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UCLA Health ERP Implementation Partner RFP

***Shared Stewardship for Transformational Success***

Don Parks [dparks@mednet.ucla.edu](mailto:dparks@mednet.ucla.edu)

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# **Purpose and Overview**

UCLA Health is soliciting responses to its request for an Enterprise Resource Planning (hereinafter referred to as “ERP”) implementation partner (hereinafter referred to as "Partner") and implementation services. Partner services include ERP technical implementation, change management, business process design, and resource plan (vendor and client).

UCLA Health has evaluated ERP software options and has chosen Workday as the vendor of choice to provide software for the enterprise. UCLA Health aims to determine the best implementation partner for a Workday deployment.

The purpose of this RFP is to qualify vendors meeting the requirements stated herein. Thereafter, UCLA Health will determine which vendors will be invited to next steps after reviewing the collective responses. Ultimately, next steps will lead UCLA Health to determine and award the vendor of choice for upcoming contracting.

The UCLA Health vision is to **optimize operational performance and elevate patient care by creating a collaborative culture, enhancing data-driven decisions, creating efficiencies, and empowering our workforce to meet current and future needs through the Workday cloud ERP system.**

UCLA Health is committed to leveraging and embracing new technologies by transforming our business processes to meet the future needs of the organization, improve performance, and make timely operational decisions. By implementing Workday, UCLA Health will address the following opportunities:

* Fully leverage an integrated cloud system to automate processes, create efficiencies, improve data transparency, and revolutionize reporting across the organization
* Create a culture that embraces proven best practices and consistent business processes
* Unlock value from data to drive decision-making; and deliver the right experience across all functional areas
* Meet and support key functionality requirements including cost accounting
* Enhance supply chain and inventory planning and flow to support clinical and patient needs
* Track activity and make data available to identify and support cost savings
* Clarify and standardize organizational policies and procedures, including workflows
* Reduce inefficiencies and eliminate workarounds due to time spent on manual tasks
* Provide timely, accurate data so that business decisions can be made effectively and efficiently

This will enable more focus on patient care with performance-based accountability driven by trusted data, and the flexibility to support future growth and initiatives. UCLA Health anticipates that by implementing a cloud-based solution that is secure, resilient, and fully supported, Workday will alleviate the institution’s administrative burden on software fixes/upgrades and hardware refreshes. UCLA Health is conducting a fair and extensive evaluation based on the criteria listed herein and will select an implementation partner that best meets the stated requirements, UCLA Health’s strategic direction, and aligns with UCLA Health’s culture.

# **UCLA Health System Background**

For more than 60 years, UCLA Health has provided the best in health care and the latest in medical technology to the people of Los Angeles and throughout the world.

UCLA Health is comprised of:

* [Ronald Reagan UCLA Medical Center](https://www.uclahealth.org/reagan)
* [UCLA Santa Monica Medical Center](https://www.uclahealth.org/santa-monica)
* [UCLA West Valley Medical Center](https://www.uclahealth.org/hospitals/west-valley)
* [Stewart and Lynda Resnick Neuropsychiatric Hospital at UCLA](https://www.uclahealth.org/resnick)
* Tiverton House
* UCLA Faculty Practice Group (FPG)
* New Century Health Plan (NCHP)

An important and strategic requirement is that FPG and NCHP General Ledger is a separate and independent instance from Medical Center’s General Ledger. Each must have its own distinct Chart of Accounts and ability to have a separate close schedule.

UCLA Health is among the most comprehensive and advanced health care systems in the world. Together, UCLA Health and the David Geffen School of Medicine at UCLA strive every day to be a model that redefines the standard of excellence in health care. It is our integrated mission to provide state-of-the-art patient care, to train top medical professionals and to support pioneering research and discovery.

Our physicians are world leaders in the diagnosis and treatment of complex illnesses, and our hospitals are [*consistently ranked among the best in the nation by U.S. News & World Report*](https://www.uclahealth.org/why-choose-us/about/awards/best-hospitals). UCLA Health is at the cutting edge of biomedical research, and our doctors and scientists are pioneering work across an astounding range of disciplines, from organ transplantation and cardiac surgery to neurosurgery and cancer treatment and bringing the latest discoveries to virtually every field of medicine.

UCLA Health has a strong focus on sustainability and Equity, Diversity & Inclusion (EDI). Sustainability responses represent an important aspect of evaluating each solution vendor and will be part of the overall evaluation scoring.

## **Strategic Intents**

UCLA Health has identified Strategic Intents and Program Objectives when considering the replacement of their current systems for Finance and Supply Chain functionality. Vendors should consider the following and how implementation services may support these intents and objectives.

* Transition to a highly integrated and aligned health system
* Maximize financial performance
* Support Service Line Growth
* Operational efficiencies – Consolidate, Integrate, Simplify, and Standardize
* Business Intelligence - Share quality data across the organization in a timely manner
* Continuous Optimization and Flexibility
* Collaborative Culture with Guided Autonomy
* Technology Resilience and Rationalization
* Fiscal and Fiduciary Responsibility
* Support future growth – organic and acquisition

