a 175-year history, providing the stability that DMH in today's competitive climate.

Quality Providing an electronic medical record system that is 2006, 2007 and 2008 certified by the Certification Commission for Healthcare Information Technology (CCHIT^{SM})

Versatility Giving DMH the flexibility it needs with a system that is highly customizable for multiple specialties and practice types, with a variety of documentation methods including keyboard, touch screen, dictation, speech recognition, Instant Medical History, and more.

Intuitiveness Easy to learn and easy to use.

Integration Can interface with other systems using industry-accepted data formats such as HL7, ASTM/CCR, NCPDP Script, X12 (HIPAA), and XML.

Support Our client services staff understands the unique challenges of implementing clinical systems across diverse and varied constituencies of physicians, administrators, and support staff for practices like DMH'. We work with each practice to design and implement a system configuration that supports their workflow, and we provide extensive training and operational support

Productivity Large, diverse customer base can attest to reduced costs, increased revenue, and improved efficiency from which DMH can benefit.

Quality of Care Health maintenance, patient safety features, evidence-based clinical content, reporting features for DMH, and a partnership with a research-based quality improvement organization, the Practice Partner Research Network (PPRNet).

Community Users interact with and learn from each other through the Practice Partner ListServ, the annual Practice Partner User Group Meeting, and customer advisory committees.

Leadership Core member of the AAFP Partners for Patients coalition and founding member of the HIMSS EHR Vendor Association, in addition to membership in HL7, ASTM, and others industry leadership groups.

Scalable Implementation Focused on Your Needs

Practice Partner applications have been installed on more than 2,000 practices around the globe.

Practice Partner is fully scalable. The current architecture of Practice Partner applications can support thousands of concurrent DMH participating users and can expand to virtually any-size organization. We will work with County practices to help ensure compliance with Practice Partner system requirements for data storage, CPU speed, RAM, and other aspects of the hardware and network.

Practice Partner will work with each DMH client to enable its system to accommodate specific growth plans. For example, Medical University of South Carolina has grown from an initial implementation in 1991 of approximately 20 users to more than 1,200 users across 16 facility locations today.

All Practice Partner applications are adaptable to a wide variety of settings, from a single-user configuration in a small medical office, to a local area network (LAN) in a large multi-clinic setting, to a wide area network (WAN). The flexibility of Practice Partner software makes it an ideal choice for growing practices.

Please note also the following attributes of Practice Partner that allow for scalability and flexibility in implementation.

We offer you options in creating implementation plans that are designed around your unique needs.

- We closely monitor the volume of technical support requests and planned implementations and have plans in place to help mitigate the impact of any high-volume purchases that may occur.
- We approach each Practice Partner installation as unique and provide detailed system proposals following conversations between the client and Practice Partner's project management and technical implementation team.
- We can deploy your system in a modular, staged approach, or all at once. For example, we can implement each application (Patient Records, Medical Billing, Appointment Scheduler)

separately for you, or we can complete installation at a pilot site prior to general rollout, or implement all sites individually over time.

- We fully support our customers in the process and coordinate with internal and third-party IT and hardware support staff during set up to ensure compatibility between our software and the site's network and hardware.
- We recruit training and implementation staff members with proven backgrounds. Our senior training and implementation staff members have between five and ten years of experience.
- Practice Partner Project Managers/Trainers will stay onsite for the initial go-live of the system for as long as you request.
- You can install all three Practice Partner applications on a single server, making the installation process both easier and less expensive. Integration also simplifies the update process because we can ship all updates as unified applications with the same version number.

All Practice Partner implementation projects involve a Practice Partner Project Manager and a Trainer, regardless of the size or location of the practice.

The successful implementation of Practice Partner software for DMH participating County practices will be accomplished as a cooperative project. Practice Partner experts will help define the specific requirements that must be accomplished for each participating County and actively support implementation and training via both onsite and telephone support.

Products that Meet Your Needs

The Practice Partner product line is a complete set of fully integrated clinical and administrative tools designed to help the modern medical office operate efficiently, and improve quality of care.

Practice Partner offers a choice of either a client-server or ASP configuration. All applications are Windows-based and fully integrated on a single database platform. The system can run on either a SQL or scalable Oracle database, and can accommodate thousands of users. The flexibility of Practice Partner applications makes them an ideal choice for growing practices.

Our Technical Support contract includes updates to the products purchased, and there is no additional cost for changes needed at time of upgrade to a later version of the product.

Patient Records

Patient Records is a leading electronic health records (EHR) system, and we have continually refined and updated it since its first release in 1987 to meet the evolving needs of medical practices. Patient Records is easy to use because it is modeled on paper-based charts, which facilitates the transition from paper to electronic charts (refer to the screen shot below).

Practice Partner includes:

- **Patient Records** – a leading electronic health records system
- **Medical Billing** – a comprehensive practice management system
- **Appointment Scheduler** – a sophisticated multi-clinic scheduler
- **Order Entry** – a comprehensive yet easy-to-use computerized physician order entry system
- **Zoom** – our new document management system.

Patient Records provides many essential features that will help you manage your patient information with ease including:

- Access to multiple patient charts at one time
- Health maintenance tracking
- A prescription writer
- Drug and allergy interaction checking
- Prescription formulary checking
- E&M coding
- Efficient, flexible data entry methods
- Flow charts and graphs
- Integrated patient education
- Built-in browser for knowledge bases and the Web
- Progress note and letter templates and macros
- Clinical decision support

Order Entry

Order Entry is a comprehensive yet easy-to-use computerized physician order entry (CPOE) system for Patient Records that we first released in 2002. You can use it to electronically enter, review, and report on laboratory, radiology, pathology, and other diagnostic tests and to track administrative orders such as referrals. It was designed to reduce data entry errors and help ensure orders are legible, are actually completed, and are processed appropriately.

Order Entry provides significant information at the time an order, including patient history, insurance plan rules, order-specific diagnosis codes, and order-specific instructions.

With order management reports in Order Entry, you can track the status of all orders, and thus reduce medical liability. Additional key features of Order Entry include:

- Pre-loading virtually every order possible into the system
- Setting up provider-specific order trees that contain the orders the provider is most likely to initiate
- Configuring order sets that initiate several orders as a group at once

Appointment Scheduler

Appointment Scheduler is a sophisticated multi-clinic scheduler that can help California providers effectively manage their schedules and calendars, including:

- Multiple window display
- A comprehensive patient appointment screen that includes reason

All Practice Partner applications have the following key features:

- Instant access to complete patient information
- Easy patient lookup
- User-defined fields
- Modular patient registration
- Flexible, built-in query and reporting capabilities
- Secure internal messaging
- Multiple practice handling
- Multi-user capability and remote access
- Confidentiality and data security

Practice Partner also offers the following add-ons:

- Web View (a full-featured, Web-based patient portal)
- Formulary Tracking
- Patient Education
- Alpha II CodeWizard (code lookup and claims editing)
- Clearinghouse (ECS, ERA, and eligibility checking)
- Instant Medical History
- ICD9/CPT code annual update subscription
- SureScripts Electronic Prescribing Network Service
- Dragon NaturallySpeaking Medical Edition
- Specialty-specific content

for the visit, visit notes, chart flag, reminder flag, x-ray request flag, type of visit code, status code, room code, patient demographic and insurance information, and all of the patient's scheduled appointments

- Non-patient scheduling
- Hospital rounds; transferring appointments to Microsoft Outlook and PDAs
- Scheduling single or multiple appointments, and scheduling multiple providers simultaneously
- Wait list and multiple schedule views such as day, week, or month
- Views of providers in and patients in view, and tracking patients through each stage of their visit including time in process
- Reminder notices and chart and x-ray requests
- Appointment searches based on multiple user-selected parameters

Medical Billing

Medical Billing is a comprehensive practice management system (PMS) the can provide DMH many essential features that help its practices manage patient information with ease, including:

- Posting formulas
- Editable charges, payments, and adjustments
- Electronic "snapshots" of each patient statement and insurance claim
- Built-in form letter and form generator, and mail merging
- Insurance benefit tracking and a robust collections feature
- Electronic encounter forms (EEFs or superbills)
- HMO/capitation handling and electronic claims submission (ECS)
- User-defined codes
- Multiple fee schedules

Total Practice Partner

Participating practices can purchase Patient Records, Medical Billing, and Appointment Scheduler individually as stand-alone applications. When deployed together, however, they function as an integrated system called Total Practice Partner (TPP).

The TPP integrated system offers the advantages of a single database and development organization, providing a rich set of integration features and a robust platform for future development. Some of the benefits of the TPP integrated system include:

- A single database server

- Common registration
- Information sharing
- Ease of use and easier setup and support
- More efficient workflow and reduced downtime
- Better communication between providers and office staff
- Complex reporting on billing, scheduling, and patient data
- Elimination of redundant data entry, mistakes and confusion among staff

We are committed to helping DMH modernize and transform its clinical and administrative information systems for behavioral health practices in the State of California. We look forward to learning more about DMH and determining how we can provide the most effective solution to meet your needs. Please don't hesitate to call me, TJ Lynas, Senior Sales Representative for Practice Partner, at 760.728.9727 if I can answer your questions or provide more information.

