AMENDMENT #1 TO VENTURA COUNTY
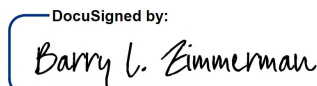
CONTRACT No. 8456 To

Professional Services

The County of Ventura (County) and Heathcare IT Leaders LLC (Contractor) hereby agree that the agreement identified as Ventura County Contract No. 8456, is amended, effective August 1, 2021, as follows:

1. The Contract not to exceed amount is increased to $614,000 for Fiscal year 2021-2022.

2. Exhibit A is replaced in its entirety with the attached "Attachment A - Services."

All other terms and conditions remain the same.

COUNTY OF VENTURA

Barry L. Zimmerman
—BC8C753C2DC04A5...
Signature

Barry L. Zimmerman

Printed name

Director

Title

8/5/2021

Date

HEALTHCARE IT LEADERS, LLC

Tom Galbreath
—0A1F6086CCF5412...
Authorized signature

Tom Galbreath

Printed name

CFO

Title

8/5/2021

Date

Bob Bailey
—DA7C3AA63DDD4EB...
Authorized signature

Bob Bailey

Printed name

CEO

Title

8/5/2021

Date

Exhibit A-1: Rate Schedule 07/01/2021

Exhibit A-2: Project Assignment: UKG Workforce Dimensions Optimization and Implementation

RESPONSIBILITIES

County may require information technology consulting services as identified in written project assignments executed by the County Health Care Agency (HCA) Chief Information Officer or his or her authorized representative. This Contract is not an order.

County will ensure Contractor personnel have access to the appropriate County systems, staff, and resources to successfully execute the objectives of each project assignment. Contractor will ensure its Contractor personnel have access to the appropriate systems and resources to successfully execute each project assignment.

COMPENSATION

Contractor will be compensated based on the following hourly rate schedule.

Cerner Role/Skill-Set	Health IT Leaders	
	Bill Rate	Inclusive Rate*
Cerner Integration Architect/Analyst	$120.00	$160.00
Cerner EDW developer	$125.00	$165.00
Cerner Solution Architect	$112.00	$152.00
Enterprise Architect	$130.00	$170.00
Clinical Consultant	$105.00	$145.00
Senior Clinical Consultant	$110.00	$150.00
Technical Consultant	$110.00	$150.00
Senior Technical Consultant	$120.00	$160.00
Cerner Analyst	$105.00	$145.00
Senior Cerner Analyst	$115.00	$155.00
Cerner Trainers	$85.00	$125.00
CCL Analyst	$110.00	$150.00
Senior CCL Analyst	$120.00	$160.00
Systems Analyst	$100.00	$140.00
Manager	$125.00	$165.00
Senior Manager	$135.00	$175.00
Program Director	$165.00	$205.00
Cerner Developer - Mpages, FHIR, etc.	$135.00	$175.00
Revenue Cycle Consultant - Patient Accounting	$125.00	$165.00
Revenue Cycle Consultant Charge Services	$125.00	$165.00
Cerner Ambulatory Consultant	$115.00	$155.00
Senior Cerner Ambulatory Consultant	$125.00	$165.00
Cerner Access Management	$115.00	$155.00

Non-Cerner/General IT Skill-set	Health IT Leaders	
	Bill Rate	Inclusive Rate*
Data Architect	$115.00	$155.00
Database Administrator	$125.00	$165.00
Report Writer	$120.00	$160.00
Business Intelligence Analyst	$120.00	$160.00
EDW/ETL Developer	$115.00	$155.00
Data Engineer	$105.00	$145.00
Data Scientist	$130.00	$170.00
Security Engineer/Architect	$135.00	$175.00
IT Project Manager	$120.00	$160.00
Senior IT Project Manager	$130.00	$170.00
Software Developer	$100.00	$140.00
Business Analyst	$90.00	$130.00
Quality Assurance Engineer	$90.00	$130.00
Web Developer	$85.00	$125.00
Help Desk Support	$65.00	$105.00
VMWare/VDI Engineer	$115.00	$155.00
Desktop Field Technician	$55.00	$95.00
Business Systems/Applications Analyst	$90.00	$130.00
PeopleSoft Analyst - Financial	$120.00	$160.00
PeopleSoft Analyst - Supply Chain	$120.00	$160.00
Kronos Analyst	$125.00	$165.00
Sr Kronos Analyst	$135.00	$175.00
Oracle Consultant	$150.00	$190.00
Senior Oracle Consultant	$160.00	$200.00
Data Network Engineer	$95.00	$135.00
Telecom Engineer	$100.00	$140.00
Manager/Director of Network Infrastructure	$125.00	$165.00
Manager/Director of Information Security	$155.00	$195.00
Manager/Director of Data Analytics	$150.00	$190.00
Manager/Director of PMO	$165.00	$205.00