## **Program Objectives**

* Industry-standard, commercial-off-the-shelf modular software solution that is configurable and requires few, if any, third-party components, or modifications to the software to meet UCLA Health's needs
* Operate within a modern cloud architecture and security structure
* Provide functional solutions that leverage "best-in-practice" processes
* Provides flexible organizational structure that allows for robust financial reporting and transaction processing across hospital entities, physician group practices, and other healthcare operations
* Provide flexible workflow capabilities across all modules
* Provide a high degree of configurable parameters instead of customizations
* Capable of automating and integrating functions currently requiring manual intervention
* Automate and reduce manual processes/data entry to reduce staff workloads
* Provide improved data analysis and reporting through intuitive, customizable reporting tools and modern analytical toolsets with minimal training required
* Provide robust employee and manager self-service capabilities across multiple delivery methods
* Have fully integrated document management capabilities for OCR file scanning, storage, electronic forms processing, and workflows
* Can import and export data and reports from/to 3rd party systems
* Provide a reporting solution that integrates financial and statistical data from various sources with Cloud ERP financial data and generates consolidated financial statements and dashboards for executives
* Utilize intuitive user interface and reporting tools
* Provide and support identity management and authentication
* Contain robust audit capabilities that spans across all transactions and current/historical data
* Provide robust artificial intelligence (AI), machine learning, and digital assistant capabilities
* Compliance with Federal, State, and local laws and regulations
* Enable quick and easy development of reports, UI customizations and integrations to other systems
* Ensure Business Continuity of Critical Systems
* Shift data backup and disaster recovery to cloud vendor’s technical support team
* Shift focus of shared service resources to process improvement employee enablement in lieu of system maintenance
* Improve data access; Provide data when it is requested and needed
* Improve Data Privacy Practices (Securing PII (Personally Identifiable Information))
* Improve data quality Promote confidence in data accuracy Provide better data for decision makers and stakeholders
* Improve Data Security Practices for Core Systems
* Visibility and transparency of external vendor data and processes
* Provide future strategic flexibility and support hospital growth

## **Project Scope**

UCLA Health intends to implement the core functionality of Finance and Supply Chain Management (SCM). Additionally, Workday licensing also provides for additional solutions, such as Prism Analytics and Strategic Sourcing (See Appendix A for a full licensing). The following table includes a list of in-scope components. Some functions identified have minor current state operations. Implementation recommendations and experience of these ancillary functions are considered as differentiating factors. These additional features are denoted with an asterisk (\*).

|  |
| --- |
| **Finance** |
| * General Ledger * Payables * Invoice Matching / Match Exception processing * Imaging & Invoice Automation (OCR) * Expense Management\* * Capital Projects * Asset Management * Cash Management and Bank Reconciliations * Receivables and Non-Patient Billing\* * Budgeting / Planning (EPSi) * Reporting / Analytics |
| **Supply Chain** |
| * Requisitions * Punchout * Purchase Orders * Contract Management\* * Par/Cycle Counts * Strategic Sourcing * Inventory Management * Electronic Data Interchange (EDI) * Item Master Management * Supplier Analysis/Planning * Warehouse Management\* (Infor WMS) * Supplier Portal * Demand/Supply Management\* |

## **Organizational Change Management (OCM)**

Change management is comprised of elements that, when successfully integrated, will lead to a more positive adoption of modern technology systems. As changes in workflows are identified, it is important to ensure those impacted workflows are appropriately woven into training, communications, policy & procedure development, and user adoption efforts, as applicable.

UCLA Health recognizes the importance of the end user experience in all technology-enabled transformations. As such, organizational change management and successful user adoption are an essential component of technology implementation services.

UCLA Health wants to embed end-user experience throughout the implementation and ensure that how those end-users (physicians, nurses and nurse managers, administrators, and other UCLA Health employees) impacted are represented and considered as the modern technology impacts their workflows.

## **Relevant UCLA Health Statistics**

The following information provides information related to UCLA Health’s financials and current volume and metric data provided for scoping, sizing, and pricing.

|  |  |  |
| --- | --- | --- |
| **Key Statistics** | | |
|  | **Med Center** | **FPG and New Century Health Plan\*** |
| UCLA Health Fiscal Year | July 1 - June 30 | July 1 - June 30  \*Jan 1 – Dec 31 |
| Legal Entities / Companies | 1 Legal Entity / 6 Companies | 2 |
| Number of EINs | 3 | 2 |
| Number of Banks | 3 | 2 |
| Number of Bank Accounts | 5 | 2 |
| Departments / Cost Centers | 1,284 | 143 |
| Annual Budget Versions | 1 | 1 |
| Average Invoices Paid | 334,934 | N/A |
| Number of Suppliers | 9,717 | N/A |
| Number of Vendor Contracts | 5,382 | N/A |
| Number of Items | 294,740 | N/A |
| Number of Perpetual Inventory Locations | 4 | N/A |
| Number of PAR Locations | 3,150 | N/A |
| Number of Requisitioners | 800 | N/A |
| Number of Daily PO(s) | 680 | N/A |
| Number of AP Clerks | 12 | N/A |
| Number of Active Projects | 270 | N/A |
| Average Pages of Invoices Scanned | 5 pages per invoice  140,000 invoices scanned per year | N/A |
| Payment Distribution by Type | ACH & System Check | N/A |
| Fixed Assets | 15,500 | N/A |
| Expected Number of Asset Additions Per Year | 1,400 | N/A |
| Number of Legal Entities / Companies Added Per Year | 0 | 0 |
| Number of Departments / Cost Centers Added Per Year | 4 | 10 |
| Number of Accounts Added Per Year | 50 | 50 |
| Total Number of FTE | 11,755 | 4,225 |
| Number of Employees (including Contingent) | 12,300 | 4,452 |