D. COMPANY BACKGROUND

RR-D-01 Please provide the following information regarding the makeup of your company.

CORPORATE INFORMATION	
Company Name	Practice Partner
Company Type (C-Corp, S-Corp, LLC, LLP, Sole Proprietorship, Etc.)	McKesson is publicly traded (NYSE: MCK).
Location Of Corporate Headquarters	Practice Partner operating unit is located at: 2401 Fourth Avenue, Suite 700 Seattle, WA 98121
Location Of Field Support Offices	Practice Partner application Technical Support personnel are located in Seattle and a second location in Columbia, Missouri.
Location Of Programming/Technical Support Personnel	Practice Partner programming and application Technical Support personnel are located in Seattle and a second location in Columbia, Missouri.
PRIMARY CONTACT INFORMATION FOR THIS RFI	
Name	T.J. Lynas
Title	Senior Sales Representative, Practice Partner
Office/Location Address	2401 Fourth Avenue, Suite 700 Seattle, WA 98121
Phone Number	760.728.9727 Tel 206.679.2735 Cell
E-Mail Address	tlynas@practicepartner.com
Internet Home Page	www.McKesson.com www.PracticePartner.com

RR-D-02 Provide an overview of your firm and its history. Describe the strength of your firm and its ability to meet the needs of California's behavioral health recipients and providers. (2 pages maximum)

McKesson Response:

We originally founded Practice Partner, Inc. as Physician Micro Systems, Inc. in 1983, and for 24 years provided consistent leadership in the practice management and electronic medical records industry. We installed our first software products—scheduling and practice management applications—in 1985, with the industry-leading Patient Records EMR product first released in 1987. McKesson Corporation acquired Practice Partner in February 2007, adding to both Practice Partner's continued success and McKesson's 175-year legacy of providing high-quality healthcare services and information technology to its customers.

The Practice Partner solution now includes a complete set of clinical and administrative tools designed to enhance all aspects of the modern medical office. Practices of all sizes and specialties nationwide, from solo-practitioner offices to large enterprise multi-site clinics, use the applications to improve quality of care, operational efficiency and cost effectiveness for their practices.

Over the course of its history, McKesson has grown by providing pharmaceutical and medical-surgical supply management across the spectrum of care; healthcare information technology for hospitals, physicians, homecare and payors; hospital and retail pharmacy automation; and services for manufacturers and payors designed to improve outcomes for patients. The acquisition of Practice Partner supports McKesson's commitment to provide a complete solution to physician practices regardless of size, specialty or geographic location.

McKesson has been recognized as having one of the most comprehensive offerings of healthcare information technology, setting it apart as a leader in the industry. McKesson is thus uniquely positioned to offer comprehensive healthcare management solutions to DMH and its associated practices in the 58 counties of California.

Behavioral Health

The Practice Partner products are used in a range of behavioral health practice settings, from small specialty psychology and psychiatry practices to large clinic settings serving homeless and indigent populations with a significant proportion of mental health issues.

RR-D-03 List the number of employees (Full-time equivalents) in your organization by category for the last 3 years:

Category	2006	2007	2008
Total Employees	110	139	160
Installation / Setup	16	24	26.5
Research and Development	30	30	33
Application / Technology Support	24	31	33
Physicians	2	2	2
• **Psychologists**	NA	NA	NA
• **Psychiatrists**	NA	NA	NA
• **Registered Nurses**	NA	NA	NA

Category	2006	2007	2008
• Other Clinicians		Practice Partner's client services staff, which assists with the training and implementation of customer sites, has extensive experience in both the administrative and clinical functions of ambulatory practices.	Practice Partner's client services staff, which assists with the training and implementation of customer sites, has extensive experience in both the administrative and clinical functions of ambulatory practices.
Customer Service / Helpdesk Support	Refer to application support, above	Refer to application support, above	Refer to application support, above
Other			
Those with Clinical Backgrounds:	Practice Partner's client services staff, which assists with the training and implementation of customer sites, has extensive experience in both the administrative and clinical functions of ambulatory practices.	Practice Partner's client services staff, which assists with the training and implementation of customer sites, has extensive experience in both the administrative and clinical functions of ambulatory practices.	Practice Partner's client services staff, which assists with the training and implementation of customer sites, has extensive experience in both the administrative and clinical functions of ambulatory practices.

RR-D-04 Has your company acquired or merged with any other organizations in the past three years? If so, please list each organization and the purpose behind such activity.

McKesson Response:

On February 26, 2007 McKesson Corporation, a FORTUNE 500 healthcare services and information technology company, announced the acquisition of Practice Partner, Inc. In 2008, the companies were officially merged. The acquisition supports McKesson's commitment to provide a complete solution – including software, billing and collection services, supplies and connectivity – to physician practices regardless of size, specialty or geographic location.

RR-D-05 How long has your company been in the business of developing and implementing your Electronic Health Record related products?

McKesson Response:

Practice Partner products have been in existence for 24 years.

RR-D-06 What were your firm's annual revenues for the last 3 fiscal years?

Category	2005	2006	2007
$1,000,000 to $5,000,000			
$5,000,000 to $25,000,000			
$25,000,000 to $100,000,000			
Greater than $100,000,000	$79,096 * $1,302 **	$86,983 * $1,542 **	$92,977 * $1,905 **

* McKesson Corporation (all company segments), in millions, USD
**McKesson Provider Technologies, in millions, USD

McKesson Response:

McKesson's Fiscal Year is from April 1st – March 31st, with FY08 ending on March 31, 2008. In FY2008 McKesson had revenues of $101.7 billion.

Additional financial information may be accessed online from the *Investors* link at www.mckesson.com.

RR-D-07 What percentage of your firm's annual revenue directly resulted from behavioral health care solutions during the past 3 fiscal years?

Category	2005	2006	2007
Percentage of Annual Revenue Resulting from BH Solutions			

It is the policy of McKesson not to publicly disclose financials by specific product area.

RR-D-08 What percentage of annual revenue did your company expend for research and development (R&D) on your proposed products during the last 3 fiscal years?

Category	2005	2006	2007
Percentage of Annual Revenue Expended on R&D			

McKesson Response:

R&D as a percent of sales is not publicly reported; however, McKesson Corporation's research and development expenditures primarily consist of investment in software development held for sale. The company expended $420 million, $359 million, $285 million, $232 million and $230 million for R&D activities in 2008, 2007, 2006, 2005 and 2004, and of these amounts, we capitalized 17%, 21%, 22%, 21% and 25% . R&D expenditures are primarily incurred by the Provider Technologies segment (which includes the Practice Partner products), Payor Group and Retail Automation businesses.

The Provider Technologies segment's product development efforts apply computer technology and installation methodologies to specific information processing needs of hospitals and ambulatory practices. We believe a substantial and sustained commitment to such expenditures is important to the long-term success of this business.

RR-D-09 What percentage is budgeted for R&D in the current and next fiscal year?

Category	2008	2009
Percentage of Annual Revenue Budgeted for R&D		

McKesson Response:

Planned R&D budgets are not publicly reported; however, McKesson Corporation's financial strength means that the company can invest in research and development, and make ongoing additions to its workforce and infrastructure to continuously improve the quality of products, service and support that customers receive.

E. PARTNER AND/OR RESELLER REFERENCES

RR-E-01 Please list any partners and/or resellers in the areas of behavioral health: Strategic or tactical development, sales, support, delivery, consulting, or training.

McKesson Response:

We do not have resellers specifically in the realm of behavioral health.

To incorporate or offer the best solutions available, we have partnered with many third-party vendors to provide solutions that support or complement our EHR and practice management software:

Company	Function	Value
Practice Partner Research Network (PPRNet)	A research-based quality improvement organization.	PPRNet addresses questions important for primary care practices. Members receive quarterly, practice-specific reports that measure clinical performance against over 80 different clinical parameters that cover diabetes, cardiovascular disease, cancer screening, immunizations, infectious disease, mental health, substance abuse, obesity, and inappropriate Rx prescribing.
Oracle, Microsoft (SQL server)	Relational database management systems	Manages the database requirements of larger organizations; enables complex queries matching multiple criteria across multiple tables
Midmark Diagnostics Group	IQmark Digital ECG and Spirometer	Electronically stores all ECGs and their interpretations, and spirometry information in patient charts without scanning.
SureScripts	Pharmacy network	E-prescribing to 1,000s of the largest pharmacies.

