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## ADDENDUM NO. 1

January 25, 2021

**Title: Request for Proposal for Budget and Reporting System  
RFP # H21-0006**

### 1. General

This addendum revises RFP documents. This addendum is issued to respondents of record prior to execution of contract and forms a part of contract documents and modifies previously issued documents. Insofar as previously issued contract documents are inconsistent with modifications indicated by this addendum, modifications indicated by this addendum shall govern. Where any part of the contract documents are modified by this addendum, all unaltered provisions shall remain in effect.

### 2. Addendum Acknowledgement Form

Acknowledge receipt of this addendum in the space provided on the Addendum Acknowledgement Form. Proposers must include the signed form with their response. Failure to do so will subject Proposers to disqualification.

### 3. Changes and Clarifications

- A. Proposal Due Date changed from 02/03/2021 by 2:00p.m. to 02/09/2021 by 2:00 p.m.
- B. Responses to Proposer Questions are provided below.

### 4. Attachments

- A. None

## Responses to Vendor Questions

	Section of the RFP	Question	CCHHS Response
1	4.c	With respect to phrase "The project objective is for the Vendor to custom build and integrate existing data (General Ledger, Patient Billing, Payroll and <b>other</b> ) into a CCH-specific System." Can CCH provide complete listing of all the systems that require integrations, the nature of the integration (incoming, outgoing, or both) and the data that needs to be exchanged for each interface.	CCH has the following feeder systems for this: <ul style="list-style-type: none"> <li>• SSM Charge Capture (Cerner in the near future)</li> <li>• Cerner EMR</li> <li>• Oracle ERP</li> </ul>
2	N/A	To support the success of the Budgeting and reporting software implementation, what is CCH's expected resource commitment to the project?	<ul style="list-style-type: none"> <li>• Executive sponsor</li> <li>• Project Lead</li> <li>• Supper users</li> <li>• IT Support</li> <li>• Others as needed</li> </ul>
3	N/A	Would CCH prefer this work be done remotely given the COVID-19 19 pandemic?	We have experienced this mode with other implementations and it works.
4	8.4	Would CCH confirm CCH personnel are on-site to receive hard copy proposals	Yes, just need to coordinate drop-off.
5	Appendix 2	Related to Questions 3,4 &5 is CCH inquiring on the process vendors would employ to develop these deliverables? If not, could CCH elaborate on the request?	Yes
6	Appendix 2	Related to Question 13, Can CCH provide additional context supporting question 13? Is the intent for this question related to vendors approach to subcontracting on engagements?	No. This relates to security risk assessments.
7	4.a	With respect to phrase "will kick-off in the spring of 2021," Can CCH provide an approximate month they anticipate the kick-off to start?	May 2021
8	NA	Will CCH consider separate contracts for Software and services for this opportunity?	Yes

	Section of the RFP	Question	CCHHS Response
9	5.5	With respect to 35% MBE/WBE participation requirement, would CCH consider the goal towards the services related cost and exclude software related cost from this participation requirement	The Cook County Office of Contract Compliance has set a goal of 35% MBE/WBE for participating for this RFP. The percentage (%) participation is based on the Total Contract Value .
10	5.7	We are a private company, as such our company policy prohibits release of our financial statements. Would the County accept other evidence of financial stability, such as a Dun and Bradstreet report and/or bank reference?  Can the CCH confirm that financial data submitted in response to 5.7 will be withheld from public disclosure?	CCH may Consider an annual report or annual financial disclosures.  Proposer may indicate the that its financial reports are confidential by marking those particular pages “Confidential” within the Proposal response.
11		Is there an openness to a 3rd party tool that can be customized?	No
12		What type of interoperability / integration is needed between Cook County health and Cook County operations overall?	None
13		Is there an openness to conduct a discovery phase prior to development and implementation?	Yes, the discovery will occur during the implementation.
14		What are the drivers for inpatient revenues and does data or a baseline exist to work off of? I.e., what data is used for the budgeting process today?	Patient days are the driver for inpatient revenues.
15		Is the 60 to 90 day implementation goal flexible?	Yes
16		Is it CCHHS’s intent to build internal capacity (resources) to manage the system going forward?	Yes
17		What does the reporting infrastructure and needs look like?	Similar to conventional reporting in the hospital industry.
18		What is the frequency of productivity reporting? (Monthly, biweekly, daily)	Bi-weekly will be the ultimate goal.
19		Do you have the resources in house to obtain the needed cost accounting data?	This RFP does not include a request for a cost accounting system.
20		Do they want benchmarking support?	It could be an add-on.