**UCLA Health Number of Users**

|  |  |  |
| --- | --- | --- |
| **Type of User** | **Estimated # Core Users** | **Estimated Number of End Users** |
| Financials | 49 (Med Center) 25 (FPG) | 9 |
| Expense | 36 | 260 (including Ascend) |
| Asset Management | 22 | 241 |
| Procurement | 30 | 1,002 |
| Inventory | 233 | 3 |

**Workday FSE Count**

See Appendix A below for FSE calculation table

|  |  |
| --- | --- |
|  | **FSE Count** |
| UCLA Health (Full Enterprise) | 11,600 |

# **Current State Application Architecture**

The current state application architecture provides an overview of systems, interfaces, Supply Chain Management, Financial Management, Reporting, and Analytics structure, including high-level business processes. The intent is to provide additional context related to the detailed questions contained in the Excel tabs.

|  |  |
| --- | --- |
| **Functionality** | **Current Application(s)** |
| 1099 | Campus Accounts Payable |
| Bank Reconciliation | \**Multi-National Banks* |
| Payment Refunds | Epic |
| Contract | GHX |
| Invoice | GHX, Ascend, Vaya |
| Item Master | Curvo Labs, Cardinal WaveMark, Epic, OHIA, Infor WMS |
| Journal Entry | Campus Financial System, Epic, Kaufman Hall, HBS |
| Payment | MHC Document Express, Campus Accounts Payable, \**Multi-National Banks*, EPSi, Blackline, Epic |
| Purchase Order | GHX, Optifreight, ServiceNow, Cardinal WaveMark, Broadjump, Valify, Vizient, SpendMend |
| Receiving | GHX |
| Document Repository | Rocket EOS |
| Requisition | Pyxis, Cardinal WaveMark, Infor WMS, ServiceNow |

*\*Generic Name*

## **Supply Chain Management (SCM)**

UCLA Health uses Lawson v10, Infor WMS, WaveMark, and other third-party point solutions to support supply chain management processing. These applications address many of the existing challenges or gaps in functionality and provides the visibility to information required to make decisions. Using multiple systems today is a challenge, as interfaces are not always seamless, which can cause issues with ordering, receiving, etc.

**Requisitions**

Users have challenges today as requisitions are created manually through various methods, including forms, portals, emails, and Qualtrics. UCLA Health expects the Workday solution to facilitate easier and more efficient requisitioning through an online portal, punchout functionality, and automated workflows. Better visibility and tracking of orders is desired.

**Purchasing**

A majority of hospital goods are purchased on contract with our GPO. A majority of spend is via EDI, with a prominent vendor being Owens and Minor. There are challenges with collaborating with suppliers today on RFIs and RFPs and also communicating order status internally e.g., making requisitioners informed of backorders. Optimal pricing in the system can be a challenge between the various agreements (i.e., GPO, Local, Negotiated).

**Contract Management**

Currently, executed contracts are loaded into the system and routed based on the contract owner and type. It is a manual process today with opportunity for better monitoring and tracking. UCLA Health needs a central repository for contract management that is user-friendly, flexible, and allows for dynamic searching. There is interest in capabilities such as adding / auditing attachments, having multiple contract process paths in parallel, and connectivity to other processes e.g., capital equipment, value analysis, rebate auditing.

**EDI**

GHX provides the VAN Network for the 850-Purchase Order, 855-Order Acknowledgement, 856-ASN, 810-Invoice, and 832-Price Catalog. There are 344 EDI vendors. The goal is to continue migrating vendors to EDI and utilizing the new ERP to facilitate workflow within the supply chain organization.

**Inventory**

There are four inventory locations (three different locations and one is a warehouse). The inventory team performs cycle counts, recall management, relabeling, par analysis, expiration management, adjustments, returns, perpetuals, no-costs, issues, and transfers. Challenges include manual backorder management and allocation supply chain issues, par management, go-backs on case carts, inventory optimization, recall management, and reporting on substitute items. Integration with Epic and point-of-use devices is needed to ensure tracking of serial numbers, lot, and expiration. Additional focus is on predictive analytics and AI for planning supply against actual scheduled demand, and auto replenishments/order opportunities.

**Item Master**

Master data management within Lawson can be a challenge with orders from new manufacturers or if substitute items are used. The ability to transact in multiple/preferred units of measure across the health system is a current challenge and is a high priority for the Workday implementation. Consignment inventory is an area of opportunity – UCLA desires the ability to define items as consigned and re-processable, as well as issue, replenish, monitor and track consignment items.

**Matching**

Match exceptions are a collaborative process between the various groups to ensure that quantity, price, and unit of measure (UOM) are correct between the purchase order (PO), invoice, and receipt. Challenges exist with ASN updating, receiving UOM, and creating match exceptions. (i.e., ordered a box of 10 received as a case of 24). Capabilities with automation, visibility, and revision of this information are essential.

**Warehouse Management**

UCLA Health currently uses Infor WMS for its warehouse management system. Seamless integration between Infor WMS and Workday will be a critical component of implementation success. UCLA would like to decrease or avoid many issues that occur today due to integration issues, like order failures and inventory records getting stuck. Tracking productivity, custody, and dynamic reorder points is a high priority for the SCM team.

## **Financial Management**

UCLA Health uses Lawson for their Finance functionality, in addition to point solutions and bolt-ons such as Kaufmann Hall, MHC, and EPSi. Finance stakeholder groups have a poor end-user experience with the system as it requires many manual interventions to complete daily operational tasks. Workday is expected to have real-time posting, enhanced automation, increased controls, and improved data transparency. Ensuring strong segregation of duties and comprehensive audit trails will be critical in the new ERP system.