Company	Function	Value
Welch-Allyn	Vital signs monitor	Electronically acquires, displays, and stores vital sign results
Emdeon	Electronic claims submission, eligibility, electronic remittance advice	Streamlines billing and reduces returned or inaccurate claims for speedier reimbursement.
Medi-Span, part of Wolters Kluwer Health	Drug and allergy interaction checking	Comprehensive drug database updated monthly. Automatic checks at time the prescription is written. Information on the onset, severity, and documentation of the issue, including a summary of pertinent studies from medical literature. You can select your screening criteria based on the severity and level of documentation of the drug interaction.
MediMedia	Formulary tracking	Automatically cross-references medications against patients' insurance formularies at the time a prescription is written. Drug information from more than 3,700 plans and organizations.
McKesson Clinical Reference Systems	Patient-education materials	Easy-to-read and access patient handouts, fully integrated with one-click printing capability
Lippincott Williams & Wilkins	Medical Dictionary	Access to latest terminology for accurate coding and charting.

Company	Function	Value
Nuance	Dragon NaturallySpeaking medical edition speech recognition software	Flexibility to suit different clinician styles, speech recognition may be used for both data entry and commands.
Primetime Medical Software	Instant Medical History	Web-based patient interview application for streamlined assessments and workflow.
UnicorMed	Alpha II Code Wizard	Accurate E&M coding for better charge capture and return on investment.
FairCom	C-tree server, an index-sequential access mode database management system	Easier and faster data searches.
Zoom	Integrated document management system	Allows easy loading, scanning and storing of non-electronic information.
Lifescan One-Touch, Roche Accu-Chek, Bayer Ascensia, and TheraSense FreeStyle	Glucose meters	Directly imports blood glucose meter readings and related information directly into Patient Records.

Business Alliances and Partnerships	Description
Practice Partner Research Network (PPRNET)	A research-based quality improvement organization
American Academy of Family Physicians (AAFP)	Core Member, Partners for Patients Program
HIMSS EHR Vendor Association	Founding Member
Health Level Seven (HL7)	Member
MGMA	Corporate Affiliate
MS-HUG	Corporate Supporter
HIMSS	Silver Corporate Member

RR-E-02 For each partner or reseller listed above, please identify the following:

1. Functional areas.
2. Nature of partnership/relationship.
3. Length of the relationship.
4. Referencable customers for whom you have jointly provided services. (3 pages maximum)

McKesson Response:

Due to agreements in place with these partners, information about the length of the relationship and referenceable customers to whom we have jointly provided services is not available.

F. BEHAVIORAL HEALTH SOLUTIONS EXPERIENCE

Descriptions of the Functional Requirement Categories referenced in questions RR-F-01 through RR-F-05 of this section are in The Preface (Section A). In your responses to the questions in this section, emphasize your experience in the State of California.

RR-F-01 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Practice Management systems.
(5 pages maximum)

McKesson Response:

McKesson Provider Technologies is a healthcare company dedicated to delivering comprehensive solutions with the power to make a difference in how healthcare is delivered. Our position in the ambulatory EMR marketplace leverages the strength of 'One McKesson.' We offer a broad suite of solutions from electronic health records and practice management to automation and robotics, business process re-engineering, analytics, and other services that connect healthcare providers, physicians, payors and patients across all care settings. As such, McKesson Provider Technologies customer base in the United States covers 50% of all health systems and 77% of health systems with more than 200 beds and 20% of physician practices.

Behavioral Health & Other Specialties

The Practice Partner products — including Medical Billing and Appointment Scheduler practice management system applications, the Patient Records clinical EMR application, and the fully-integrated Total Practice Partner system — are used in a range of behavioral health practice settings, from small specialty psychology and psychiatry practices to large clinic settings serving homeless and indigent populations with a significant proportion of mental health issues.

The Practice Partner system is designed to be highly flexible, allowing it to be tailored to meet the needs of multiple specialties and practice types. Almost all element of the system allow for some level of customization, including progress note templates, drop-down menus, and the addition of custom reportable data fields.

Practice Partner is used by physicians in the following specialties: AIDS/HIV, Allergy/Immunology, Anesthesiology, Cardiology, Dermatology, Endocrinology, ENT/Otolaryngology, Family Practice, Gastroenterology, General Practice, Geriatrics, Hematology, Internal Medicine, Multi-Specialty clinics, Nephrology, Neurology, Neurosurgery, Nursing, OB/GYN, Oncology, Orthopaedics, Pain Management, Pediatrics, Psychiatry, Psychology, Pulmonology, Radiology, Rehabilitation, Residencies, Rheumatology, Sleep Medicine, Student Health Centers, Surgery, Urology, and more.

We offer existing templates for behavioral and mental health concerns such as anxiety and depression. In addition, the Practice Partner Customer Website includes a template sharing section where hundreds of physician users can share and download progress notes and other elements.

RR-F-02 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Clinical Data Management systems.
(5 pages maximum)

McKesson Response:

Please refer to our response to RR-F-01 above.

As an example, Practice Partner was implemented for a Southern California customer who operates a main clinic location, a satellite clinic, and a mobile clinic to serve the local community. Their patient population consists of primarily uninsured, underinsured, homeless and indigent patients. Many of the concerns presented by this population are behavioral health in nature, such as depression, anxiety, and alcoholism.

The customer also had a provider population of 200 physicians who rotated in and out on a voluntary basis. They selected Practice Partner due to the extraordinary intuitiveness and ease of use of the system, and how easy it was to customize templates and other clinical content to meet the unique needs of their population.

After going live in 2005, the customer has been able to transition to a virtually paperless operation, saving time, enhancing efficiency, and supporting consistent documentation and quality of care for the patients.

Quality of Care
The Practice Partner system has contributed to gains in the quality of patient care. For example, when a new medication is ordered by a provider, the medication automatically populates a master medications list in the patient's chart, ensuring that the record is up to date. The system also allows medications to be classified as current, historical, and ineffective.

Likewise, when a new problem or diagnosis is identified, the Practice Partner system can automatically pull that information out of a progress note as discrete data to populate other areas of the chart, including the problem list. Having a current, complete problem list and medication list for a patient translates immediately to better patient care.

The clinic sees a large number of patients with diabetes and hypertension, and many with both diseases. Providers use the system's built-in flow charts to help manage diabetic patients. They also find the built-in prenatal flow charts useful for managing pregnant patients. The practice has also found that using the Health Maintenance feature makes it easier keep track of health maintenance screenings and benchmarks.

Data Access and Reporting/Tracking
The aspect of clinic management that has been most affected by the implementation of Practice Partner is data accessibility and reporting—this has been revolutionized.

Taking advantage of Practice Partner's open database structure (the system is ODBC compliant), the clinic has created customized queries using the third party reporting tool, Crystal Reports. Clinic staff invested significant time in the process of developing these reports, but the

effort has paid off in the ease with which they can now generate multiple reports and perform sophisticated tracking and data analysis.

For example, the clinic is required to provide a utilization report to California's Office of Statewide Health Planning and Development (OSHPD). Using the EHR reporting capabilities saves the clinic administrator approximately two weeks of preparation time. Previously, this was a laborious project involving multiple spreadsheets. The clinic developed a special report that pulls detailed demographic, encounter, and disease class data from the Practice Partner database, which now allows much easier completion of the OSHPD report. Overall, the clinic has been able to cut the time needed to prepare state-mandated reports by more than 80 hours a year.

RR-F-03 Describe your firm's experience and qualifications in design, development, and implementation of Computerized Provider Order Entry (CPOE) systems.
(5 pages maximum)

McKesson Response:

Order Entry, a comprehensive yet easy-to-use computerized physician order entry (CPOE) system for Practice Partner Patient Records, was first released in 2002. Order Entry can be used to electronically enter, review, and report on laboratory, radiology, pathology, and other diagnostic tests and to track administrative orders such as referrals.

Order Entry is designed to reduce data entry errors by replacing paper-based systems for writing diagnostic and treatment orders for patients. Electronic orders ensure that orders are legible, are actually completed, and are processed appropriately. Rather than just replacing a paper order with one entered on a computer, Order Entry can provide significant information at the time an order is created and on the history of an order such as the patient's insurance plan rules, order-specific diagnosis codes, and order-specific patient and processor instructions.

Some of the key features of Order Entry include:

- Pre-loading virtually every order possible into the system
- Setting up provider-specific order trees that contain the orders the provider is most likely to initiate
- Configuring order sets that initiate several orders as a group at once.

RR-F-04 Describe your firm's experience and qualifications in design, development, and implementation of interoperable Electronic Health Record (EHR) systems.
(5 pages maximum)

McKesson Response:

Please refer to our response to RR-F-01 above.

Practice Partner, Inc. was originally founded as Physician Micro Systems, Inc. in 1983. In its 24-year history, the company provided consistent leadership in the practice management and electronic medical records industry. (The company was acquired by McKesson in February 2007.)

According to independent studies, the Practice Partner software suite is one of the most widely deployed EMR systems in the industry. Practice Partner is unmatched in our receipt of awards including those from TEPR (named "Best EMR" for an unprecedented three years in a row), AC Group (highest rated 5 star ranking 2005-2007), and our system is 2006 & 2007 CCHIT certified, and 2008 CCHIT certified for Ambulatory EHR and Child Health.

