



**Request for Proposal
Providence St. Joseph Health, Renton, WA 98057
FCC Healthcare Connect Fund**

Network Redesign RFP

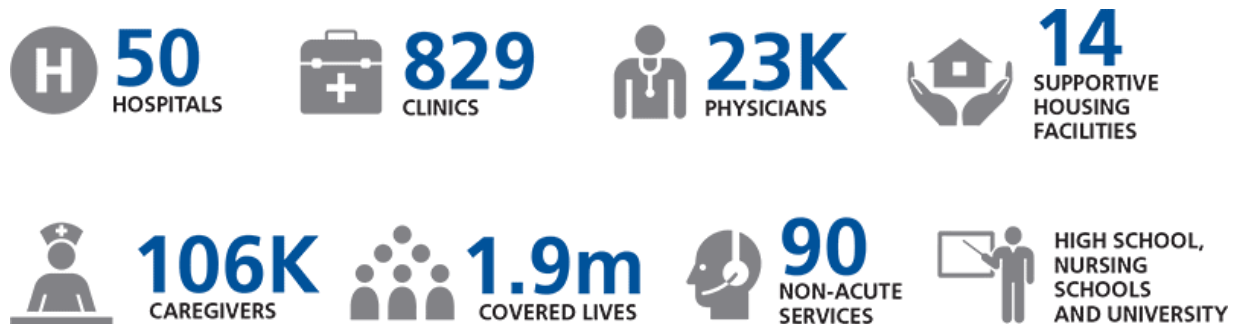
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1. Background and Goals

A. Providence St. Joseph Health Business Overview

Company Snapshot



Our Business

Providence St. Joseph Health is a new organization created by Providence Health & Services and St. Joseph Health with the goal of improving the health of the communities it serves, especially the poor and the vulnerable.

Together, our 100,000-plus caregivers and employees will serve in 50 hospitals, 829 clinics and a comprehensive range of services across Alaska, California, Montana, New Mexico, Oregon, Texas and Washington. The Providence St. Joseph Health family includes:

- Providence Health & Services
- St. Joseph Health
- Covenant Health in West Texas
- Facey Medical Foundation in Los Angeles
- Hoag Memorial Presbyterian in Orange County, Calif.
- Kadlec in Southeast Washington
- Pacific Medical Centers in Seattle
- Swedish Health Services in Seattle

Bringing these organizations together is a reflection of each of our unique missions, increasing access to health care and bringing quality, compassionate care to those we serve, with focus on those most in need. By coming together, Providence St. Joseph Health has the potential to seek greater affordability, achieve outstanding and reliable clinical care, improve the patient experience and introduce new services where they are needed most.

It begins with heritage

The founders of both organizations were courageous women ahead of their time. The Sisters of Providence and the Sisters of St. Joseph of Orange brought health care and other social services to the American West when it was still a rugged, untamed frontier. Now, as we face a different landscape - a changing health care environment - we draw upon their pioneering and compassionate spirit to plan for the next century of health care.

Providence Health & Services

In 1856, Mother Joseph and four Sisters of Providence established hospitals, schools and orphanages across the Northwest. Over the years, other Catholic sisters transferred sponsorship of their ministries to Providence, including the Little Company of Mary, Dominicans and Charity of Leavenworth. Recently, Swedish Health Services, Kadlec Regional Medical Center and Pacific Medical Centers have joined Providence as secular partners with a common commitment to serving all members of the community. Today, Providence serves Alaska, California, Montana, Oregon and Washington.

St. Joseph Health

In 1912, a small group of Sisters of St. Joseph landed on the rugged shores of Eureka, Calif., to provide education and health care. The ministry later established roots in Orange, Calif., and expanded to serve Southern California, the California High Desert, Northern California and Texas. The health system established many key partnerships, including a merger between Lubbock Methodist Hospital System and St. Mary Hospital to form Covenant Health in Lubbock Texas. Recently, an affiliation was established with Hoag Health to increase access to services in Orange County, California.

Our Mission

- As people of Providence, we reveal God's love for all, especially the poor and vulnerable, through our compassionate service.

Our Vision

- Simplify health for everyone.

Promise

- Together, we answer the call of every person we serve: Know me, care for me, ease my way.

Strategic outcome

- Creating healthier communities, together.