**General Ledger**

UCLA Health leverages Lawson General Ledger functionality. Workflow challenges exist for journal entry processing, approvals, closing, and opening periods. Data today is brought in at the batch level, rather than the preferred and more granular transaction level that would support better reconciliations tracking. UCLA Health is moving towards the standardization of the chart of accounts (COA) as part of UCLA Campus’ Oracle ERP adoption, but will require a separate COA between different entities i.e., Med Center, FPG, and NCHP. Various transactions are posted to and interfaced between the Medical Center and Campus systems.

**Accounts Payable**

While Lawson accounts payable is the payables source of truth, the accounts payable teams struggle with the need to also use manual processes to perform daily tasks. Efficiency gains through automation and workflow rules are desired. Ascend is used currently for invoice scanning and processing – UCLA Health would prefer to have added capabilities to review/clear duplicates and have invoices directly converted into the system. The matching exceptions process remains a manual challenge with a lack of transparency and notifications between AP/PO/Approvers. In addition to Lawson, the Accounts Payable team leverages MHC for check printing, which will be phased out as a part of implementation.

**Expense Management**

Expenses are manually submitted through a portal and keyed into ERP. There is an opportunity to automate the process within the system instead of processing via a Microsoft Excel add-in. UCLA Health would like users to be able to upload invoices into the system directly. Travel-related expenses are handled through a separate Campus travel system (out of scope).

**Capital Projects**

The current processing of capital equipment purchases is very tedious and requires the use of Box, Excel, and Outlook etc. Because the workflow sits entirely outside of Lawson, it requires a lot of manual tracking by staff and paperwork. UCLA Health looks forward to using Workday to automate current capital project workflows e.g., capital equipment requests and capital budgeting.

**Asset Management**

Lawson is used for the depreciation and management of assets. Standard depreciation periods and methods are used. The UCLA Health accounting teams experience challenges in accurately tracking and reporting asset transfers between UCLA Health and Campus departments, for example, tracking original asset cost after transfer. It is critical to be able to manage asset custodians and have workflows to handle asset custodian changes, transfer assets between custodians with approvals.

**Cash Management and Bank Reconciliations**

Cash forecasting reports are built using Lawson, Blackline, Excel etc. today. The bank reconciliation process is very manual, comprised of exports from Lawson and bank facilities, and manually matching transactions within Excel. UCLA Health expects to leverage more automation and the ability to perform reconciliations within Workday in the future state.

**Accounts Receivable & Non-Patient Billing**

UCLA Health has third party receivables, receivables for expense reimbursements, receivables for rebates, and other various receivables. Many of our receivables are intracompany receivables from other entities within the UCOP and UCLA system (Occupation Health, UCLA Campus, UCLA School of Medicine, etc.). There is not a billing system outside of patient billing.

**Budgeting / Planning**

UCLA Health leverages EPSi for budget control and commitment accounting. While the planning module is out of scope, successful integration is critical. The finance team looks forward to having enhanced reporting capabilities and to benefit from integrating budget projects and planning data into financial analysis.

## **Reporting and Analytics**

Consolidated/real-time reporting analytics and dashboards are a top priority for UCLA Health during this implementation. There is a need to integrate financial statements from multiple entities from various source systems including: Med Center (within Workday), FPG (external system), and the School of Medicine (external system) into one single consolidated UCLA Health System view for executive leadership. This may be a Workday Prism use case that UCLA Health will work with the implementation partner for guidance.

Over the years, UCLA Health has developed numerous reports to meet the needs of various teams. Existing reporting tools include Lawson Report Writer, Crystal Reports, and ad-hoc queries to meet reporting needs. Department managers use EPSi for budget vs. actual analysis.

Reports are typically distributed through a report repository or emailed to users. The delay between posting entries and availability of reports can be a pain point. More self-service reporting capabilities and less reliance on IT and Finance for business end users is desired.

Report examples include monthly Bluebook reporting, quarterly PowerPoint, monthly budget analysis, bi-annual dashboards, annual Campus budget presentation, HCAI reporting, cost reports, as well as income statements, balance sheets, and statistics for FPG and NCHP.

# **RFP Process**

## **Issuing Office and Communications**

The UCLA Health Procurement Department is issuing this Request for Proposal and any subsequent addenda to it. The UCLA Health Procurement Department is the sole point of contact regarding all procurement and contractual matters relating to the requirements described in this RFP, and is the only office authorized to change, modify, clarify, etc., the specifications, terms, and conditions of this RFP and any next steps as a result of this RFP.

All communications, including any requests for clarification concerning this RFP should be addressed in writing to:

Tynysha Moseley

UCLA Health Procurement

E-mail: tmmoseley@mednet.ucla.edu

All inquiries and requests for clarification regarding this RFP must be submitted in writing using the form provided in the attachments. This may be done by email to the RFP Contact. Questions are due by the date specified in the RFP Schedule below.

All inquiries shall include:

* + the RFP number
  + company name, address, contact name and phone number
  + clear and concise question(s) which reference specific section(s) or requirement(s) in the RFP

A list of all questions received by the UCLA Health (without identifying the source of the question) and the corresponding responses will be distributed by email to all RFP participants. The question and answer (Q & A) listing will also be posted on the UCLA webpage described below.