RR-F-05 Describe your firm's experience and qualifications in design, development, and implementation of Personal Health Record (PHR) systems.
(5 pages maximum)

McKesson Response:

The Practice Partner application is not intended as a Personal Health Record (PHR) system, per se. However, the comprehensive and detailed information collected in the Practice Partner patient chart, and the patient's ability to access and interact with this information via the Practice Partner Web View portal, mirror many of the functions associated with PHR systems.

RR-F-06 Describe your firm's experience and qualifications for Systems Integration.
(3 pages maximum)

McKesson Response:

As a leader in healthcare information systems, McKesson Corporation possessive extensive systems integration experience and qualifications. We have implemented complex, integrated systems in hospital, ambulatory, pharmacy and many other healthcare settings.

For example, future product enhancements include making the Practice Partner solution interoperable with the Horizon Clinicals inpatient environment through interfaces with Horizon Medical Imaging, Horizon Patient Folder and Horizon[WP] Physician Portal. Additionally, our vision is for hospitals to leverage RelayHealth's intelligent network integrated with Practice Partner to streamline clinical, financial and administrative communication between patients, providers, payors, pharmacies and financial institutions in their community.

RR-F-07 Describe your firm's experience and approach to the conversion of electronic behavioral health data.
(1 page maximum)

McKesson Response:

The Practice Partner implementation and project management team have supported many customers over the last 24 years in converting electronic health data and loading it into the Practice Partner system. We have technical and data interface experts on staff.

Direct Import of Data
Patient Records can import and load existing, saved progress note transcription, existing lab data, demographic data, and any other clinical data available in digital form. Often, many sites have saved transcribed notes in Word or Word Perfect and these historical notes can be loaded into Patient Records.

We have successfully imported existing EHR data into Practice Partner Patient Records for a number of practices and we support the conversion of data from legacy systems. The success of the import relies on the cooperation of the EHR vendor and the ability of the system to export data in an industry-standard format.

RR-F-08 Describe your firm's experience and approach to the conversion of paper-based behavioral health data.
(1 page maximum)

McKesson Response:

McKesson recognizes that the integration of historical data is an important consideration of the project and allows for several solutions. The Practice Partner Project Manager begins by discussing the various options with the practice. The practice describes their needs and desired result and the Project Manager makes a recommendation based on their needs and expectations. Once everyone agrees on an approach, the Project Manager provides detailed instructions for the process.

Text Data Loader
The Text Data Loader feature allows chart information to be imported directly into the Practice Partner system. Clinical staff can prepare summaries of the patient's data that can then be loaded into the system as text files which will then automatically populate discrete data into areas of the chart like problem list, vital signs, etc.

Dictation
Practices can use dictation to add historical patient data into Patient Records. And, a dictated progress note can populate the *entire* patient chart, not just the progress notes section. Patient Records includes a feature that will load transcribed notes into the patient charts and save the notes as discrete data. In addition, a practice can train its transcriptionist to "Dot code" the progress note. These Dot codes identify pieces of data within the progress note such as medications, labs, problems, histories, and more. When a practice loads a progress note, the information that has been "Dot coded" will automatically populate the appropriate areas of the patient chart. With Patient Records, a transcribed note can produce a complete patient chart.

Many practices will begin Dot coding their progress notes prior to implementing Patient Records. When they are ready to go live with Patient Records, the practice will load all of the

transcribed progress notes into the EHR to produce patient charts. For example, the staff at OMNI Medical Group in Tulsa, OK imported progress notes created during the 12 months preceding the implementation of Patient Records. The result was thousands of fully populated patient charts in the EHR.

Scanning
Some practices choose to scan existing paper documents and store them in the patient's electronic health record. We view this as a suitable option in many cases, depending on the needs of the practice.

Practices may use Zoom, our document management application, to efficiently scan and load documents. This application is fully integrated with Patient Records and allows practices to quickly scan, index, and store paper or faxed documents in the appropriate section of the patient chart.

Manual Data Entry
Manual data entry is another option for adding historical data into Patient Records. Many practices choose to summarize the patient chart and manually input this summary data. They do this as patients are seen to spread out the workload. Patient Records makes this process much more efficient than other systems. Typically at a minimum, problem lists, current medications, and health maintenance status are added during the first EHR visit by the patient. In addition, it is possible to quickly enter an entire Chart Summary in Patient Records.

Clinicians using Patient Records can enter patient data into a progress note that will automatically populate the entire patient chart. There is no need to enter data into individual chart sections or to enter data more than once. All information can be entered once into a "Paper Chart Summary" progress note, and Patient Records will populate chart sections such as past medical history, social history, family history, problem list, medication list, lab values, health maintenance items, and more.

G. SOLUTION PRODUCT HISTORY

RR-G-01 Please provide the following information about the solution product(s) that you propose.

#	Product Name And Primary Function	When First Developed	When / Where First Deployed	Number Of Installations To Date
1	Patient Records, a leading electronic health records system	1987	1987	More than 1,700
2	Medical Billing, a comprehensive practice management system	1985	1985	More than 2,200
3	Appointment Scheduler, a sophisticated multi-clinic scheduler	1985	1985	More than 2,000
4	Order Entry, a comprehensive yet easy-to-use computerized physician order entry system	2002	2002	More than 750

McKesson Response:

McKesson also offers the following Practice Partner add-on tools and products:

- Clinical Tools (includes a subscription to Drug and Allergy Interaction by Wolters Kluwer Health, Inc., over 1,000 prescription templates, and almost 200 clinical note templates)
- Formulary Tracking by MediMedia (automatically checks a prescribed medication against the patient's insurance formulary when the prescription is written)
- Patient Education by McKesson Clinical Reference Systems (Adult Health Advisor, Behavioral Health Advisor, Pediatric Advisor, Senior Health Advisor, and Women's Health Advisor)
- Alpha II CodeWizard by UnicorMed (provides enhanced procedure and diagnosis code lookup in Patient Records and sophisticated claims editing in Medical Billing)
- Clearinghouse (a service that provides electronic claims submission, electronic remittance advice, and electronic eligibility checking)
- Zoom (document management system fully integrated with Patient Records)
- Web View (a full-featured, Web-based patient portal)
- Instant Medical History by Primetime Medical Software (Web-based patient interview application fully integrated with Patient Records)
- ICD-9/CPT code annual update subscription

- SureScripts Electronic Prescribing Network Service (providers can electronically send and receive prescription data to connected pharmacies)
- Dragon NaturallySpeaking Medical Edition speech recognition software by Nuance (fully integrated with Patient Records)
- IQmark Digital ECG and Spirometer by Midmark Diagnostics Group (electronically stores all ECGs and their interpretations and spirometry information in patient charts without scanning)
- Specialty-specific content that includes progress note, letter, and message templates
- Welch Allyn Vital Signs Monitor (electronically acquires, displays, and stores vital sign results)
- Lifescan One-Touch, Roche Accu-Chek, Bayer Ascensia, and TheraSense FreeStyle glucose meters (directly imports blood glucose meter readings and related information into Patient Records)

RR-G-02 For each solution product listed in the above table, please provide:

1. The history of the product including whether the product was internally developed or acquired from another source.

   McKesson Response:

   Practice Partner developed Patients Records, Medical Billing, Appointment Scheduler and Order Entry internally.

   We have continually refined and updated Patient Records, a leading electronic health records (EHR) system, since its first release in 1987 to meet the evolving needs of medical practices.

   We first released Medical Billing, a comprehensive practice management system (PMS), in 1985. We first released Appointment Scheduler, a sophisticated multi-clinic scheduler, in 1985. We first released Order Entry, a comprehensive yet easy-to-use computerized physician order entry (CPOE) system for Patient Records, in 2002.

2. The specific Industry standards that the product was designed to, including any exceptions to those standards.

   McKesson Response:

   McKesson is committed to keeping our applications up-to-date with evolving industry and technology standards. For example:

CCHIT

Practice Partner software is 2006, 2007 and 2008 CCHIT certified Ambulatory EHR and 2008 CCHIT Child Health. We continue to develop our products to meet evolving industry standards.

HIPAA

Practice Partner software provides powerful privacy and security features to facilitate compliance with the Privacy and Security provisions of HIPAA. We are directly involved in many industry standards development efforts, and continue to develop our software to meet emerging standards that help our customers improve patient care and efficiency or maintain statutory and regulatory compliance.

While software technically cannot be "HIPAA compliant," a system can support HIPAA-compliant data security and practices, as Practice Partner does fully. For example, our software provides timed automatic locking of a client session with a login required to resume the session; we require users to change their passwords regularly within a site-specified time interval; and the system provides extensive and detailed auditing of user access and activity.