	Section of the RFP	Question	CCHHS Response
21		How many users will be impacted?	Eventually, about 100.
22		Are there any budget constraints that should be considered when providing our response?	No, just typical market dynamics.
23	General	Can you please confirm the expected start date for this project?	April 1, 2021
24	General	What is the expected go-live date for this project?	June 1, 2021
25	General	For what budget year, is CCH anticipating using the proposed solution?	FY2022
26	General	It is indicated in the RFP that CCH desires that the selected vendor to complete required implementation by spring of 2021. Do you mean spring of 2022?	No, late spring of 2021 in order to use for 2022 budget process.
27	General	What are the scoring weights assigned to each of your evaluation criterion?	This has not been determined.
28	General	Is there any existing major project or new project(s) expected to kick off during this time period that may impact this project?	Yes
29	General	Please list all holidays and/or blackout dates when CCH employees are not available for this project.	May 24, 2021
30	General	Did CCH review any budgeting systems/software prior to the release of this RFP? a. If so, which ones?	No
31	General	Did CCH employ the services of an outside consult in the drafting of this RFP? a. If so, which one(s)? b. And are they precluded from responding to this RFP?	No
32	General	Is CCH anticipating that it will enter into contract negotiations once the vendor has been selected?	Yes
33	General	Is there any other budget preparation software that will be used in conjunction with the proposed system?	No

	Section of the RFP	Question	CCHHS Response
34	General	Do you expect the selected vendor to provide a full-time project manager?	CCH expect the selected Proposer to provide what is necessary for successful implementation.
35	General	Do you expect the selected vendor to act as a change agent and provide a change management resource?	No
36	General	What top three benefits do you want out of the new solution implementation in order to call this project a success?	<ol style="list-style-type: none"> <li>1. Improved functionality</li> <li>2. End user ease and adoption</li> <li>3. Dynamic and flexible reporting</li> </ol>
37	General	Have you identified CCH SMEs (subject matter experts) who will attend requirement gathering workshop(s) on an as-needed basis?	Yes
38	General	Did CCH identify new solution administer(s)?	Yes
39	General	Is CCH open to Software Solution training for a select few key SME's (potential System Administrators) before the project kicks off?	Yes
40	General	What degree of planning process changes do you envision with the implementation of new planning solution?	CCCH anticipates change, but hard predict as of this point in the process.
41	General	What is the expected number of end-user for the Budgeting solution? Number of users has a direct correlation with the software cost. Please provide expected number of users	100 - 125
42	General	What is the expected dollar amount or percent value for the bid bond?  Does CCH consider waiving the bid bond requirement?	Not applicable to this RFP.
43	General	What is the expected budget for this project?	Open, based on responses to RFP.
44	Software	Is CCH open to perpetual licensing cost?	Yes
45	Software	Is CCH open to SaaS subscription-based software licensing? a. If yes, is CCH open to a multiple year term on the SaaS pricing (say 3-5 years)?	Yes  Yes

