



Request for Proposals for a Financial Management Solution and Implementation Services

Addendum No. 2 – May 17, 2021

REVISED Due Date and Time: **Tuesday, June 8**, 2021 by 4pm Central Time

Please be advised that the due date has been extended to Tuesday, June 8, 2021 by 4pm Central Time.

Please find below questions received prior to the questions deadline, and responses from the MCHD.

- 1) Will MCHD consider proposals for point solutions that address specific functional areas - such as budgeting - or will you only consider proposals that fulfill the complete set of requirements?
 - a. MCHD Response: The MCHD is willing to consider best-of-breed solutions (“point” solutions) that address one or more tabs/functional areas from Attachment B. The MCHD does, however, have a preference on solutions that limit the number of disparate software solutions to support the defined needs.
- 2) Can a multi-vendor bid be submitted as a packaged solution?
 - a. MCHD Response: Yes. Consistent with Section 2.2 of the RFP, partnerships are permissible.
- 3) How many documents such as invoices, purchase orders, etc. would need to have electronic signatures required per year?
 - a. MCHD Response: We would expect the same amount as a similarly situated Local Public Health Departments.
- 4) The potential interfaces INT.10 (Topaz Signature Pad) and INT.11 (Wasp Package Tracker Bar Code Scanner) have no information in the “**Data Involved in Potential Transfer**” column. We would like to know what MCHD is using the Signature pads and Bar Code Scanners for currently and what are they signing for, what type of items are they bar coding?
 - a. MCHD Response: Bar Code Scanners are currently used for incoming packages in store room for tracking purposes but MCHD is interested in learning other options for use of bar code scanners with your product. Signature pads are currently used in various clinical departments for signing forms but not in the financial departments. MCHD is interested learning other options for use of signature pads with your product.

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- 5) Thank you for providing user count for A/R and Cash Receipting. Could the MCHD provide us with the total number of users that would be accessing just the Cashiering module, including supervisors? The Read-Only users are no charge, so please do not include those.
- a. MCHD Response: It is estimated that there will be 30 users including finance staff
- 6) Outside a real-time integration with the Financials and Financials A/R, what other applications would the MCHD like the cashiering system to integrate to. For those possible integrations below would the MCHD prefer to (1) have a batch integration (ex. End of day) for pulling payment information in or (2) have the new cashiering solution record transactional receipts and have a real-time bi-directional interface to those applications? Please note for the requested interface applications.
- AthenaHealth
 - Dentrix-PMG (for 1 and 2) we could pull end of day files and integrate into the Financials
 - Salesforce
 - Others not listed
- a. MCHD Response: Dentrix only, not Dentrix-PMG and no others at this time.
- 7) Would the MCHD like POS equipment to be included in the RFP response (*receipt printers, scanners, cash drawers, check imaging/MICR devices, encrypted credit card swipe and EMV/chip/tap-to-pay devices*).
- a. MCHD Response: Please describe available hardware options to support POS/cash register/drawer functionality. The MCHD will consider these on an optional basis, and costs shall not be included in the technical proposal. Any pricing information may be shared in Attachment C1, under the "Optional/Complementary Module Costs" section with a notation that the pricing specified is for hardware.
- 8) Would you like the POS/Cashiering solution to also have the option to accept online payments through a customer-facing portal? Please note which applications you would like to have included in this option.
- a. MCHD Response: The MCHD is interested in exploring this functionality with a future system, consistent with requirement AR.107 (The system has the ability to support online (web-based) payments). MCHD envisions that a POS system could be used, via a web portal, to accept Medical Records payments, MCHD is interested in options.
- 9) Would the MCHD like the cashiering solution to create an Image Cash Letter (ICL) with scanned checks for deposit and send to your bank? If so, which bank would do you use?
- a. MCHD Response: MCHD is open to considering options, we currently use Regions Bank primarily.
- 10) Does the MCHD have a multi-check scanning process in place for recording checks and bills/invoices in batch? If not, should this be included in the response? What is the annual volume that the MCHD would scan using this process?
- a. MCHD Response: No, MCHD does not have a multi-check scanning process in place.
- 11) Does the MCHD have scenarios where different departments/agencies need to submit end of day receipt summary information? If so, would the MCHD like to automate that?
- a. MCHD Response: Yes, MCHD is interested in automating processes wherever possible.
- 12) Is there a defined budget for this project?