Interface Standards

McKesson's Practice Partner products support interface standards such as HL7, ASTM/CCR, NCPDP Script, X12 (HIPAA), and XML. We participated in the 2008 IHE Connectathon. Practice Partner successfully passed the following tests:

- EDR (Emergency Department Referral), Content Consumer
- XDS-MS Discharge, Content Consumer
- XDS-MS Discharge, Content Creator
- XDS-MS Referral, Content Consumer
- XDS-MS Referral, Content Creator
- XPHR, Content Consumer
- XPHR, Content Creator
- XDS.a, Document Consumer
- XDS.b, Document Consumer
- XDS.b, Document Source
- PIX (Patient Identity Cross-reference), Identity Consumer
- PIX (Patient Identity Cross-reference), Identity Source
- PDQ (Patient Demographic Query), Patient Demographic Consumer
- ATNA (Audit Trail/Node Authentication), Secure Application
- CT (Consistent Time), Time Client

CCR

Practice Partner fully supports the CCR for both input and output. On input, in addition to the entire document, structured data such as demographics, problems, medications, vitals, and labs can flow into the chart. On output, a complete CCR record is created.

3. Whether the product is CCHIT certified.

   a. If the product is CCHIT certified, for which category and year is it certified? Examples would be “Ambulatory 2006”, “Ambulatory 2007”, etc.

   b. If the product is not CCHIT certified, do you plan to acquire CCHIT certification and if so, in which category and when?

McKesson Response:

Practice Partner is 2006, 2007 and 2008 CCHIT^{SM} certified for Ambulatory EHR. Practice Partner is also 2008 CCHIT certified for Child Health.

RR-G-03 How are enhancement and new release priorities determined?

McKesson Response:

Enhancement priorities are based on several factors, including feedback from our customers, our assessment of upcoming trends in healthcare, our anticipation of changes in the regulatory environment for health information technology, and customer impact.

RR-G-04 How are clients supported during the release of an enhancement?

McKesson Response:

Customers can choose between upgrading their Practice Partner application themselves or purchasing conversion/upgrade assistance. Conversion/upgrade assistance offering ranges from remote consulting to on-site conversion by Practice Partner staff. Cost for conversion/upgrade assistance will vary with the size and complexity of the site.

The clinic administrator typically schedules and manages the upgrade, so they should not be pre-scheduled to start without user intervention. The time required for updates depends on the scope of changes, particularly those that relate to database tables. Minor updates are usually quite fast and can be accomplished in minutes. Major updates that involve data table changes usually will take longer and are typically scheduled during evenings or weekends to minimize system downtime.

All large Practice Partner practices install upgrades in a test environment before going live with their production system. Many Practice Partner practices operate this way. If an update fails, the practice simply rolls back to the previous version. Because the upgrade was first preformed in a test environment, no disruption is encountered.

Practice Partner supports the past three major releases of its products.

RR-G-05 Describe the size of the installed base of your solution. Include the number of users and the number of sites where the product is installed.

Practice Partner applications are used nationwide by over 2,000 practices of all sizes and specialties, from solo-practitioners to multi-site practices, many using a dozen or more interfaces each. Over 7,000 physicians and 20,000 total users work with one or more Practice Partner products. The Patient Records EHR alone is used by over 1,700 practices, 4,000 physicians, and 16,000 medical office staff, making it one of the market leaders of EHRs in the United States.

RR-G-06 Describe any regularly-held seminars or user group meetings available to users of your product and the time/place of the next gathering.

McKesson Response:

The annual Practice Partner User Group Meeting takes place in Seattle each July or August. First held in 1995, the meeting consists of a mix of general sessions, 28 breakout sessions, and discussion groups over a two-day period. The sessions are presented by Practice Partner employees, partners, and expert users.

Before and after the meeting, we offer three days of two- and four-hour introductory and advanced training classes for all Practice Partner products, administration topics, and other related topics. The training classes are presented by Practice Partner trainers, technical support analysts, and expert users.

The next user group meeting will be held in Seattle, Washington in August 2009.

H. SOLUTION PRODUCT TECHNOLOGIES

Software Technologies

RR-H-01 Provide the technologies used for each solution product identified above.

#	Product Name	Product Type (Client Server, Web, Etc.)	Operating System (Windows, Unix, Linux, Etc.)	Database (SQL Server, Oracle, DB2, Etc.)	Application Language (VB6, VB.Net, C, C++, C#, Java Etc.)
1	Patient Records	Please see below.	Please see below.	Please see below.	Please see below.
2	Medical Billing	Please see below.	Please see below.	Please see below.	Please see below.
3	Appointment Scheduler	Please see below.	Please see below.	Please see below.	Please see below.
4	Order Entry	Please see below.	Please see below.	Please see below.	Please see below.

McKesson Response:

Practice Partner applications are rich client applications, residing and running primarily on individual workstations. The client applications make calls to a database server for data. Practice Partner applications run on Windows operating systems. Tools used for the application are Visual Studio 6 (both VB and C++) and some C#/.NET. Practice Partner applications exist as a group of EXE, DLL, and OCX files. System configuration data is stored on a file server.

Practice Partner offers a choice of either a client-server or ASP architecture and is intended to provide a scalable architecture, whereby each computer or process on the network is either a client or a server. Practice Partner applications are Windows-based and fully integrated on a single database platform. Practice Partner database choices are FairCom c-tree Server, Microsoft SQL Server, or Oracle.

All Practice Partner applications are adaptable to a wide variety of settings, from a single-user configuration in a small medical office, to a local area network (LAN) in a large multi-clinic setting, to a wide area network (WAN). The flexibility of Practice Partner software makes it an ideal choice for growing practices.

Please refer to the attached Practice Partner System Requirements guides for additional information.

Server Operating Systems

Practice Partner has been tested and approved to operate on the following server operating systems:

- Microsoft Windows 2000 Server or Advanced Server

- Microsoft Windows 2003 Standard or Enterprise Server

Databases

Practice Partner software is suitable for small, mid-size, or very large organizations. Practice Partner database choices are FairCom c-tree Server, Microsoft SQL Server, or Oracle (Standard or Enterprise).

Application Languages

Tools used for the Practice Partner applications include C/C++ and Visual Studio 6 (both VB and C++) and some C#/.NET, plus ASP.net, XML, and other Web technologies.

Server Hardware Minimum Specifications

RR-H-02 In the following table, please provide the minimum server hardware technical specification levels for operation of your solution software products. Please consider all types of possible servers such as: database, fax, email, internet, backup, image management, etc.

#	Primary Server Purpose	Number Of Processors Per Server	Processor Type/Speed (MHz)	Memory (Gig)	Storage (Gig)
1	Please see below.				
2					

McKesson Response:

Practice Partner will provide a detailed recommendation on hardware configurations during initial discussions. Please see the attached System Requirements Guide for general information.

Client Hardware Minimum Specifications

RR-H-03 In the following table, please provide the minimum client hardware technical specification levels for operation of your solution software products. Please consider all types of client types including workstations, tablet PCs, PDAs, etc.

#	Type of Client Hardware	Operating System	Processor Type / Speed (MHz)	Memory (Gig)	Browser Level (If Applicable)	Required Disk Space (If Applicable)

1	Please see below.					
2						

McKesson Response:

Workstation Operating Systems

Practice Partner has been tested and approved to operate on the following workstation operating systems:

- Microsoft Windows Vista
- Microsoft Windows XP Professional
- Microsoft Windows 2000 Professional (Service Pack 3 or higher)
- Microsoft Windows XP for Tablet PCs

Please also see the attached System Requirements Guide.

Peripheral Hardware Minimum Specifications

RR-H-04 Provide the minimum peripheral hardware technical specification levels for operation of your solution software products. Please consider all types of peripherals such as printers, scanners, card readers, notepads, etc.

#	Type Of Peripheral Hardware	Operating System (If Applicable)	Specifications/Characteristics
1	Please see below.		
2			

McKesson Response:

Practice Partner will provide a detailed recommendation on hardware configurations during initial discussions. Please also see the attached System Requirements Guide.

Minimum Network/Communication Specifications

RR-H-05 Provide the minimum network/communication technologies employed by your solution software products.

#	Type Of Network/Communication Technology	Operating System (If Applicable)	Specifications/Characteristics
1	Please see below.		
2			

McKesson Response:

Practice Partner will provide a detailed recommendation on hardware and network configurations during initial discussions. Please see the attached System Requirements Guide for general information.

System Backup/Recovery Considerations

(Not to exceed 4 pages)

RR-H-06 Describe the system backup process for your core product.

McKesson Response:

The Practice Partner system does not have an internal backup mechanism. Backups are typically performed as part of the site's server backup.

We recommend that the Practice Partner applications be automatically backed up once every 24 hours. It is a good idea to store a weekly backup of the database offsite and archive the backup tapes and patient data once a month. We recommend a minimum two-week tape rotation.

RR-H-07 Can backup be completed in a dynamic mode so that the system can be operational 24 hours per day?

McKesson Response:

The Practice Partner system does not have an internal backup mechanism. Backups are typically performed as part of the site's server backup. Depending on architecture of network, hardware, and backup tools, the site may not need to come down to do backups. Typically, the ability to do backups in a live environment requires some expensive system architecture that may be cost prohibitive. Practice Partner will be happy to discuss DMH's needs for system uptime and make recommendations prior to purchase.

RR-H-08 Describe any automated backup features that allow rapid and unattended backups of system and operational data on a user-scheduled basis.

McKesson Response:

The ability to do automated backups, incremental backups and full system backups will depend on your backup methodology and database backend.