Values

- **Respect**

All people have been created in the image of God - Genesis 1:27

We welcome the uniqueness and honor the dignity of every person
We communicate openly and we act with integrity
We develop the talents and abilities of one another

- **Compassion**

Jesus taught and healed with compassion for all - Matthew 4:24

We reach out to people in need and give comfort as Jesus did
We nurture the spiritual, physical and emotional well-being of one another and those we serve
We embrace those who are suffering

- **Justice**

*This is what the Lord requires of you: act with justice, love with kindness
and walk humbly with your God - Micah 6:8*

We believe everyone has a right to the basic goods of the earth
We strive to remove the causes of oppression
We join with others to work for the common good and to advocate for social justice

- **Excellence**

Much will be expected of those who are entrusted with much - Luke 12:48

We set the highest standards for ourselves and for our ministry
We strive to transform conditions for a better tomorrow while serving the needs of today
We celebrate and encourage the contributions of one another

- **Stewardship**

The earth is the Lord's and all that is in it - Psalm 24:1

We believe that everything entrusted to us is for the common good
We strive to care wisely for our people, our resources and our earth
We seek simplicity in our lives and in our work

B. IS Organization and Direction

1. Overview

Mission:

To advance health with simple, reliable, innovative solutions and services.

Vision:

Build a Geo-resilient Infrastructure supporting mission critical technology services and applications, necessary support and talent to keep the foundation working as planned that is:

- Reliable - Trusted to be consistently good in performance and quality.
- Flexible - Ability to quickly change and adapt as demand, or circumstances change.
- Scalable - Easily expand, or decrease size as needed.
- Architect solutions and experiences that accelerate Providence's strategies and capabilities.
- We will define objectives that evolve the IS organization into an agile and impactful force in Providence - *Accelerating IS*. These objectives will align and promote the Clinical and Business governing bodies in order to optimize and support Providence's growth and sustainability into the future.

IS Network and Voice Strategy and Vision:

The PSJH network supplies the pathways through which data flows in order to enable caregivers to provide patient care. The voice systems enable real time collaboration and communication that facilitates the delivery of patient care. Through wires or wireless, using laptops, medical equipment and personal devices, the data and voice networks provides world-class connectivity to world-class datacenters. The network is designed to reliably, efficiently, and easily deliver services to all users, regardless if they are patients, caregivers, or partners both on and off the network. We do this by designing and maintaining principles of consistency, simplicity, and redundancy.

- **Service Provider of Choice**
 - We design voice and data network systems to be utility grade, always on and available. We select and leverage vendor partner organizations and solutions that share this same philosophy.
- **Regular Maintenance and Equipment Lifecycle**
 - Improves availability through the regular application of updates to resolve bugs, improve feature availability, and proactively replace hardware at risk of failure due to age and/or a lack of vendor support
- **Standardization**
 - Set and adhere to standards that enables consistent and known end-to-end performance, visibility and manageability of the voice environment
- **Relevant Solutions**
 - Provide the right solution at the right time at the right price point to support the business need. Keep up on industry trends, and appropriately champion those trends in Providence to enable the consumers of our services. Be cost conscious, but flexible.
- **Invest in People**
 - Know our caregivers and build up engagement, skills and abilities in order to provide the best service, highest reliability, and most enjoyable workplace

2. Key Objectives:

- Provide reliable IS infrastructure services at agreed to service levels and industry leading prices (costs). (Running the Business)
- Enable local performance improving business productivity. (Running the Business)
- Simplify interaction with infrastructure services improving business productivity. (Enhancing Systems & Services)
- Provide On-Demand network computing capability for business scalability. (Growing the Business)

2. Project Scope and Objectives

Providence St Joseph has an extensive telecommunications network that has grown in size and complexity thru mergers, acquisitions and technological evolution in the health care industry.

Providence St. Joseph Health wishes to engage an experienced internet, telecommunications and data networking company to obtain bids toward performing a complete rebuild of the PSJ Data and Voice networks that are used today for interconnecting the many hospitals, data centers, clinics and doctor's offices. This rebuild will be based on a "design specification" that will be furnished along with a complete list of sites to all qualified bidders who elect to respond to this RFP.

PSJH has moved forward with this RFP with the focus of selecting Service Provider(s) who can provide a managed network that has world class service delivery capabilities, best of breed toolset components and practices ITIL v3 based processes in their execution. This technology will replace the majority of existing networks and circuits in the PSJH environment.

The guiding principles of the RFP are as follows:

1. Improve network services by advancing the network design, updating technology and implementing scalable network services via managed capacity on demand model.
2. Select an industry leading supplier(s) that can provide advanced technology and services to implement a fully scalable meshed network to support all PSJH's voice and data requirements.
3. Provide meaningful service and business level agreements that will match the expectations of the business that results in optimum application and business process performance.
4. Reduce overall network operating expenditures by implementing a modern network design and updating technology, reducing maintenance and operating costs, and through the consolidation of suppliers.

The associated design specification will define requirements for circuit provisioning and improved Service Level targets and overall costs to deliver network services.