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- a. MCHD Response: No. MCHD has performed internal, high-level budget planning, in anticipation of the release of this RFP. This is a high-priority project for the MCHD, and it is committed to funding this project, however the initial budgetary numbers will not be shared at this point in time. In addition to initial budget planning, the MCHD is also exploring available external (grant and/or federal) funding sources that may supplement initial budget planning.
- 13) Does the County have a preferred Document Management System or is this needing to be self-contained as part of this project? The functional requirement describe a system that is beyond functionality in Finance systems.
- a. MCHD Response: The MCHD does not have a preferred document management system. For this particular scope of the opportunity, MCHD is interested in understanding the inherent capabilities for a financial system to support document management but to also be extended to support other areas of MCHD business operations. The MCHD is open to considering partnerships that bring to the table a standalone document management system along with a financial management system.
- 14) Help us understand the need to bring 17 years of data into the new system?
- a. MCHD Response: For clarification, in Attachment B, Tab 11 (Data Conversion), MCHD has identified that 17 years of data **is available** in the legacy Great Plains system. The amount of data MCHD is looking to potentially convert has been identified in Column E of that tab, under the heading "Quantity of Data Needed in Future System".
- 15) We plan to submit our form contract with our bid response. The contract is balanced and designed specifically for the nature of the services we intend to provide. Will this approach be deemed non-responsive and result in disqualification?
- a. MCHD Response: The MCHD is not in a position to advise any vendors on whether a particular approach or set of circumstances would result in disqualification, particularly as it may relate to any agreement or contract that is submitted with a proposal. The MCHD would understand a "form contract" being submitted with a bid response to be a sample of a standard agreement for software/services, in this context. Vendors are encouraged to review the RFP and in particular the following items to ensure understanding of what the MCHD is looking for in terms of a) Proposal contents and b) sample agreements/contracts:
- i. RFP Section 1.7: Minimum Qualifications
 - ii. RFP Section 3.3: Evaluation Criteria
 - iii. RFP Section 4.2: Technical Proposal Organization Guidelines
 - iv. RFP Section 4.3: Contents for Tabs 1-15
 - v. RFP Section 4.4: Price Proposal
 - vi. Attachment A, Tab 13: Sample Contracts, Warranty, and Escrow
- 16) What is the earliest delivery your office can accept/sign for proposal delivery? (First AM, before 8 AM)
- a. MCHD Response: 8:00 a.m. Central Time
- 17) Is it beneficial for all implementation costs for the new ERP system be recognized and allocated for fiscal year October 1, 2021-September 30, 2022?
- a. MCHD Response: MCHD is focused on allocating the time and resources needed for a proper and thorough implementation and anticipates planning accordingly.

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- 18) In addition to G/L accounts, cost centers and funds, can you provide examples of other levels of granularity you need for budgeting? (i.e. grants, vendors, programs, projects?)
- a. MCHD Response: By state cost codes, by grant, by directorate and their programs/projects {Prevention and Wellness (Public Health side), Administrative Services, and Family Health (FQHC)}.
- 19) Can you estimate how many of the G/L accounts will have calculations or worksheets associated with them for budgeting, versus pre-populated or blank?
- a. MCHD Response: The number will vary depending on software capabilities; a rough estimate is 50 or less.
- 20) For Salary and benefit forecasting, there are references to both individuals and positions. Do you foresee a combination of both individuals and positions as a means of budgeting the entire staff?
- a. MCHD Response: Yes, both individuals and positions are needed as an option in budgeting. They also need to align with the payroll tables by position (grade and step).
- 21) For Salary and benefit forecasting, what is your plan for modeling staffing changes – i.e. additions/deletions?
- a. MCHD Response: Staffing changes are normally handled through the annual budgeting process by listing vacancies, retirements (and estimated accrued PTO pay), and promotions.
- 22) Can you provide an estimate of the number of Budget/Forecast reports you anticipate wanting to build? (i.e. Budget vs Actual, etc.)
- a. MCHD Response: As many as cost centers per fund that we have which may change over time. A minimum of 250 with the option to run (or build) these reports over any time frame we select, including crossing fiscal years.
- 23) Can you provide a couple of examples of the types of what-if scenarios you'd like to create?
- a. MCHD Response: For example, running a "what if" scenario in budget planning to see what the impact would be if they gave a 3% COLA adjustment across the board, or, what if a new funding source allowed for starting new projects.
- 24) How many Financial Institutions will you have?
- a. MCHD Response: Ten or less.
- 25) How many bank accounts for each financial institution will need to be configured in the new ERP?
- a. MCHD Response: There are twenty-one total.
- 26) Number of Sponsors. What types of sponsors does MCHD have?
- a. MCHD Response: If by "sponsors" you are referring to funders (i.e. grants we have been awarded) then there are approximately 40 at this time consisting of federal, state, local, and private funders.
- 27) Do you have any awards where the sponsor has given them funds up-front?
- a. MCHD Response: Yes, this occurs from time-to-time. Generally, we drawdown funds or invoice funder.
- 28) Do you have any awards where the sponsor is billed in installments, or are costs reimbursed as you are incurred?
- a. MCHD Response: Both.