RR-H-09 Can the system be configured to support improved fault tolerance and system recovery (e.g., mirrored disk drives/servers)?

McKesson Response:

McKesson does not sell or support hardware or network systems as part of the Practice Partner application package; however we can provide a set of system configuration recommendations that will include fault tolerance and system recovery capabilities to meet your needs for system performance, data management, and budget.

Data Archiving Considerations

(Not to exceed 4 pages)

RR-H-10 What are the capabilities for archiving data?

McKesson Response:

The system provides data archive and restore capabilities. Practice Partner designs archiving and restore from archiving functionalities to be backwards compatible. The term “archiving” in Practice Partner applications refers to the backup of data for an individual patient and the removal of online viewing for that patient. You would have to backup all patients from the archive.

Any data storage device that is compatible with the operating system that you are using can be used to archive patient data.

You can archive the entire record of a single patient, avoiding fragmentation of the patient record, or a partial record based on defined parameters can be archived and retrieved. The process of patient archiving can be semi-automated in that a list of patients meeting certain criteria can be generated and then used to drive the archiving function.

Because it is possible to move or store the archive files in any location, the site must keep track of where these files are stored.

RR-H-11 What are the capabilities for restoring archived data?

McKesson Response:

You can restore archived records to your system at any time. For example, if an inactive patient returns for treatment or if you add another disk drive and decide you want to keep more of your records on your current system, you can restore the records from the backup medium. When you restore archived information, it is deleted from the archive media.

You will use the Restore Archived Patient Data screen to retrieve archived patient information from the active storage drives on your Patient Records system. The archive disk or tape must be inserted and ready before you begin the restore procedure.

Records can be restored selectively from the backup medium by any of the following criteria:

- Records for individual patients, selected by name or identification number.
- Records for patients registered during a given period, seen by a particular provider, or not seen since a given date.
- Records for the selected patients only up to a given date.
- Records based on patients listed in a Patient Inquiry file.

McKesson recommends restoring from the most recent backup. The ability to do incremental backups and full system backups will depend on your backup methodology and database back end.

RR-H-12 What tools/media are used for archiving data?

McKesson Response:

Any data storage device that is compatible with the operating system that you are using can be used to archive patient data.

System Interface Considerations

(Not to exceed 3 pages)

RR-H-13 Describe your overall approach to developing, testing, implementing, and upgrading system interfaces to other third-party systems. Describe the process you use to settle disputes over interfaces between your solution and others.

McKesson Response:

Practice Partner has successfully deployed interfaces with many third-party organizations and systems. Many Practice Partner customers have a dozen or more interfaces with outside

vendors such as labs, hospitals and radiology. Our specialized interface development team can build virtually any type of interface using industry-accepted data formats such as HL7, CCR, NCPDP Script, X12 (HIPAA), and XML.

Interface Development Process

- Development: We work with the customer and the third party vendor to define an interface specification that meets both user requirements and is technically feasible. This process involves conference calls between Practice Partner, the customer, and technical staff at the third party vendor. The end product is a written specification (signed off by the customer) from which interface development can begin.
- Testing: After completion of the development, the interface is tested in a "test" environment to insure that it meets the specifications and can function appropriately in a production environment. Testing can be managed remotely using remote desktop tools that allow Practice Partner to connect directly to the customer's site.
- Implementation: After completion of testing, the interface is incorporated as part of the overall go-live implementation plan and "turned on" at the appropriate time in concert with the other elements of the plan.
- Upgrading: If the a new version of the software is developed that impacts the interface, the customer will be notified and will be provided an interface upgrade as part of the overall upgrade process to insure smooth functioning of the interface with the new version.

PPConnect (Practice Partner's Interface Engine)

Patient Records interfaces use an interface engine called PPConnect. PPConnect is a suite of programs including:

- Connect – Reformats the HL7 into XML and, based on customer defined matching criterion (patient ID, last name, first name, date of birth, etc.), attempts to post the result in the patient's record. If a match does not occur, then the interface suspends the record in an exception log. Counts of successful and unsuccessful results are provided by the Connect program.

- CrossCheck (Exception processor) – Used to make corrections required when the automated matching criterion fails. Exceptions are marked as complete and hidden so that only outstanding exceptions requiring the user's attention are presented.

All lab results are archived in their original format for backup or recovery purposes. Files are date and time stamped when they are processed through the PPConnect interface. PPConnect also contains a variety of logs and audit trails to facilitate troubleshooting if necessary.

RR-H-14 With what version of HL7 is your product compliant?

McKesson Response:

We currently support HL7 version 2.5.

Data Security Considerations
(Not to exceed 3 pages)

RR-H-15 Discuss your approach to data/information security, especially with regards to Internet technologies. What level of encryption and authentication is supported?

McKesson Response:

Practice Partner application data is encrypted at the transmission point using triple DES. Secure data interfaces are supported via Certificate authentication, SSL encryption and VPN (usually triple DES). User password data is also stored in encrypted format.

Practice Partner software offers powerful privacy and security features to facilitate HIPAA compliance. This includes:

- Time-out/Parking/Locking – the ability for DMH to set up Practice Partner applications to lock after a designated period of inactivity.
- Access Controls – Practice Partner applications provide access controls by user class, user role, and user location. Access control is highly granular and can be configured for individual users. Access controls are defined by specific functions within the system and with variable rights per function. Users who have multiple roles can set up separate logons for different roles, or alternatively, set up one logon with the most liberal access level appropriate for any of their roles.
- Electronic Signatures
- Passwords/Identification/Authentication

Scalability Considerations
(Not to exceed 3 pages)

RR-H-16 Describe your product's ability to expand to accommodate increasing numbers of users, servers, etc.

McKesson Response:

Practice Partner is fully scalable. The current architecture of Practice Partner applications can support thousands of concurrent users and can expand to virtually any-size organization. This requires compliance with the Practice Partner system requirements for data storage, CPU speed, RAM, and other aspects of the hardware and network. Practice Partner works with each client to enable its system to accommodate specific growth plans. For example, Medical University of South Carolina has grown from an initial implementation in 1991 of approximately 20 users to more than 1,200 users today.

In developing growth plans, we recommend the system be sized to anticipate four years of data growth, as this is the point that underlying IT technology has historically rolled up. Scaling recommendations are developed by Practice Partner's experienced technology staff, who have

a long history with the application and knowledge of data storage technologies. Systems reviews are required at periodic intervals to keep the technologies compatible.

All Practice Partner applications are adaptable to a wide variety of settings, from a single-user configuration in a small medical office, to a local area network (LAN) in a large multi-clinic setting, to a wide area network (WAN). The flexibility of Practice Partner software makes it an ideal choice for growing practices.

RR-H-17 Provide any performance metrics that describe the maximum load(s) under which your system can continue to perform at an optimum level

McKesson Response:

The number of records that can be stored is limited only by the data capacity of the system configuration selected by the customer. The Practice Partner project management team will work with you to design a configuration that supports your anticipated data needs.

There is no limit to database size currently, other than limitations imposed by the underlying database databases used with the system: Oracle10g, SQL2005, or CTree. We have customers with 580,000+ patients on a single database using the Total Practice Partner product. As these databases increase their capacities, Practice Partner's capacity will correspondingly increase.

RR-H-18 It is possible that many counties will want to work with the same vendor. How would your company mitigate the impact from potentially high-volume purchases from multiple counties in California? Include in your answer the need to hire additional staff, increase locations and the possible impact to implementation and training schedules, and problem response times.

McKesson Response:

We closely monitor the volume of technical support requests and planned implementations and have plans in place to help mitigate the impact of any high-volume purchases that may occur. Please note that Practice Partner applications have been installed on more than 2,000 practices nationwide and around the globe, and our team of specialists has implemented more than 2,600 different interfaces to external systems.

McKesson has coordinated installations for many large clients, and multiple clients simultaneously, and we tailor an implementation approach to meet the unique needs of each customer. The system can be deployed in a modular, staged approach, or all at once. For example, each application (Patient Records, Medical Billing, Appointment Scheduler) can be implemented separately, or we can complete installation at a pilot site prior to general rollout, or implement all sites individually over time.

We approach each Practice Partner installation as unique and will provide detailed system proposals following conversations between the client and Practice Partner's project management and technical implementation team. We fully support our customers in the process and coordinate with internal and third-party IT and hardware support staff during set up to ensure compatibility between our software and the site's network and hardware.

I. BEHAVIORAL HEALTH EHR FUNCTIONAL REQUIREMENTS SURVEY

RR-I-01 Please complete the CA BH-EHR Functional Requirements Survey (an Excel spreadsheet) that accompanies this RFI. The Functional Requirements Survey is part of this RFI and must be completed.

McKesson Response:

Please refer to our completed CA BH-HER Functional Requirements Survey provided.

J. IMPLEMENTATION PLANNING

(Not to exceed 5 pages.)

RR-J-01 Describe your suggested best-practice approach to implementing your solution. Please include details regarding data conversion and training, and how these activities contribute to your suggested approach.