The University of California maintains a publicly available website, where all official RFP documents, updates, modifications, and questions and answers are posted and available on a 24-hour-a-day basis. Please check this website frequently throughout the process to be certain that your company is aware of all relevant updates and documents:

<http://purchasing.uclahealth.org> (click on “Information for Vendors” -> “Bidding on Jobs)

The UCLA Health Procurement Department may issue addenda or amendments to the RFP if and as necessary prior to the deadline for submission of quotations and, at its own discretion, may extend the deadline. Any such addenda or amendments will be sent by email to the RFP participants and will also be published on the UCLA webpage shown above. Amendments will be clearly marked as such, numbered consecutively, and shall be made part of this RFP. It is the respondent’s responsibility to check the UCLA bid posting web page for any and all RFP addenda, amendments, etc. prior to submitting a quotation.

Except as stated in the above paragraph, no one is authorized to amend any part of this RFP either in writing or by oral statement.

## **Timeline of Key Events**

| **Event** | **Date** |
| --- | --- |
| RFP released to vendors | June 26, 2024 |
| Receive RFP response commitment from vendors | July 3, 2024 |
| Question & answer deadline | July 11, 2024 |
| Responses due from vendors | July 18, 2024 (5pm PST) |
| Down selection to 3 vendors | August 2, 2024 |
| Vendor presentations | August 12-23, 2024 |
| Reference calls & further discussion | September 2-13, 2024 |
| Anticipated partner of choice decision | Q3 2024 |
| Target start of implementation | Q1 2025 |

## **Evaluation Criteria**

The following criteria represents how UCLA Health will evaluate responses to determine if selected for next steps.

* Proven ability to provide Workday implementation services
* Ability to meet UCLA Health’s scope requirements, and experience with UCLA Health’s scope of applications
* Ability to meet UCLA Health’s sustainability and EDI requirements
* Implementation costs and impact on cash flow
* Healthcare experience, long-term vision, and the ability to partner for success
* Ability to provide value and tangible benefits

## **Instructions for Submitting Information**

Respondents submit your response electronically to Tynysha Moseley (tmmoseley@mednet.ucla.edu), by the due date and time.

**Submission Format and Required Submittals**

Submissions must contain all required submittals and provide a complete response to all requirements stated in the RFP. Submissions should be prepared simply and economically, providing a straightforward, concise description of the respondent’s capability to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content rather than expensive bindings and preprinted promotional materials. Submissions should be organized in the format and order presented below:

***Submission Cover Letter*** - A cover letter must be included with the response. The cover letter shall specify a company representative who is duly authorized to commit and respond on behalf of the company must sign the cover letter. The submission of a signed submission will confirm understanding and acceptance of all requirements, terms, and conditions of the RFP unless specific exceptions are requested, and alternative provisions are offered.

***Executive Summary -*** This section should present an introduction and general description of your company’s history, background, nature of business activities, corporate culture, financial stability, experience in healthcare, experience relevant to this RFP, and any other items that may distinguish your organization from other vendors. This section should also provide a statement of the Respondent’s understanding of the major objectives of the RFP. The overview should contain a brief summary of the Respondent’s approach to fulfilling the requirements, including a description of the salient features and distinctive merits of the proposed products. The summary should be readily understandable by non-technical persons at the management level and should be no more than three pages in length.

***Response to*** ***UCLA Health ERP Implementation Partner Workbook*** - All vendor proposals should include completed responses to the requirements listed in the UCLA Health ERP Implementation Partner Workbook.

To demonstrate the Respondent’s capability of fulfilling the stated requirements, submission responses must follow the order and format of the requirements presented in the RFP for ease of evaluation.

The attached Excel worksheets are expected to be completed in full. Tabs are separated by topic.

**UCLA Health ERP Implementation Partner Workbook Tabs:**

**A. Vendor Response Questions**

1. Partnership

2. Implementation Services

3. Additional Background

4. Costs

**B. Scope**

**C. Interfaces**

**D. Conversions**

**E. Staffing**

**F. Costs**

**G. Sustainability**

***Response to A. Vendor Response Questions Worksheet*** – This worksheet covers general requirements related to partnership and implementation. The University believes that the prospective bidder's previous experience, demonstrated partnership and related factors are important in assessing the bidder's potential to successfully fulfill the qualifications defined herein.

Please use the worksheet to describe how your implementation approach and processes provide the required implementation components to fulfill UCLA Health’s needs. Where possible, give examples of how your solutions have been used with other clients to address these items.

***Response to B. Scope*** ***Worksheet*** – This worksheet lists in-scope modules for the project. Please describe how your company plans to address these items, including phasing, approach, and recommendations. Where possible, give examples of how your services have been used with other clients to address these items.

***Response to C. Interfaces Worksheet*** – This worksheet provides an example of UCLA Health’s list of current interfaces across Finance and Supply Chain. Please explain how your services would replace or support these interfaces, including your approach and experience. This will be the list of interfaces to be replaced or supported as part of your implementation costs, including systems involved, direction, and data types.

***Response to D. Conversions Worksheet*** – This worksheet lists data to be converted/archived from Lawson. Please explain how your services would approach these conversion/archival needs, including approach and prior client experience.

***Response to E. Staffing Worksheet*** – The staffing worksheet provides a template for project staffing recommendations. This staffing model should align with your recommended implementation timeline. Please provide a project staffing model – including both functional and technical resources - showing the proposed staffing based on your proposed timeline. Staffing models should indicate recommended roles for both Partner and client resources, responsibilities, hours, timing for when roles are needed, and (where relevant) hourly rates and whether roles should be dedicated/backfilled. If you intend to include offshore resources, indicate offshore resources directly in the staffing model. If you propose to use a subcontractor(s), provide background information on the Subcontractor(s) and the specific services that the Subcontractor(s) will be expected to provide. UCLA Health has the right to pre-approve or reject Subcontractors. This worksheet should also tie to any assumptions outlined in Section F. Costs.