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- 29) Do you have any specific reporting requirements for certain sponsors?
- a. MCHD Response: Yes.
- 30) Do you have any policies/procedures for processing awards? Do you have a close-out checklist if an award is finished?
- a. MCHD Response: Yes, for accounting, grant closeout is fairly straightforward. Additional close-out depends on type of funder, i.e. federal, state, etc. and their systems and processes. MCHD would like to see available functionality for this close-out process.
- 31) Do staff certify their time for grant/award reporting purposes?
- a. MCHD Response: Staff document time in a timekeeping system by financial cost center and state cost codes and may be specific to a grant if applicable.
- 32) How many locations will MCHD be taking inventory for?
- a. MCHD Response: One stockroom, two warehouses of fixed assets, and fixed assets at 12 clinics/office locations.
- 33) How many inventory items do you have?
- a. MCHD Response: Previously provided for stockroom and fixed assets in metrics (see Attachment B, Data Conversion Tab, DC.15 – 446 inventory items).
- 34) How many PAR inventory locations do you have?
- a. MCHD Response: MCHD does not use PAR inventories. Currently have stock for a stockroom and there are cost centers/departments that direct order goods and supplies. Currently all purchases utilize the requisition process even if internal purchase from our own stockroom.
- 35) Where is inventory stock issued to typically?
- a. MCHD Response: Departments and Clinics.
- 36) What costing method do you utilize for Inventory?
- a. MCHD Response: FIFO.
- 37) Do you utilize Periodic (period inventory counts) or Perpetual (systematic inventory adjustments and tracking) inventory method?
- a. MCHD Response: Yes, Periodic counts.
- 38) How would MCHD describe the optimal user experience? Has the use of mobile been considered?
- a. MCHD Response: Yes, mobiles have been considered. We would expect vendors to demonstrate their view of an optimal user experience.
- 39) Are all MCHD staff members accessible for purposes of receiving communications?
- a. MCHD Response: Yes.
- 40) Does MCHD have experience using change networks when introducing key changes?
- a. MCHD Response: No.
- 41) (As it relates to financial accounting) How many Company Consolidations do you have, and how many levels?
- a. MCHD Response: There is one entity with multiple funds. The Funds have cost centers. We are looking for system functionality that will allow us to look at the cost center or a roll

up to the fund level and then a full consolidation of all funds and cost centers. Additional information is provided in the RFP metrics.

42) How many financial institutions do you have?

a. MCHD Response: See response to Question # 24.

43) How many Bank Accounts in each financial institution?

a. MCHD Response: See response to Question # 25.

44) How many Bank Accounts using auto-reconciliation?

a. MCHD Response: None.

45) How many Operational Bank Accounts?

a. MCHD Response: See response to Question # 25.

46) Will you have a need to convert any of your existing 15 projects?

a. MCHD Response: Yes.

47) The expressed scope makes it clear that this will be greater than a system replacement project. Although implicit in the range and scope of requirements and described processes, have you explicitly developed a vision for this transformation effort?

a. MCHD Response: No, we are exploring our options.

48) Have you defined your project Governance Structure including roles and responsibilities, decision making authority, and escalation paths?

a. MCHD Response: Yes.

49) Do you have a strategy for sharing information to downstream internal and external systems? Do you currently have systems in place that manage the sharing of information between internal systems?

a. MCHD Response: Yes.

50) Do you know where all your legacy data is stored, and do you have a plan for extracting it and validating it for your data conversions?

a. MCHD Response: Yes, and we would expect the vendor to propose a plan.