	Section of the RFP	Question	CCHHS Response
46		For how many named users does CCH wants to acquire budgeting software?	100-125
47	Software	Is your expectation to purchase the software directly from the RFP responder or does the option exist for you to purchase the software directly from the selling brand (Oracle, IBM, OneStream etc.)?	Yes  No
48	Line Item Budgeting	Does CCH have a standard budget template? a. Are there any sections of the template that differ from department to department?	Yes  Yes
49	Line Item Budgeting	What time buckets do you budget at (by month or by quarter)?	Annual that is spread monthly
50	Line Item Budgeting	Does CCH forecast monthly, quarterly, or some other frequency?	Currently occasionally but desires to move to quarterly.
51	Line Item Budgeting	What does CCH use for ERP? SAP, PS, Oracle etc. What version is the ERP?	Oracle  Oracle R12
52	Line Item Budgeting	What is CCH's General Ledger (GL) Chart Fields (Funds, Accounts, Departments, etc.)? a. Please provide a full count of members for each Chart Field. b. Is there one COA for both budgeting and actuals (GL) or are multiple COAs being used? c. Does CCH use different COAs for different FY and budgeted years? d. Do all campuses use the same COA?	This detail will be provided at the appropriate time to the selected Proposer.
53		How many years of historical budget and actual data from GL need to be loaded? Please provided the number of desired years vs. required years for reporting needs.	2
54		What are the data sources for the Operating Budget other than GL and HCM?	SMS/Cerner ERP (Oracle)

	Section of the RFP	Question	CCHHS Response
55		What GL segments and non-GL segments are used in budget development (such as funds, programs, projects and departments etc.)?	All four
56		Does CCH currently use Budget Requests process to capture narrative descriptions of each program? Can you please provide a sample request form?	No
57	Line Item Budgeting	How many years are planned for during budget development?	Currently, 1
58	Line Item Budgeting	What calendar year does CCH use (Fiscal Year or Calendar Year)? a. Are all of your subsidiaries (HQ, Hospital(s), clinic(s) etc.) on the same Financial Calendar? (Do they close books on the same time? Or Do they plan on the same schedule?) b. Is there any department that is an exception to this (do all CCH departments use the same year system?) c. Is there a requirement for the solution to provide both Fiscal and Calendar year option?	Fiscal year is 12/1 to 11/30 for all units.  No  No.
59	Line Item Budgeting	Do you allocate any expenses (i.e., allocate total rent to each department)? a. If yes, how many expenses are allocated?	No
60	Line Item Budgeting	Have you identified your allocation drivers? a. If yes, what are they (revenue, headcount, sq. ft etc.)?	This has not been determined.
61	Line Item Budgeting	Any quantity (sq. ft, head count, etc.)?	This has not been determined.
62	Line Item Budgeting	Are these allocations single or multi step allocations?	No allocations needed.
63	Line Item Budgeting	Have you standardized these expense allocation(s) cross your departments?	Yes

	Section of the RFP	Question	CCHHS Response
64	Line Item Budgeting	Have you defined your value tree? (The leading practice is to focus on material, actionable and predictive drivers to ensure forecasting accuracy is improved. An appropriate amount of time and effort must be invested in getting this information right. If applicable, the same drivers must be linked directly to the PL, BS and CF to maintain consistency)	This has not been determined.
65	Line Item Budgeting	What are your drivers? (i.e. Statistical volumes such as number of patient days, number of beds etc.)	This has not been determined.
66	Line Item Budgeting	Have you linked each of these drivers to a department, at which they are planned and captured (i.e., Administrative Department) and are used to calculate departmental expense and revenue? (i.e. The total number of discharges or admissions for a given time period (e.g., month) drives the number administrative clerks that are required for that department. Additionally, some other driver such as the number of patient days, procedures, tests then may drive the revenue, expense and required variable/fix FTEs. Every department should have at least one assigned driver)	This has not been determined.
67	Line Item Budgeting	Have you linked these drivers to each major financial statement line? (i.e., Patient Days can be the driver for Labor Expense and Patient Revenue. Every financial statement line must have one assigned driver.	This has not been determined.
68	Line Item Budgeting	Are these drivers easily accessible?	Yes
69	Line Item Budgeting	At what level do they get captured? (i.e., department, clinic, hospital)	Charge level
70	Line Item Budgeting	How often do they get captured? (i.e., daily, monthly, quarterly)	Daily
71	Line Item Budgeting	What is the source for these drivers?	Patient Accounting System