Additionally, Contractor may be reimbursed for travel and expenses incurred by Contractor personnel in accordance with County's expense reimbursement policy (Administrative Manual).

Payment terms are net thirty (30) days, in arrears for services and expenses rendered and upon the receipt of valid and correct invoices. Invoices are to be sent to the following address:

VCMC.AccountsPayable@ventura.org

Or - VCMC Accounts Payable, 800 South Victoria Ave., L #4610, Ventura, CA 93009

CLIENT CHALLENGES AND GOALS

HCA, with approximately 4,000 employees in scope of this project, is pursuing a deployment with UKG Workforce Dimensions (WFD). HCA has been embarking upon a go live with UKG Workforce Central (WFC) v8.x for the past 3 years, and several issues have prevented the system from being fully migrated to all in-scope locations. UKG is now recommending County pursue WFD vs. WFC.

Contractor will need to revisit the original assumptions and requirements which may or may not have been documented and will need to re-validate the original specifications. Contractor will also need to ensure that the scope is solidified, the project team is solidified and remains consistent throughout, requirements are clearly documented, including bi-directional integrations, for HCA, and in particular, functionality requirements for represented employees.

BACKGROUND

HCA seeks an implementation partner for assistance with the documenting and delivering the following:
- Identify and document the WFD Timekeeper functionality requirements that will be implemented:
    o Identify any requirements and functionality gaps (high impact or otherwise), including all required integrations.
    o Propose and deliver improved functionality recommendations for Timekeeper.
- Design and implement WFD Timekeeper
- Design and implement Absence Management (Calculated Accruals)
- Design and deploy Core Analytics
- Design and deploy Advanced Scheduler
- Design and deploy Healthcare Analytics and Extensions

Services to be provided and deployed by Contractor:
- Timekeeper – duplicate any desired WFC configuration into WFD, and add new configuration in WFD
- Absence Management (Calculated Accruals) – Net New
- Core Analytics – Net New
- Required integrations:
    o To/from PeopleSoft (payroll)
    o To/from PeopleSoft (HR)
    o To/from Cerner
    o Identify and document other integrations which may be desired in future phases
- Advanced Scheduler
- *Healthcare Analytics and Extensions
    *UKG will be responsible for delivering Healthcare Analytics with Extensions, with Contractor acting as the lead project delivery vendor.
- Training on the WFD solution
    o Build training plan and timeline with County
    o Develop training materials
    o Conduct training for super users
        ▪ Format is TBD (onsite, virtual, etc.)

- - Train the trainer format
  - Including short video clips for common functions per main roles (payroll, supervisor, etc.)
- Change Management Services
  - Work with HCA organizational change management (OCM) team to craft and deliver the overall OCM plan
  - Help guide HCA with communications strategies and messaging content
    - Work with Labor Relations specific to appropriate communications to represented employees
    - Work with stakeholders to craft messaging specific to non-represented employees

CONTRACTOR CAPABILITIES

Contractor has built a workforce management practice that is led and managed by a team of Kronos/UKG experts, who have direct Kronos WFC and WFD experience in the healthcare field.

Our decades-long experience focuses on labor law, union/collective bargaining agreements, and overall time & labor expertise with former and current releases of WFC and WFD, including attestation, accruals, attendance, and advanced scheduling with optimization and workforce forecasting.

In addition to providing the functional best practices and configuration expertise, we have built many inbound and outbound interfaces using both legacy Kronos/UKG workforce integration manager, and the Dell Boomi platforms. These unique skills are still rare in the industry, and we are fortunate to have a delivery team whose main goal is to deliver optimal service to our clients.