***Response to F. Costs******Worksheet*** – Please provide high-level cost projections for each of the categories listed. Also, please expand on any other costs categories that may be associated with your solution.

Implementation costs are an essential evaluation criterion and a part of the competitive process to select the new system implementor. The cost section of the proposal must separate staffing fees, required implementation/installation costs and additional recommended services. The required content shown below must be used in the submission of proposals in response to this RFP.

Vendors must provide cost data that enables comparison. For this reason, vendors may supplement the requested information. The information requested within the template is required at a minimum. Please include any assumptions used in deriving cost information. The following cost category items are requested, at a minimum:

* **Staffing Costs**
* **Required Project Costs (excluding staffing)**
* **Additional Recommended Services**

***Response to G. Sustainability and EDI Requirements*** ***Worksheet*** – All vendor responses should address these questions and requirements. Please provide your response in Sustainability Requirements of the accompanying workbook.

The University of California and UCLA Health are committed to doing business in an equitable manner by working with small, local, and diverse businesses. Responses to the Equity, Diversity, and Inclusion (EDI) questions are **optional.** However,EDI questions **will be scored** on the same scale as Sustainability, provided below.

***Client References*** – Please provide a list of two customer references similar in size/complexity as that of UCLA Health and similar scope of products implemented within the healthcare industry. We request that one customer reference be an academic medical center (AMC). Please include customer name and scope of the implementation project including modules purchased/implemented. Please provide only customers with completed implementations.

***Sample bios*** – Please include bios for proposed project team members, for UCLA Health’s consideration.

***Supplemental*** – Please provide any supplemental information, if any, such as services literature, alternative solutions etc.

Incomplete submissions are subject to disqualification, however, UCLA Health reserves the right at its sole discretion, to require the Respondent to supply any missing information, with the exception of Cost Estimate data, which cannot not be included or amended after the submission due date.

Submissions must be accurate; errors or omissions of a material nature will result in rejection of a submission.

## **Evaluation and Method of Award**

Qualifications resulting from this RFP, if any, will be awarded to the responsive and responsible Respondent offering the greatest benefit to the UCLA Health, as determined by UCLA Health, when considering technical suitability for intended UCLA Health purpose, supplier performance potential. Submissions will be examined by a UCLA Health evaluation team and scored using a quality point system. The intent of the evaluation process is to determine, through application of uniform criteria, how effectively the proposed solution satisfies UCLA Health’s requirements. In addition to material provided in the submission, or may request oral presentations, additional material, information, or references from the Supplier and others.

The evaluation team will assign quality point scores based on the evaluation criteria described in previous sections of this RFP. The points assigned by each evaluator will be added together to determine the total quality points for each submission.

Exceptions taken in responses, or irregularities therein, may be negotiated with or corrected by the respondent involved provided that, in the judgment of UCLA Health, such action will not negate fair competition and will permit proper comparative evaluation of submissions. UCLA Health’s waiver of an immaterial deviation or defect shall in no way modify the RFP documents or excuse the respondent from full compliance with the RFP specifications in the event the Qualification is awarded to that respondent. UCLA Health reserves the right to accept or reject any or all submissions, make more than one qualification, or no qualification, as the best interests of UCLA Health may appear. Any contract awarded via follow-on next steps pursuant to this RFP will incorporate the requirements and specifications contained in the RFP, as well the contents of the respondent's submission as accepted by UCLA Health.

## **Restriction on Communications**

Except for the UCLA Health contact designated in this RFP, Respondents are not permitted to communicate with UCLA Health staff regarding this solicitation during the period between the Request for Proposal issue date, and the announcement of awards, except during: · The course of a Respondents' conference, if conducted; · Oral presentations and site visits, if conducted. If a Respondent is found to be in violation of this provision, UCLA Health reserves the right to reject the response.

## **Rejection of Responses**

UCLA Health reserves the right to reject submissions that are non-responsive, including, without limitation, submissions which contain the following defects:

· Late or incomplete submissions;

· Failure to conform to the rules or requirements contained in the RFP;

· Failure to sign the submission;

· Proof of collusion among respondents, in which case all submissions involved in the collusive action will be rejected;

· Noncompliance with applicable law, unauthorized additions or deletions, conditional submissions, or irregularities of any kind which may tend to make the submission incomplete, indefinite, or ambiguous as to its meaning;

· Provisions reserving the right to accept or reject an award, or to enter into a contract containing terms and conditions that are contrary to those in the solicitation;

## **Submission Preparation Costs**

UCLA Health will not be responsible under any circumstances for any costs incurred by the respondents in the generation and submission of responses, site visits, presentations, documentation, or marketing literature.

## **Disclosure of Records**

All submissions, supporting materials, and related documentation will become the property of UCLA Health.