McKesson Response:

Practice Partner will tailor an implementation, training and technological approach to meet your specific needs. We promote an implementation plan based on customer self-sufficiency and knowledge transfer. We offer you options in creating implementation plans that are designed around your unique needs. We recognize that customers want to assume partial or full ownership for their clinic implementations and the on-going support activities.

The successful implementation of Practice Partner software is accomplished as a cooperative project. Practice Partner experts help define the specific requirements that must be accomplished and actively support implementation and training via both onsite and telephone support.

McKesson has coordinated installations for many large clients, and we tailor an implementation approach to meet the unique needs of each customer. The system can be deployed in a modular, staged approach, or all at once. For example, each application (Patient Records, Medical Billing, Appointment Scheduler) can be implemented separately, or we can complete installation at a pilot site prior to general rollout, or implement all sites individually over time.

Data Conversion

We have devised a number of methods to import historical data or convert paper-based chart data, and will devise a conversion plan to suit the needs of each DMH entity.

Training

Practice Partner provides training specific to physicians, clinical personnel and administrative personnel. Initial training is delivered through hands-on, onsite training classes.

Practice Partner Project Manager(s)/Trainer(s) will stay onsite for the initial go live of the system for as long as you request. We will sometimes recommend onsite follow up training, usually between four and twelve weeks, after the go live training.

Ongoing training is available at any time. Practice Partner will also periodically conduct web training and do offer an extensive catalog of training, configuration, and user guides.

RR-J-02 What is the typical implementation timeframe for your solution? Express your answer as a range (6 to 12 months, 1 to 2 years, etc.) qualified by a size-of-project; factor such as number of users, total project cost, etc. An example would “6 to 12 months for a total project

cost not exceeding $500,000" etc. Please feel free to share any metrics that you typically use to estimate the timeframe for the implementation for your solution.

McKesson Response:

Implementation of the system requires an understanding of the customer's needs and their workflow. With this knowledge we can determine the amount of time that will be needed by all parties. Understanding the customer's needs and processes is essential to a successful implementation.

To give some framework to the time that is needed, consider the following:

- Scoping meetings: 2 to 4 meetings depending on structure of the customer. The purpose is to gain a clear understanding of the customer and buy in from all parties.
- Hardware Consult: 1 to 6 hours to discuss how the customer wants to implement the application and hardware that will be needed.
- Configuration meetings: There will be anywhere from 4 to 8 application configurations meetings between the Practice Partner Project Manager and the appropriate staff from the customer site. This sets up the customization of the application to meet the needs of the doctors, office staff, billing staff.

Single MD/Small Practice
Desired product configuration and features, hardware and infrastructure, interfaces, the ability of the practice to devote staff time to set up and training, and many other factors can affect the implementation timeframe. Sixty to 90 days is roughly average for a small practice.

Medium or Large Practice (10 MD plus)
The desired product configuration and features, hardware and infrastructure, interfaces, the ability of the practice to devote staff time to set up and training, and many other factors can affect the implementation timeframe. Sixty to 90 days is roughly average for a single site; 60 to180 days is average for more complex implementations.

K. TRAINING AND DOCUMENTATION TRAINING

(Not to exceed 2 pages)

RR-K-01 Describe the types of training offered, i.e., end-user, systems administrator, installer, etc.

McKesson Response:

McKesson provides training specific to physicians, clinical personnel and administrative personnel. Our regular training curriculum includes days dedicated to training for each of these roles. Initial training is delivered through hands-on, onsite training classes. We also provide support for installation and system administration personnel.

RR-K-02 How often is training offered (as needed, or on a set calendar schedule)?

McKesson Response:

Practice Partner Project Manager(s)/Trainer(s) will stay onsite for the initial go live of the system for as long as you request. We will sometimes recommend onsite follow up training, usually between four and twelve weeks, after the go live training.

Ongoing training services are available for purchase at any time. We also offer an extensive catalog of training, configuration, and user guides. Additionally, We recommend that practices designate one or more “super users” who achieve certification in the Practice Partner applications and can provide support for internal user questions and supplemental training for new employees.

RR-K-03 Please give the duration of each class, the location of training and the recommended number of people that should attend training.

McKesson Response:

All new Practice Partner clients receive onsite training from a Practice Partner Trainer. We believe that it is critical that a practice receive onsite assistance during the implementation project. The onsite training is supplemented by phone assistance from the trainer as well as recorded training classes and detailed documentation.

The 4-hour classes are separated for end-users and systems administrators/installers and conducted in a classroom style with a maximum class size of 12.

RR-K-04 Please describe if training is classroom style with an instructor, one-on-one, computer-based training, self-study, etc.

McKesson Response:

The initial training will cover use of the entire software application, and incorporating the application into the clinic workflow. Training is classroom style with an instructor, preferably with

one workstation per person (no more than two people to a workstation). The classroom attendees should be grouped based on their role in the clinic, so that the classes can be customized to meet their specific needs. A course outline and workbooks will be provided.

RR-K-05 Who provides the training: employees of your company or sub-contractors?

McKesson Response:

Training is provided entirely by McKesson employees who are certified in the Practice Partner applications. We recruit training and implementation staff members with proven backgrounds in medical office operations and/or software training and project management. Our client services team consists of product trainers and project managers. The majority of our product trainers have experience working in a medical office and many of them were users of Practice Partner software. Our project managers have prior experience overseeing and managing software implementation projects. Several of our project managers are working to earn certification from the Project Management Institute (PMI).

Our senior training and implementation staff members have between five and ten years of experience.

Upon joining Practice Partner, the trainers and project managers undergo a rigorous education and training program. New employees are immediately brought to Seattle to receive weeks of training on the company, product, and process. Following that initial training, they are scheduled on the road with senior trainers and project managers for approximately 90 days. The new employees shadow project managers and trainers during work on implementation and training projects.

As the new employees gain experience, the senior trainers and project managers allow the new employee to deliver sessions under guidance and observation. At the 90-day mark, there is a certification process and exam that involves the presentation of material by the new employee to client services staff and management.

If certified, new employees are initially assigned to non-complex sites and projects. As they gain experience, they are then assigned to practices based on geography and availability.

RR-K-06 Do you provide clinician-specific training?

McKesson Response:

Yes, Practice Partner provides training specific to physicians, clinical personnel and administrative personnel. Our regular training curriculum includes days dedicated to training for each of these roles. Initial training is delivered through hands-on, onsite training classes.

RR-K-07 Do you provide fiscal-specific training related to billing Short-Doyle Medi-Cal in California?

McKesson Response: No.

Documentation

(Not to exceed 2 pages)

RR-K-07 Describe the documentation (both system and training) provided as part of standard installation approach including:

We provide the following training materials for each of the Practice Partner applications:

- Configuration Guide
- Training Guide
- Report Guide
- Template Create/Custom Guide

We also provide the following user and administration materials:

- User Guide
- System Administration Guide
- System Requirement Specifications
- Installation and Configuration Guide
- Technical Guide

We provide Manuals in print/hard copy or electronic (PDF) format on CD or over the Internet. Each application also includes an extensive online help database. The online help database allows users to access context-dependent information at the click of a button, or users can search the database by keyword, index, or favorites.

Installation guides provide turnkey instructions on installing or upgrading your Practice Partner software. Training manuals are comprehensive and logically organized into lessons and topics that are easy to follow in a self-guided tutorial style. Icons throughout the training guide indicate best practices, tips, notes and important points. In addition, the Practice Partner customer support Web site always includes the latest product and training information.

1. Manager and user reference manuals (applications).

   McKesson Response:

   Designed for the lay user, these are available on CD, over the Internet, or in hard copy. They include a detailed table of contents and are fully indexed for easy reference. The applications also have an extensive online help database, context-specific and searchable by keyword.

2. User operator/system administrator manuals.

McKesson Response:

Installation guides provide turnkey instructions on installing or upgrading your Practice Partner software.

3. Hardware/OS manuals.

McKesson Response:

McKesson does not provide hardware for the Practice Partner system and therefore does not provide this documentation.

4. Network and Security.

McKesson Response:

McKesson does not provide hardware for the Practice Partner system and therefore does not provide this documentation.

5. Training manuals (initial and ongoing user self-training).

McKesson Response:

Training manuals are comprehensive and logically organized into lessons and topics that are easy to follow in a self-guided tutorial style. Icons throughout the training guide indicate best practices, tips, notes and important points. In addition, the Practice Partner customer support Web site always includes the latest product and training information.

RR-K-08 Is the documentation available:

1. In hardcopy? **McKesson Response:** Yes.
2. On CD-ROM? **McKesson Response**: Yes.
3. On the Local Area Network? **McKesson Response:**

   Each Practice Partner application has an online help database that replicates documentation information. The online help is searchable by keyword, index, or favorites.

4. On the Internet? **McKesson Response:** Yes.

RR-K-09 How often is your documentation updated? How often are updates made available to the user? How is documentation updated (memo, revised manuals, on-line, CD, etc.)?