Contractor recognizes that our clients also desire on-site, in-person training in addition to virtual live, instructor-led training, to promote ease of use for your employee community, because of the changes that accompany a new version of Kronos/UKG.

PROJECT SCOPE

Contractor will start with a focus on addressing the existing issues that the users have raised, specific to the existing live timekeeping setup and functionality. We will work with all HCA's core stakeholders to analyze and optimize the planned WFD Timekeeper setup and configuration so that the existing challenges with WFC are not duplicated in the future WFD system, and so that the goals and benefits of WFD are realized.

Specifically, Contractor will begin with identifying/discovering the existing pay policies, rules and all components which exist within existing WFM systems, security and profiles of users, method(s) of time capture, reporting, and existing integration into and out HCA's existing human resources, payroll, and any other systems with which WFD integrates.

Any desired changes to the existing functionality within WFC will be modified for WFD, and will be documented, as well as any new configuration which will be built into the new non-production WFD tenant. Contractor will also use this tenant to test the new functionality, and to train existing and new users as requested by County. Any new or updated configuration will be migrated to the production from this environment.

HCA also requests that new Absence Management (Calculated Accruals) and Advanced Scheduling functionality is introduced into the future-state WFD system. Contractor will work with County stakeholders to design, build, and test the Calculated Accruals features. Contractor will migrate this configuration to production upon approval.

Contractor will work with HCA to design, build, and test Core Analytics, and will follow the same change control and migration approvals path as used for Timekeeper and Calculated Accruals.

Contractor will provide any necessary information and documentation to UKG as they design and implement Healthcare Analytics and Extensions, as UKG Professional Services will be responsible for delivering Healthcare Analytics and Healthcare Extensions under a separate contract. Those costs and resource plans are not included in project assignment.

Contractor will also work with the HCA OCM team to craft and deliver the overall OCM plan. Contractor brings years of OCM experience to this initiative for HCA and will help guide HCA with regards to communications strategies and messaging content.

CONTRACTOR TEAM

Resource	Project Headcount	Role	Project Responsibilities
Program Director	2	Program and Project Management, Solution Design & Phase Oversight	This role is responsible for ensuring the project is meeting the timeline and budget, facilitates issue resolution, documents, and enforces decisions, and works with UKG project team to do the same. This role will also be responsible for the oversight of the functional design and validation of foundational elements for integration and reporting.
Senior Kronos/UKG Analyst	3	Business Analysis and Functional Consulting	These resources are responsible for the functional analysis, design, and configuration of the system. This includes components related to Timekeeper and Absence Management, Scheduler, Integrations, Data Collection, user workflows, reports and procedures. The Functional Consultant will also provide deployment testing and support for all modules deployed in this statement of work.
Kronos/UKG Analyst	1	Training SME	This resource will develop and deliver a training program that will maximize employee adoption and usage and minimize resistance and disruption. End user training delivery methodology can include Virtual Meetings, enrollment labs, self-pace on-line courses and in person classroom training (per CDC guidelines related to COVID-19).
Senior Manager	1	Change Management Support and Oversight	This resource will be responsible for assisting HCA with planning and preparing communications to HCA's workforce related to the anticipated process and system changes which will be a result of the new WFD system rollout.

CLIENT TEAM AND ROLES

The most typical causes of project delays are not due to data or application build issues, they are related to having the right group of people, at the right time, who can provide project input, deliverable and system review, and decision making. Selecting the right group of resources is

less about the number of people chosen and more about identifying the subject matter experts (SME) who have the right level of knowledge and decision-making authority to support activity and timeline completion.