	Section of the RFP	Question	CCHHS Response
72	Line Item Budgeting	Have you defined your capacity limitations? (Finance enters the total capacity for a specific account or department to ensure that budgeted/planned volumes do not exceed capacity. (For example, the planner may want to budget more procedures to meet his/her revenue target, however, there may be no capacity to perform the procedures. (i.e., Not enough doctors, nurses, support staffs or no available surgery room or not enough hours in a day)	Yes
73	Personnel Budgeting	When does CCH start personnel Budgeting process?	April
74	Personnel Budgeting	What is the number of active positions CCH budget for?	6500
75	Personnel Budgeting	What is the number of existing employees CCH budget for?	6500
76	Personnel Budgeting	Is CCH unionized? If yes, can CCH provide an estimate on the number of unique collective agreement clauses that are salary impacting as this has a direct impact on the estimation for the setup and implementation?	Yes and details will be provided to the selected Proposer.
77	Personnel Budgeting	Are the COLA and next step increase dates stored in your HR system? a. If so, is there any discreet code or way to identify which one is which?	Yes Yes
78	Personnel Budgeting	Do you calculate turnover? If yes, how does CCH calculate turnover? a. Is it by employee or by department or by any other way?	Yes, by department.
79	Personnel Budgeting	Does CCH assume all existing and vacant position start dates are the first day of the Budget year?	No
80	Personnel Budgeting	Does CCH employ any pool or shared positions or are all the positions single encumbrance?	Single encumbrance.
81	Personnel Budgeting	Currently, does CCH allocate position/employee cost to multi-fund, department, grants and/or projects?	Grants.

	Section of the RFP	Question	CCHHS Response
82	Personnel Budgeting	Does CCH capitalize position cost?	No.
83	Personnel Budgeting	Does CCH currently use Commitment Control?	Yes.
84	Personnel Budgeting	Are discreet salary cost factors (earnings, allowances, etc.) individually maintained with separate GL codes?	Yes.
85	Personnel Budgeting	Is there any discreet code or way to identify vacant positions in CCH's HR system?	No.
86	Budgeting	Does CCH do any planning or budgeting for Grants? If so, please advise on questions 67 thru 74.	Yes.
87	Budgeting	What is the official source for Grant data?	Oracle ERP.
88	Grant Budgeting	Does CCH have Grants that are for multiple years? a. How does it budget for Grants?	Yes, budgeted by allocated amount per year.
89	Budgeting	Is there any discreet code or way to link the new/future Grants replacing existing/expiring grants to facilitate accurate calculation of carryover amounts on multi-year Grants?	No.
90	Budgeting	Does CCH perform Grants planning at the same level of detail as PS GL Chart Fields or at a lower or higher level of detail?	Same level.
91	Budgeting	Does CCH currently use Budget Requests in Grants planning?	No.
92	Budgeting	How many years are planned for during Grants budget development?	1
93	Budgeting	How many types of Grants budgeting does CCH perform?	1
94	Budgeting	Is Grants planning performed in advance of other phases of the budget process?	No.
95	Standard Reports	Can CCH please provide a list of current standard reports that are used to validate budget entry? a. Can sample reports also be provided?	This information will be provided to the selected Proposer.