Transition Timeframe:

PSJH wants to have a definitive agreement for all in scope services signed as outlined in this RFP and the associated design document. The circuit ordering process should begin immediately after contract signature and implemented as agreed upon. **The Service Providers MUST provide a controlled transition plan with risks identified and mitigation steps clearly represented.**

PSJH currently owns all the IS hardware & software (CPE including WAN routers) deployed and has clearly outlined the locations where they want to retain the ownership and management in the future agreement(s).

We welcome alternate transition plan proposals and timing options that mitigate business risk while accelerating the goals of network migration and improved pricing anticipated as part of the RFP process.

The following bullets specify other key topics to be addressed within the RFP:

- Improve overall service delivery performance
- Take advantage of lower network costs and solutions which reduce costs over the term
- Define the process and speed we can expect to provision additional PSJH capacity requirements
- Define flexible service provisioning and capacity on demand models for future growth

The primary in-scope services of the RFP are Services that provide:

- A high speed, low delay, data networking capability that runs over the Service Providers communications network. These Services provide WAN connectivity and can integrate data, video, and voice traffic.
- SIP trunking solution integrated into the data network
- Traditional voice circuit replacement
- Traditional Voice to VOIP migration solution
- Requoting/repricing of all existing network services (voice and data) that are currently under contract with the chosen Service Provider
- Various managed service options/opportunities.

PSJH recognizes that the Service Providers may utilize other partners to satisfy some of the requirements in this RFP. A Service Provider must declare any third-party providers that will be utilized for delivering any part of the scope of the RFP. This will include but is not limited to local loop providers, broadband providers, and/or peering partnerships that will be utilized to fulfill the Services. Service Providers must notify PSJH prior to sharing any PSJH RFP information with a third-party provider. PSJH will then advise the Service Provider of their response to the request to add a third-party provider via email notification.

You must meet the requirements and are encouraged to exceed the requirements specified herein.

The following sections more fully describe the PSJH Strategy, Retained Scope, and Other RFP Assumptions:

1. Strategy

The Service Provider solution must address the following goals and objectives:

- Bring industry current expertise with suggestions and options relevant to our business and current challenges.
- Minimize disruption to the business by providing circuit capabilities that can be implemented in a controlled and risk averse manner through a well-managed and planned transition period.
- Improve the quality of service level targets and metrics during the term of the agreement
- Reduce the overall cost of providing Network Services to PSJH
- Include a trimester service review to ensure that operating relationship is healthy and producing desired outcomes
- Deliver in-scope services at or above industry standard service levels and as mutually agreed to with defined SLAs.

2. Retained Scope

This scope includes network managed services as specifically outlined in this design document. The following functions will be retained by PSJH:

- Enterprise Network Architecture, Planning and Strategy
- Network Services management of core locations
- Network Architects
- Problem Management Oversight (Including Network Operations Center)
- Network Security Policies, Compliance and Standards
- Application Development & Testing
- Change Management Oversight

3. General Provisions

1. Requested bid term is a 5-year contract.
2. To warrant consideration for an award of contract resulting from this RFP, proposers must agree to participation in the FCC Healthcare Connect Fund (HCF) as administered by the Universal Service Administrative Company (USAC) mechanism as provided for and authorized under the federal Telecommunications Act of 1996 (Reference 47 U.S.c. § 254, "Universal Service").
3. Providence St. Joseph Health will contract directly with organizations capable of performing the requirements of this RFP. Proposers must be represented directly. Participation by brokers or commissioned agents will not be allowed during the proposal process.
4. Providence St. Joseph Health may seek clarifications concerning the submitted proposal.
5. This RFP will become part of the contract with the selected proposer(s) for services. The proposer(s) will be bound to perform according to the terms of this RFP and their Proposals. The contract is to be a consortium-level contract and Providence St. Joseph Health will sign the contract for all locations.
6. The bidding period is 28 days from the day it is posted on the USAC web site.
7. The proposal evaluation period is anticipated to be as outlined in Section 5.A (Key Dates and Activities).
8. In accordance with the Site and Substitution Rules found in the Order (47 C.F.R §54.646) Providence St. Joseph Health will extend this RFP to include new Healthcare providers that become new members of our consortium during the length of this agreement.