Areas of Expertise	Typical Primary Project Responsibilities
HR SMEs	Organizational structure related to labor costing, organization-wide policies, employee reports-to structure, location-specific policies, accruals/leave policies, HR reporting needs, clock and attestation functionality based on role or department or job, etc. Will be asked to test the system to validate all standard and non-standard transactions are accounted for and are working
Payroll SMEs	Organizational structure related to financials: time-to-gross earnings for various employee groups/types, pay cycles, tracking time for contractors, temps, interns, process of payouts upon terminations, payroll reporting needs. Will be asked to test the system to validate all standard and non-standard time-to-gross calculations are accurate
Labor Relations SMEs	Union-specific pay and absence policies/ requirements Will be asked to validate that the new system is compliant with all current CBAs, etc.
Nursing SMEs	Nursing-workforce-specific pay types such as premiums, differentials, transfers to various locations, jobs or positions, mobile time entry needs, workforce reporting needs Will be asked to validate the requirements, unique to the nursing staff, are accounted for and built in the new system. Will be asked to test the system, especially related to scheduling, to validate the functionality is accurate and provide feedback on ease of use
Scheduling SMEs	Scheduling process, employee scheduling self-service, posting schedules, shift coverage requirements, schedule preference hierarchy, skills & certifications related to scheduling, etc. Will be asked to for feedback regarding future-state scheduling processes and automation opportunities
Infrastructure SMEs	Network connectivity, firewalls, URLs and re-directs, clock/device installation and power-up (POE vs. AC/DC, etc.) Will be asked to validate that all devices can connect to the system, and all users can authenticate and to use the system from wherever they are authorized
Security SMEs	SFTP subject matter, PGP encryption, badge issuance and tracking, SSO/ authentication

As stated, it is not the number of SMEs but the importance of the knowledge each SME brings. For example, the client could select A) One SME within a centralized HR, payroll, or labor relations department who can speak for all locations, or B) one SME from each area. The most important criteria is that all area's policies and procedures are provided/communicated to the solution design team.

Role	High Level Responsibility	Kickoff	Design	Build	Test	Migrate
Governance	Decision Making ("Tie Breaker"), Organizational Change, Process Standardization	5%	5%	5%	8%	1%
Dedicated Project Managers	Workstream milestone tracking, timeline management, internal resource coordination, sync with HITL PMs	100%	100%	100%	100%	10%
HR SMEs	Organizational Structure (Labor Costing), Org-wide Policies, Location-specific Policies, Accruals/Leave policies, HR Reporting needs, etc.	15%	50%	25%	75%	25%
Payroll SMEs	Organizational Structure (Financial) Time-to-Gross earnings for various employee groups/ types, Pay Cycles, Tracking time for contractors, temps, interns, Process of payouts upon Terminations, Payroll Reporting needs.	15%	50%	25%	75%	25%
Labor Relations SMEs	Union-specific pay and absence policies/ requirements	5%	25%	15%	25%	5%
Nursing SMEs	Nursing-workforce-specific pay types such as Premiums, Differentials, Transfers to various locations, jobs or positions, mobile time entry needs, Workforce Reporting needs.	10%	30%	20%	25%	25%
Scheduling SMEs	Scheduling process, employee scheduling self-service, posting schedules, shift coverage requirements, schedule preference hierarchy, skills & certifications related to scheduling, etc. Future-state scheduling processes and automation opportunities	10%	30%	20%	25%	25%
Infrastructure SMEs	Network connectivity, firewalls, URLs and re-directs, Clock/ Device installation and power-up (POE vs. AC/DC, etc.)	10%	30%	10%	50%	25%
Security SMEs	SFTP subject matter, PGP Encryption, Badge issuance and tracking, SSO/ Authentication	10%	30%	10%	50%	25%