McKesson Response:

The online help is updated and installed with every release. The release CD contains updated manuals in PDF format and the online help database is updated as well.

L. CONTRACTUAL SUPPORT
(Not to exceed 4 pages)

RR-L-01 Do proposed acquisition and/or ongoing maintenance/support costs include:

- Future enhancements to acquired/licensed application modules?

  McKesson Response:

  Our Technical Support contract includes updates to the products purchased. This consists of bug fixes and new features and does not include new products or new options to our existing products.

- Operating system and related environmental software?

  McKesson Response:

  These costs are typically associated with your hardware support costs. McKesson doesn't sell or support hardware, networks, or operating systems as part of the Practice Partner product package.

- Interface maintenance?

  McKesson Response:

  Yes, the initial interface fees include the first year's interface support. Additional years of interface support are covered under an annual interface support fee.

- Architectural changes such as migration to emerging technologies and new methods of systems deployment?

  McKesson Response:

  This will depend on whether the product change is a new product or an upgrade to an existing, previously purchased product. If the change is an upgrade, then the cost is covered under the annual maintenance fee. If the change is a new product addition, then additional support fees will be assessed.

If not, describe the conditions and terms under which enhancements/new releases are made available to existing customers.

McKesson Response:

Please see above.

RR-L-02 What are your normal support hours (specify time zone)? Where is support staff located?

McKesson Response:

Regular Practice Partner Technical Support hours are Monday through Friday from 5:00 a.m.–5:00 p.m. PST (coinciding with 7 a.m. to 7 p.m. Central time). After hours software support is available to customers who have a 24 x 7 support contract. Customers can also choose to access 24 x7 support by providing a credit card number and paying an hourly rate for case-by-case incidences.

McKesson has Practice Partner technical support teams located in Seattle, WA and Columbia, MO to provide coverage during working hours in all time zones across the country.

RR-L-03 Which of the following support features are available? Check all that apply:

- Toll-free hotline
- Remote monitoring
- Remote diagnostics
- Training tutorials
- Web-based support tracking
- 24x7 software support
- 24x7 hardware support

McKesson Response:

☐ **Toll-free hotline**

Customers with a Technical Support contract may contact Technical Support via phone or Customer Support Web Site. Our Technical Support line is not toll-free.

☐ **Remote monitoring**

Remote monitoring is not available.

☑ **Remote diagnostics**

Technical Support uses a sophisticated remote diagnostics tool to access your system for troubleshooting. All that is required is an Internet connection.

☑ **Training tutorials**

Training manuals are comprehensive and logically organized into lessons and topics that are easy to follow in a self-guided tutorial style.

☑ **Web-based support tracking**

DMH can report software issues directly to the support department via our customer support website or report problems to the support hotline. All customer issues are tracked via our customer tracking tool. Each issue is documented in our tool and assigned a tracking number. DMH will receive email updates and can follow the resolution of any issue via the customer web site.

☑ **24x7 software support**

After hours software support is available to customers who have purchased a 24 x 7 support contract.

☐ **24x7 hardware support**

McKesson does not sell or support hardware as part of the Practice Partner software system. Complete specifications and recommendations for hardware, network and workstation configurations are provided in the attached *Practice Partner System Requirements Guide*.

RR-L-04 Provide the response time for problems reported during:

- Regular business hours.
- Off-hours.

McKesson Response:

For problems reported during regular business hours, the Practice Partner Technical Support Call Center goal is for 85% of all calls to be answered by a live technician. We attempt to answer every call as quickly as possible. Most calls have a maximum hold time of about 10 minutes. If a call is not answered within 10 minutes, callers can leave a message. We will retrieve the message from voice mail, open an issue and contact the caller back as soon as possible.

For after hours support, the Practice Partner SLA is for the user to receive a response within 30 minutes.

RR-L-05 Describe your problem reporting software and tools. Are they available via the Internet? Can a list of outstanding problems and enhancements by client be viewed on-line and downloaded?

McKesson Response:

DMH can report software issues directly to the support department via our customer support website or report problems to the support hotline. All customer issues are tracked via our customer tracking tool. Each issue is documented in our tool and assigned a tracking number. DMH will receive email updates and can follow the resolution of any issue via the customer web site.

RR-L-06 Describe your firm's approach to software maintenance agreements. Include how, and at what frequency, your firm provides maintenance and upgrade services in support of your system products.

McKesson Response:

The initial license fees include the first year's support. Additional years of support are covered under an annual support fee.

A major Practice Partner release is provided about once every year. Service releases and maintenance releases are provided as needed throughout the year. Customers receive printed release notes that detail the new/changed features. The online help is updated and installed with every release and the release CD contains updated manuals in PDF format.

Customers can choose between upgrading their Practice Partner application themselves or purchasing conversion/upgrade assistance. Conversion/upgrade assistance offering ranges from remote consulting to on-site conversion by Practice Partner staff. Cost for conversion/upgrade assistance will vary with the size and complexity of the site.

Existing clinical content, such as customized templates, can be protected during these upgrades. Practices can add the latest templates as new and separate content.

There is no additional cost for changes needed at time of upgrade to a later version of the product. Support fees may or may not cover architectural changes such as migration to emerging technologies and new methods of systems deployment.

M. COST AND LICENSING
(Not to exceed 3 pages)

RR-M-01 Describe your pricing and/or licensing models based on the various product functionalities listed above. Do not provide specific pricing in your response, but information on how pricing is derived is pertinent. Examples of pricing models may be: module-based pricing, package or suite pricing, single price package, subscription based, package plus maintenance, etc.

McKesson Response:

Practice Partner application licenses are purchased on a per-provider basis. Customers pay for the first year's license, which includes the first year of technical support services.

Practice Partner's Technical Support contract is purchased on an annual basis and begins on your go live date. The annual renewal price for technical support is a percentage of the retail price of the software.

Additional subscription fees may be bundled into the annual Practice Partner license if the customer desires features and functionality such as Patient Education content, annual ICD-9/CPT code updates, ePrescribing, and more.

Each interface purchased has its own support cost which is rolled up as part of the overall support costs. Changes requested by the customer for interface may have additional costs. There is no additional cost for changes needed at time of upgrade to a later version of the product. Support fees may or may not cover architectural changes such as migration to emerging technologies and new methods of systems deployment.

RR-M-02 List any programs your corporation currently participates in, in which you provide a single pricing and licensing model for a large customer with decentralized purchasing (public or private sector), and functional descriptions of that model. Examples of this type of licensing/procurement program may be the State of California Software License Program (SLP), or the California Strategic Sourcing Initiative.

McKesson Response:

Practice Partner will occasionally offer license discounts, depending on the circumstances associated with a particular organization. We do not currently participate in the State of California Software License Program (SLP) or the California Strategic Sourcing Initiative, but we are willing to discuss licensing models that would be appropriate for DMH.

N. RISKS AND ISSUES
(Not to exceed 3 pages)

RR-N-01 It is fully expected that Counties will encounter risks/issues that they must manage and mitigate. Please identify the risks/issues that a County is most likely to encounter when implementing your solution. Please include examples from prior implementations of your solution.

McKesson Response:

The implementation can be affected by the needs of the customer and the complexity of the implementation. Large implementations require a high level of investigation, planning and coordination. Potential customers are encouraged to share as much information as possible in the contract phase of the purchase process so that needs are clearly identified and means to achieve those needs are called out in the contract.

Issues that may affect the implementation timeframe for our solution include:

1) Limited availability of customer staff for project planning and configuration.
2) The installation approach chosen ("train the trainer" versus Practice Partner delivering all of the training).
3) The size of infrastructure needed.

Limited Staff Availability

One factor affecting the timeline is the availability of the customer staff to dedicate time for project planning and configuration. You have a wide range of options to choose from in how DMH may want to implement Practice Partner software. These selections will dictate how quickly an implementation can begin and how long it will take.

Training Approach

The process chosen by the customer for implementation is also a factor. For example, a large installation may elect to use a "train the trainer" approach as opposed to having Practice Partner deliver all of the training. The former approach often is slower to start, but faster to implement over large sites.

Infrastructure

Infrastructure is another factor affecting the implementation time line. If a large amount of hardware or process infrastructure needs to be developed, or existing systems need to be accommodated, this can extend the amount of time needed for implementation.

O. PROJECT REFERENCES

RR-O-01 Provide a minimum of three (3) previous implementations of your solution that most closely approximate a CA County Behavioral Health setting. Include a California reference if available. Provide names and contact information of individuals who have sufficient experience to speak knowledgeably concerning:

- The implementation process.
- System functionality.
- Vendor support.
- Documentation.
- Training.
- Overall customer satisfaction.

McKesson Response:

McKeson is pleased to provide the following reference contacts for DMH:

Okanogan GHC
Cari Hall CFO
509.826.8421
Email chall@okbhc.org

University of California San Francisco
Adele Anfinson
415.476.8745

California State University San Marcos
Karen Nicholson, Medical Director
760.750.4920

Sacramento County DHHS
Keith Andrews, Medical Director
Email AndrewsK@SacCounty.net