	Section of the RFP	Question	CCHHS Response
96	Standard Reports	In lieu of the Systems integrator creating all requested Reports, is your team open to a lower cost option of us creating a portion of the reports with knowledge transfer for your team to create the balance?	Yes.
97	Standard Reports	Do you expect to go through a reports rationalization process to lower the expected number of reports?	Yes.
98	Training	What is CCH's preferred training approach? Does CCH require the selected Vendor will provide training for all users? Or CCH prefers that the selected vendor creates training material and adopt "train-the-trainer" approach where the selected vendor trains CCH power users only and CCH power user conduct the end-user training?	Open, but train-the-trainer is preferred.
99	Training	Is CCH open to send select few key Power Users or potential System Administrators to Software Solution training before the project kicks off?	Yes.
100	Security	Does CCH plan on integrating Security with LDAP?	Yes.
101	Security	Does CCH plan on integrating Security with Single Sign on?	Yes.
102	Security	Does CCH require the solution to have the data encrypted at rest, if yes would it eliminate a vendor from responding to this RFP if the data wasn't encrypted at rest?	Yes.
103	Security	Does CCH require the solution to be in a single tenant cloud environment, if yes would it eliminate a vendor from responding if they only offered a multi-tenant environment?	Single Tenant is preferred but not required. Vendor will have to demonstrate how data is segmented and that no other tenant will and or could have access to our files.
104	Security	Does CCH require a specific guaranteed uptime as it pertains to the cloud environment with service credits if the uptime isn't met? If yes, would this eliminate vendors from responding to this RFP if they couldn't meet your uptime request?	CCH requires 5-9's 99.999 availability

	Section of the RFP	Question	CCHHS Response
105	Security	How many environments does CCH require? (Dev, Test, Train, QA, Prod etc.)	All the above would be necessary to fully bring the system online. These environments allow for proper vetting, testing and training to occur before full prod launch.
106	Data Conversion and Validation	When you go-live on the Budgeting Solution, what amount of previously reported data do you expect to have stored and reconciled in the system? Can you provide all the data sets (year + category) and years you expect (i.e., Actual 2015, Budget 2015, etc.)?	2 years of actual.
107	Data Conversion and Validation	What is the source of historical data?	Billing system and ERP.
108	Data Conversion and Validation	Is there any source/report etc. where the historical data will be reconciled back to?	Yes.
109	Data Conversion and Validation	Does CCH prefer to utilize our direct connection capability vs. loading via flat files?	Open to discussion.
110	Data Conversion and Validation	How often would you need/want data to be updated in the Budgeting Solution?	Monthly, but once we go live with Productivity, bi-weekly.
111	Data Conversion and Validation	What are the expected data sources for the budgeting solution(i.e. Cerner, Oracle GL and HCM etc.)	CCH has the following feeder systems for this: <ul style="list-style-type: none"> <li>• SSM Charge Capture (Cerner in the near future)</li> <li>• Cerner EMR</li> <li>• Oracle ERP</li> </ul>
112	Data Conversion and Validation	Do you anticipate the Budgeting Solution storing and collecting supplemental data that is not available in source systems?	No.
113	Support	Does CCH expect any go-live (transition) support service?	Yes.
114	Support	Does CCH expect ongoing support services be provided by the vendor?	Yes.
115	Support	Does CCH expect onsite or offsite support services?	Both.

	Section of the RFP	Question	CCHHS Response
116	Support	Does CCH have an existing support desk that the vendor should integrate with or CCH expects that the vendor can utilize its own support desk?	CCH expects that the selected Proposer will utilize its own support desk.
117	Support	Does CCH expect to have a full-time dedicated support manager?	Yes.
118	4.b	Do all seven operating entities (system affiliates) leverage a common planning process (timeline, methodology/approach)? Is there variation in how each entity plans?	Yes.
119	4.b	Can you provide specifics on the number of users that will be accessing the system, both from a "central office" perspective and for each of the operating units? How many "core and end users" will require training?	100 - 125
120	4.c	What are the names / versions of the current systems in place that you expect to be integrated with the Budget and Reporting System? Are all of these systems shared by all operating entities or are there other point solutions that would need integration? General Ledger Payroll Patient Billing Statistics	CCH has the following feeder systems for this: <ul style="list-style-type: none"> <li>• SSM Charge Capture (Cerner in the near future)</li> <li>• Cerner EMR</li> <li>• Oracle ERP</li> </ul>
121	5.4	Can you provide specifics on the resources/project team Cook County Health will be dedicating to the project (roles and numbers)?	Executive Sponsor Project Lead Supper users IT Support Others as needed
122	6.3	Given the desired start date of Spring 2021, can you provide more detail on the steps necessary to achieve contract approval and an estimate of the amount of time you expect that process to take?	Not at this time.