ESTIMATED TIMELINE

- Kickoff through Migration Readiness - Approximately 5 Months (including 1-month planned staffing shortages during the holidays)
- Go-Lives and Stabilization/Optimization - Approximately 2-3 months
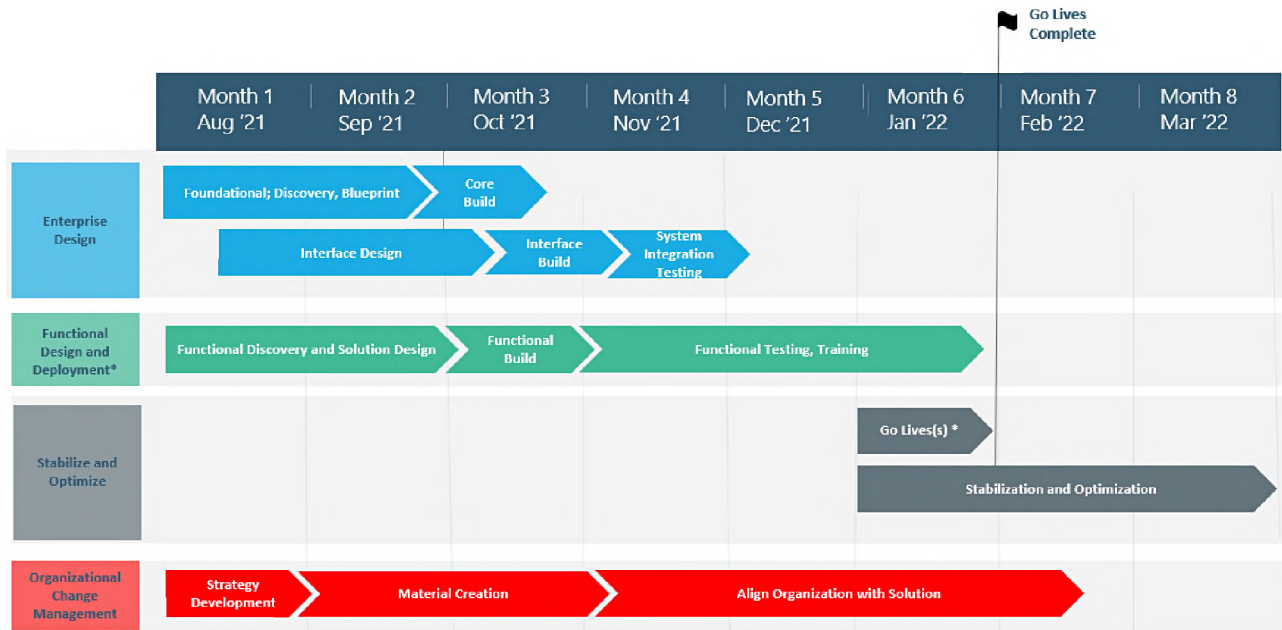
*Functional Solution includes Timekeeper, Scheduler, Accruals, Attendance, Devices, Attestation, Core Analytics
* Go-Lives to occur in Waves, based on groupings (Hospitals, Behavior Health, and Clinics) as well as TBD factors

DELIVERABLES

The following list of deliverables will be produced and utilized during this implementation:

Deliverable	Description
Project Charter	Represents the informal contract for the project, including scope, initial risk assessment, project team roles & responsibilities, communication plan, escalation model, and high-level project timeline
Enterprise Blueprint	Maps out foundational components of UKG system (pay codes, organizational structure, etc.) that will serve as the baseline for functional build and integration design.
Interface Functional Specifications (3)	Functional Specifications for in-scope interfaces
Solution Design Document(s)	Maps out the functional design for the in-scope modules
Training Execution Plan	Plan for training strategy and execution

Milestone Name	Acceptance Criteria
Project Kickoff	Kickoff Meeting Occurs
Completion of Solution Design	Client signs off on Solution Design acceptance document
Commencement of Functional Testing and Training phase	Entry Criteria for Functional Testing and Training has been completed and approved by HCA
First Unit Go-Live	Cutover Tasks for Go Live are complete, Exit Criteria for Deployment is complete, First Deployment Group begins using application in a live environment
Stabilize & Optimize	First Deployment successfully completes four (4) weeks on the application
Project Completion	All groups within scope are live per the terms of this project assignment and/or associated change requests. All critical/high issues have been resolved. Any remaining open items are considered future state enhancements.

LOCATION OF PERFORMANCE OF SERVICES

Virtual except for required onsite gate/milestone meetings as agreed upon during the progression of the project, or for other specified tasks and/or phases as agreed to by project leadership. See "Travel and Expenses" section below for additional details.

COUNTY RESPONSIBILITIES

- County will designate a representative to be the project sponsor. This representative will be the focal point for all communications relative to this project and will have the authority make non-monetary project decision. The project sponsor will schedule meetings with required parties and make recommendations for attendees.

- HCA commits to completing the Kronos/UKG KnowledgeMap Live training (https://kmap.kronos.com/Course) in the beginning of the project so they can bring their expertise and knowledge of the UKG solution to the design and building of the new system.