This RFP, together with copies of all documents pertaining to any award, if issued, shall be kept for a period of five years from date of contract expiration or termination and made part of a file or record which shall be open to public inspection. If the response contains any trade secrets that should not be disclosed to the public or used by UCLA Health for any purpose other than evaluation of your approach, the top of each sheet of such information must be marked "CONFIDENTIAL INFORMATION". All information submitted as part of the submission must be open to public inspection (except items marked as trade secrets and considered trade secrets under the California Public Records Act) after the award has been made. Should a request be made of UCLA Health for information that has been designated as confidential by the respondent and on the basis of that designation, UCLA Health denies the Request for Proposal; the respondent shall be responsible for all legal costs necessary to defend such action if the denial is challenged in a court of law.

## **Insurance Requirements**

If work is to be performed on UCLA Health premises, supplier(s) shall furnish a certificate of insurance acceptable to UCLA Health (Ref.: University of California Terms and Conditions of Purchase). All certificates shall name the Regents of the University of California as an additional insured. The certificate must be submitted to the Procurement Department prior to the commencement of services. Certificates of insurance must be delivered to: UCLA Health Procurement, Attn: Don Parks, 10920 Wilshire Blvd., Suite 750 Los Angeles, CA 90024-6509

## **Audit Requirements**

Any agreement resulting from this Request for Proposal shall be subject to examination and audit by UCLA Health and the State of California for a period of three (3) years after final payment. The examination and audit shall be confined to those matters connected with the performance of the agreement, including but not limited to, the costs of administering the agreement.

## **Accessibility Requirements**

University of California Information Technology Accessibility Policy requires compliance with WCAG 2.0 level AA standards for all web-based information.

**Please provide an answer (Yes/No) to the below requirement in the** **UCLA Health Cloud ERP Selection RFP Attachment Requirements** workbook. (B1. Tech Issues > TECH-18).

* **Does the vendor portal meet UC accessibility requirements?** 
  + (Available at [http://www.ucop.edu/electronic-accessibility/index.html](https://urldefense.com/v3/__http:/www.ucop.edu/electronic-accessibility/index.html__;!!F9wkZZsI-LA!Esn8hIR_AU8oYx2SPAUyyFHgrIgyGJh5bNsmmPv8-P_HzU0B7y3shJqxs2lQgPyteHOqs900Tt93Eo5P5wb-VGYXu9Ot$))

## **Marketing References**

The successful Respondent shall be prohibited from making any reference to UCLA Health, in any literature, promotional material, brochures, or sales presentations with the express written consent of the UCLA Public Information Office.

## **Minimum Qualification Standards**

Respondents must be able to demonstrate their current capability and possess a record of successful past performance in providing substantially similar products as those specified in this RFP. Accordingly, prospective Respondents must conform to the following minimum qualification standards and provide the required information in order to be considered for award.

Vendors must have gone through the RFI process and met baseline requirements.

Vendors must have verifiable successful experience in the last three (3) years in providing the range of products specified in this RFP.

Vendors must have experience in the healthcare provider space, preferably with AMCs.

Respondents must be able to demonstrate adequate staffing, personnel experience, and other resources necessary to provide and support the required products in the timeline specified.

Respondents must possess all trade, professional, or business licenses as may be required in order to complete the work specified in the RFP.

Respondents must comply with the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”) that establishes new privacy rules for the protection of patient health information. Among other things, the HIPAA Privacy Rule imposes specific security and confidentiality rules relating to individually identifiable, protected health information (“PHI”) in written, electronic or oral formats.

The vendor shall provide an electronic copy of its standard software license agreement with its RFP response (if applicable).

The vendor shall provide an electronic copy of any applicable software maintenance agreement with its RFP response.

If the vendor has previously negotiated a services or software license or Business Associates agreement with UCLA Health or another UC Medical Center, this shall be included in the response. · Respondents must have the ability to obtain the necessary insurance (ref.: University of California Terms and Conditions of Purchase, Appendix A).

CONTRACTOR represents and warrants to UCLA that CONTRACTOR and CONTRACTOR's representatives are not: (1i) currently excluded, debarred, or otherwise ineligible to participate in the Federal health care programs as defined in 42 U.S.C. Section 1320a-7b-(f) (the "Federal health care programs") and/or present on the exclusion database of the Office of the Inspector General ("OIG") or the Government Services Administration ("GSA"); (ii) convicted of a criminal offense related to the provision of health care items or services but have not yet been excluded, debarred, or otherwise declared ineligible to participate in the Federal health care programs; (iii) under investigation or otherwise aware of any circumstances which may result in CONTRACTOR's or any of CONTRACTOR's representatives being excluded from participation in the Federal health care programs and/or being included on the OIG and/or GSA exclusion database; (iv) debarred, suspended, excluded or disqualified by any Federal governmental agency or department or otherwise declared ineligible from receiving Federal contracts or federally approved subcontracts or from receiving Federal financial and nonfinancial assistance and benefits; and/or (v) under investigation or otherwise aware of any circumstances which may result in CONTRACTOR or any of CONTRACTOR'S representatives being debarred, suspended, excluded or disqualified by any Federal governmental agency or department or being excluded from receiving any Federal contracts or subcontracts or participating in any Federal financial and nonfinancial assistance and benefits. This shall be an ongoing representation and warranty during the term of this Agreement and CONTRACTOR shall immediately notify UCLA of any change in the status of any of the representations and/or warranties set forth in this Section. Any breach of this Section shall give UCLA the right to terminate this Agreement immediately for cause.