	Section of the RFP	Question	CCHHS Response
123	4.D	In addition to reviewing the CCH IT Requirements per 4.d, shall vendors complete and submit a response to the Health Information Systems Vendor Questionnaire?	Yes
124	5.9	Will the county provide a word version of the Sample Contract General Terms and Conditions document for redline purposes?	A pdf version is available on the CCH website <a href="https://cookcountyhealth.org/about/doing-business-with-cook-county-health/">https://cookcountyhealth.org/about/doing-business-with-cook-county-health/</a>
125	5.9	Will the county consider entering into a proposers standard Subscription Services Agreement? If so, should a proposer submit a copy of its standard contract for review?	Proposers may submit a services agreement for CCH review.
126	5.7	The CCH requests 2 years of audited financials. We consider this information highly confidential. Would the CCH execute a non-disclosure agreement to receive these documents?	Proposer may indicate the that its financial reports are confidential by marking those particular pages "Confidential" within the Proposal response.
127	5.1	Section 5.1 requires a signature on the cover letters. Will the county accept digital signatures on these documents? Or does the county require an original (wet) signature on the hard copy forms that are submitted?	Yes.
128	8.3	Due to the pandemic, many proposers are likely working remotely and it may be burdensome to organize and mail a hardcopy to/from home working environment. Would the CCH reconsider its requirement for a hard copy of the submission and accept an electronic submission only?	No, a hard copy must be delivered to the CCH office of Supply Chain Management
129	5.12	Will you accept digital signatures (DocuSign, for example) on the Economic Disclosure Statement?	Yes. Note several pages within the Economic Disclosure Statement (EDS) requires notary seals.
130	2c	What is an approximate date "in the spring" of 2021 which CCH would like/need to access the completed budget software?	June 1, 2021

	Section of the RFP	Question	CCHHS Response
131	4c	Can CCH specify which entities it plans to use the software for? (trying to determine if pricing is just for the 2 hospitals, the 2 hospitals and health plan, etc..)	2, hospitals along with ambulatory sites, health plan and administrative units.
132	4c	As a follow to the question 9 - can CCH specific which products are to be used by which entities? IE: Operating Budget, Productivity, and Long Range Financial Plan to be used by all specified entities, Capital software just to be used by the hospitals?	Most units are reporting units, with Administration unit being the main user.
133	4c	Can CCH specify if it intends to budget for its outpatient facilities as 'departments' subsidiaries within the hospital's budget, or as a separate outpatient budget?	Departments.
134	4c	Can CCH clarify "labor management Productivity platform"? We offer 'traditional' internal productivity monitoring as well as external productivity benchmark metrics. Should we include both on the a-la-carte pricing schedule?	Initial focus is on "internal" but would be interested in benchmarks once internal is mature.
135		Whether companies from Outside USA can apply for this? (like, from India or Canada)	Yes.
136		Whether we need to come over there for meetings?	Not necessary.
137		Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)	Yes.
138		Can we submit the proposals via email?	No.
139		Is the Economic Disclosure Statement a mandatory requirement to be included in the submission? Can we submit that separately from our proposal?	Yes.  No, It must be included with the Proposal response.

**ADDENDUM ACKNOWLEDGEMENT FORM**

As required by the RFP, Proposers must submit this acknowledgement form with their response. One acknowledgement form per response, listing all addenda, is appropriate.

**Addendum No.:** \_\_\_\_\_

**Company Name:** \_\_\_\_\_

**Representative's Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

END OF ADDENDUM