- HCA's employees will be made reasonably available to Contractor to answer questions and provide important information concerning the project (network design, existing company processes, IP addresses, usernames, and passwords, etc.). County will respond to such requests in a timely fashion.

PROJECT ASSUMPTIONS AND DEPENDENCIES

To prepare this proposal, Contractor has made certain assumptions to cover items that may not have been expressly discussed during conversations with HCA. Changes to these assumptions may affect the scope and cost of this proposal.

- Some of the configuration from the existing modules in WFC will be carried over (rebuilt) into the new WFD system.
- Calculated Accruals will be new functionality.
- Core Analytics will be new functionality.
- Advanced Scheduler will be considered "new" functionality.
- The term of this project will begin on the effective date of this Amendment 1 and will conclude on or about December 31, 2022 unless extended in writing by both parties.
- County will ensure requirements and other Contractor deliverables are reviewed and signed-off in a timely manner by employees of the appropriate level.
- County will provide Contractor with timely access to technical information and environments.
- Deployment groups / go live waves have not yet been finalized. Project leadership from both County and Contractor will work together to determine the best approach once the project begins.

CHANGE CONTROL

Should project objectives or requirements exceed the defined deliverables identified in this Amendment 1, all parties will utilize the change control process to refine additional time, cost, and schedule impact to meet proposed workloads/deliverables and time frames. As such situations occur, each change will be documented, and if such change is deemed to alter the time required to complete the project or its cost, the change will be acknowledged by both parties, and the cost and/or time estimates updated accordingly by both parties' acceptance. All noted changes must be formally accepted prior to executing the change. Any change to cost must be documented in

an amendment and signed by both parties.

COMPENSATION

Implementation Services

This represents the traditional deployment of the UKG application, including discovery, build, training, testing, go live, and hypercare:

Role	Total Hours	Bill Rate	Total Fees ($)
ProManager/Director of PMO	380	$165.00	$62,700.00
Manager/Director of PMO	280	$165.00	$46,200.00
Senior Kronos Analyst	688	$135.00	$92,880.00
Senior Kronos Analyst	688	$135.00	$92,880.00
Senior Kronos Analyst	400	$135.00	$54,000.00
Kronos Analyst	248	$125.00	$31,000.00
Total Contractor Hours	2,684		$379,660.00

Stabilization and Optimization Services

This represents a period, after go-live, to allow the tools to settle into user's everyday work experiences:

Role	Total Hours	Bill Rate	Total Fees ($)
Manager/Director of PMO	36	$165.00	$5,940.00
Senior Kronos Analyst	160	$135.00	$21,600.00
Senior Kronos Analyst	128	$135.00	$17,280.00
Senior Kronos Analyst	112	$135.00	$15,120.00
Kronos Analyst	184	$125.00	$23,000.00
Total Contractor Hours	620	$133.77	$82,940.00

Organizational Change Management Services

This work represents the activities required to support OCM to align with the system deployment.

Role	Total Hours	Bill Rate	Total Fees ($)
Senior Kronos Analyst	212	$135.00	$28,620
Total HITL Hours	212	$135.00	$28,620

Travel and Expenses

All fees paid under this agreement are exclusive of any travel, hotel, and meal expenses that may be incurred by Contractor personnel providing services. If project leadership for both parties agree that travel is required for specified project tasks and phases, Contractor may be reimbursed for travel and expenses incurred by Contractor personnel in accordance with County's expense reimbursement policy (Administrative Manual).

All travel must be pre-approved by HCA in writing and all efforts will be made by both parties to coordinate travel in advance to keep costs reasonable.

PRICING SUMMARY

Services	Total Hours	Total Fees ($)
Implementation Services for UKG Software	2,684	$379,660
Stabilization and Optimization Support Services – Post Go Live	620	$82,940
Change Management Services	212	$28,620
Planned	3,516	$491,220
Contingency		$73,680
Travel		$49,100
Total Project Not-to-Exceed		$614,000

Payment terms are net thirty (30) days, in arrears for services and expenses rendered and upon the receipt of valid and correct invoices. Invoices are to be sent to VCMC Accounts Payable, 800 South Victoria Ave., L #4610, Ventura, CA 93009 or VCMC.AccountsPayable@ventura.org.