BEFORE ASSIGNING ANY EMPLOYEE TO ENTER UC PREMISES IN CONNECTION WITH ANY ORDER, THE CONTRACTOR SHALL CONDUCT THE BACKGROUND CHECKS LISTED BELOW. AS INDICATED IN UC'S AGREEMENT(S) WITH THE CONTRACTOR, CERTAIN FINDINGS PURSUANT TO THE BACKGROUND CHECKS MUST BE REPORTED TO THE UNIVERSITY OF CALIFORNIA AND WILL RESULT IN THE EMPLOYEE'S BEING UNABLE TO PERFORM WORK AT A UC SITE.

AN ACCEPTABLE BACKGROUND SCREEN SHALL CONSIST OF THE LAST 7 YEARS RESIDENCE AND EMPLOYMENT VERIFICATION AND CRIMINAL CONVICTION RECORDS INVESTIGATION CONDUCTED BY ONE OF THE SPECIFIED 3RD PARTY AGENCIES APPROVED BY THE UNIVERSITY OF CALIFORNIA. A CRIMINAL CONVICTIONS RECORDS INVESTIGATION SHALL CONSIST OF A RECORDS SEARCH (DOCUMENTED BY A WRITTEN REPORT RETAINED BY THE CONTRACTOR OF THE RESULTS OF SUCH SEARCH) BY THE APPROPRIATE LAW ENFORCEMENT OR OTHER LOCAL OR STATE AGENCY IN EACH LOCATION IN WHICH THE EMPLOYEE HAS RESIDED AND WORKED IN AT LEAST THE SEVEN YEARS PRECEDING THE DATE OF THE CRIMINAL CONVICTION RECORDS INVESTIGATION. A PERSON CONVICTED AS AN ADULT OF ANY ONE OF THE FOLLOWING SHALL NOT PERFORM WORK ON UC PREMISES: MURDER; MANSLAUGHTER; KIDNAPPING; RAPE; SEXUAL BATTERY OR GROSS SEXUAL IMPOSITION; DOMESTIC VIOLENCE; ASSAULT; ARSON; ROBBERY; BURGLARY; THEFT; EMBEZZLEMENT; FRAUD; DRUG POSSESSION, MANUFACTURING OR TRAFFICKING. A PERSON CONVICTED AS AN ADULT OF ANY FELONY, CONVICTED OF ANY FELONY, CONVICTED OF MORE THAN ONE MISDEMEANOR IN THE PREVIOUS TWO YEARS, OR CONVICTED OF MORE THAN FIVE MISDEMEANORS IN THE PREVIOUS SEVEN YEARS SHALL NOT PERFORM WORK ON UC PREMISES. UC MAY REQUIRE PERSONS, BEFORE ENTERING UC PREMISES, TO COMPLETE A CRIMINAL CONVICTIONS QUESTIONNAIRE. IN THE EVENT THAT UC HAS GROUNDS TO BELIEVE THAT AN EMPLOYEE OF CONTRACTOR HAS FALSIFIED THE CRIMINAL CONVICTIONS QUESTIONNAIRE IN ANY WAY, SUCH PERSON SHALL NOT PERFORM WORK ON UC PREMISES. UC RESERVES THE RIGHT, AT ITS DISCRETION, TO REQUEST FROM SUPPLIER DOCUMENTATION OF THE COMPLETION OF A CRIMINAL CONVICTIONS RECORDS INVESTIGATION FOR ANY EMPLOYEE ASSIGNED TO WORK ON UC'S PREMISES. THE CONTRACTOR'S FAILURE TO HAVE COMPLETED A CRIMINAL CONVICTIONS INVESTIGATION OF ANY OF ITS EMPLOYEES IN ACCORDANCE WITH THIS CLAUSE SHALL BE GROUNDS FOR IMMEDIATE EXPULSION OF THE CONTRACTOR FROM UC PREMISES AND UC SHALL HAVE THE RIGHT TO TERMINATE FOR DEFAULT ALL ORDERS. In addition to the information required above, UCLA Health may request additional information either from the Respondent or others, to verify the Respondent’s ability to successfully meet the requirements of this RFP.

# **Appendix A**

## Workday Subscription

**Subscription Table**

|  |  |  |  |
| --- | --- | --- | --- |
| **SKU** | **Service** | **Pricing Metric** | **Annual Subscription Rights** |
| FIN | Core Financials | FSE\* | Full Enterprise |
| PRA | Prism Analytics Enterprise | FSE\* | Full Enterprise with up to 100 million Published Data Rows at any time for each Tenant (or Instance as applicable) |
| PRJT | Projects | FSE\* | Full Enterprise |
| EXP | Expenses | FSE\* | Full Enterprise |
| PRO | Procurement | FSE\* | Full Enterprise |
| INV | Inventory | FSE\* | Full Enterprise |
| SRCEXP | Strategic Sourcing Expert | Flat Fee | Up to 20 Users |
| XTND | Extend Professional | Application | Up to 10 Applications |
| WSP | Workday Success Plan | % of Fee | WSP - Accelerate Plus |
| CHCM | Core Human Capital Management – *limited use only*\*\* | FSE\* | Full Enterprise |

## Workday FSE

**FSE Calculation Table**

|  |  |  |  |
| --- | --- | --- | --- |
| **Worker Category** | **Total Workers** | **Applicable Percentage** | **FSE Count** |
| Standard Full-Time | 4,130 | 100.0% | 4,130 |
| Standard Part-Time | 0 | 50.0% | 0 |
| Contingents | 280 | 25.0% | 70 |
| Labor/Service Full-Time | 11,051 | 60.0% | 6,631 |
| Labor/Service Part-Time | 2,562 | 30.0% | 769 |
| **Total FSE Count:** | **18,023** |  | **11,600** |