51) Have you identified the challenges and gaps with your current processes? Have you documented all the touchpoints to processes outside of the system of record such as integrations, reports, or interpersonal communication?

a. MCHD Response: MCHD has gone through an analysis process to identify the primary challenges and gaps, as well as improvement opportunities, related to the current and future state. This analysis was performed as a method of informing the development of the RFP package, including the potential interfaces and reports presented in Attachment B.

52) Do you intend to change your Service Delivery Model because of the implementation?

a. MCHD Response: This has not yet been determined. The MCHD anticipates the future state model may be dependent on the system(s) selected and the support model offered by the selected vendor(s).

53) Are you looking for a partner to lead the design and development of an overall change management strategy, change champion network, stakeholder assessment, readiness assessments, communications, training materials and delivery, and post go live sustainment strategies?

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- a. MCHD Response: MCHD would be interested to understand what change management offerings/services are offered by vendors that may be on an optional basis, beyond any organizational change management approaches/deliverables that are a part of your standard approach/offering.
- 54) What internal resources are available to be responsible for and/or support overall Change Management design, development, and delivery?
- a. MCHD Response: MCHD does not have any dedicated internal change management department or personnel. This would be something that MCHD would potentially task a subject matter expert or member of the Office of Communications or MCHD Project Management Team with.
- 55) What internal resources are available to be responsible for and/or support communications design, development, and delivery?
- a. MCHD Response: MCHD does not have any dedicated internal communications department or personnel for this project but has reliable resources to support change management.
- 56) What internal resources are available to be responsible for and/or support training development and delivery?
- a. MCHD Response: It is expected that the selected vendor participate in the planning, coordination, and execution of training activities though it is acknowledged that a train-the-trainer approach may be required for training some MCHD staff in certain functional areas where there are many users. Vendors shall clearly outline the proposed approach to training, including MCHD team responsibilities and vendor responsibilities, and any optional training offerings should be clearly labeled as such.
- 57) Will development of training materials (job aids, videos, PPTs, etc.) be created internally or by your partner (or shared development)?
- a. MCHD Response: For cost containment purposes, MCHD anticipates leading the development of these types of materials. MCHD would be interested to understand, on an optional basis, what offerings are provided by respondents to either assist or lead the development of customized training materials.
- 58) Do you have an internal training team that would be leveraged for a Train-the-Trainer approach?
- a. MCHD Response: Yes.
- 59) How do end users typically receive training today?
- a. MCHD Response: Various ways including, department based, on-line and classroom.
- 60) Do you currently use any digital adoption tools for supporting end user performance?
- a. MCHD Response: No.
- 61) Do you anticipate any role changes because of moving away from manual processes?
- a. MCHD Response: No. MCHD would expect that moving away from manual processes will reduce the amount of time spent managing the entry of data, but would then allow for staff to perform more analytical work with the data.
- 62) Have you employed Change Champion Networks (CCN) for past implementations?
- a. MCHD Response: No.
- 63) Describe a successful change that has occurred in the past 5 years and what worked well.

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- a. MCHD Response: We have had several successful changes in the past 5 years, what worked well was engaging stakeholders early and often, having a detailed project plan and timeline with regular status reporting on deliverables that can be used for organizational communication.

64) Describe the current culture, change resilience, and the potential for change resistance through the organization.

- a. MCHD Response: It is anticipated that there will be minor resistance to change among some users within the organization as would be typical in any large system replacement project, though it is not anticipated that this will be an obstacle nor will it be widespread resistance. Most staff within the organization welcome a change in business applications as well as processes, and will help to serve as change champions through the adoption of a new system.

65) Have you conducted any stakeholder or readiness assessments related to this initiative? If so, what were the results?

- a. MCHD Response: Not specifically, no. MCHD has gone through an analysis process to identify the primary challenges and gaps, as well as improvement opportunities, related to the current and future state. This analysis was performed as a method of informing the development of the RFP package, including the potential interfaces and reports presented in Attachment B.

66) How many items do you have on your Master list?

- a. MCHD Response: See response to Question # 33.

67) How many Par locations?

- a. MCHD Response: See response to Question # 34.

Respondents are instructed to return a copy of this addendum form signed by an authorized firm agent as part of proposal responses.

SIGNATURE

COMPANY

DATE