4. Notice of Intent to Bid and Submissions of Questions and Requests for Clarification

1. A letter signifying the bidder's intent to bid on this project must be received via email no later than 7 days after the RFP is posted for bidding. The "letter of intent" should be sent to the following:

David Wagner, Managing Member
PEM Filings, LLC
david@pemfilings.com
203-437-6546

Brad Friedman
The W Group
bfriedman@thinkwgroup.com
609-351-0695

2. We have provided Appendix A to accommodate this notification.
3. Within five (5) business days after Service Provider submits its intention to bid, Service Provider will provide PSJH their Master Services Agreement via email (at the email addresses specified above).
4. Please provide the name, e-mail address, mailing address, telephone and fax numbers for the Service Provider contact who should receive answers to questions and RFP revisions and updates.
5. Any Service Provider that retracts its intention to bid is expected to return this RFP and any copies and provide written certification that all electronic copies have been deleted from Service Provider storage and that all copies on removable media have been destroyed. Intention to bid is assumed to obligate the Service Provider to abide by the terms and conditions specified in this RFP.
6. All questions and responses will be shared with all bidders who have submitted a letter of intent to bid via email as outlined in item above. Process and procedure for submitting questions and getting answers is outlined in 6 C below.
7. In the event it becomes necessary to amend, add to, or delete any part of the RFP, the amendment will be posted on the USAC website. All those bidders who provided a letter of intent to bid as outlined in Item 1 will be notified of the revision.
8. Upon receipt of the intent to bid, bidders will receive Technical Specifications for the RFP.

9. PSJH requires a NDA for all bidders wanting to bid for this RFP. If you have an existing NDA with PSJH, a NDA specific to this RFP will be required to be submitted within five (5) business days after Service Provider submits its intention to bid.

5. RFP / Proposal Process Requirements

The RFP Process will be governed in accordance with this RFP, USAC required bid posting requirements and timelines, and the Non-Disclosure Agreement entered into by PSJH and Service Provider. The bidding process will begin upon USAC posting this RFP on its website and remain open for no less than the 28 days required by USAC. The following key dates and activities apply to the RFP process.

A. Key Dates and Activities

Key activities and target completion dates are set forth below.

PSJH may change these dates throughout the RFP process at its sole discretion.

Activity	Estimated Completion
Posting of the RFP on the USAC website	Posting Date
Notice of Intent to Bid	up to 1 week after Posting
Written Question and Answer period starts	Posting Date
Service Provider Client references completed and submitted	11 days after Posting
Service Provider discovery sessions	11 days after Posting
Written Question and Answer period ends	19 days after Posting
Service Provider submit proposals (soft copy only)	28 34 days after Posting
Initial Service Provider down-select notification	39 days after Posting
MSA terms review and requirement negotiations with down-selected Service Providers	40 days after Posting
Down-selected Service Provider due diligence and oral presentations	46-49 days after Posting
Down-selected Service Provider and Final Offer	60 days after Posting
Service Provider Selections/Notifications	65 days after Posting
Initial negotiations on MSA Terms and Conditions and SOW Terms	66 days after Posting
Negotiations Target Completion Date/Signing	87 days after Posting

B. RFP Questions and Answers

Questions regarding this RFP are encouraged and should be documented in the form provided in Appendix B - Service Provider QA Form and submitted via E-Mail. Questions should be submitted in Excel format and directed to all of the following david@pemfilings.com, bfriedman@thinkwgroup.com and adoan@thinkwgroup.com. Service Provider may submit the form multiple times with new questions appended to the previously submitted questions from the

Service Provider. PSJH will provide responses to questions via email to ALL participants periodically throughout the question and answer period. Question responses will not reference the submitting Service Provider.

Verbal questions will not be accepted. Reasonable access to PSJH subject matter experts will be provided or these experts will be consulted as required and at the discretion of PSJH to develop responses to questions. All questions will be answered within three business days of the end of the Q&A period.

C. Service Provider Discovery Session

Service Providers who opt in to bid on this RFP will be afforded an opportunity to participate in a discovery conference call with PSJH technical SMEs. A discovery session will be scheduled during the time specified in 5A. Notification of this session will be sent to each company that has expressed an intent to bid.

D. Initial Down Select

The written responses to the RFP will be evaluated and the down selected service providers will be invited to make oral presentations according to the schedule date in Section 5.A above. These down selected companies will be judged based on the bid criteria outlined in Section 9. All service providers will be notified by e-mail of PSJH's initial down select decision. Each service provider selected for an oral presentation will be assigned a date and time for the oral presentation. Each service provider will be provided up to three (3) hours for their oral presentation including questions and answers.

Location of the oral presentations will be in Renton, WA.

E. MSA Terms Review

After the completion of the initial down-select, PSJH will begin preliminary negotiations of the MSA terms with each of the down-selected Service Providers. In order to expedite the overall contractual negotiation process, MSA negotiations will begin prior to the commitment of the contracted services.

F. RFP Submission Outline

Proposal Outline Format		
Section Number	Title	
A	Service Provider Corporate Profile	
B.1	Common Services	
B.2	Network Services	
C.1	Service Level Agreement	
C.2	Relationship Management and Governance	
C.3	Contractual Requirements	
D	Due Diligence	
E	Pricing	

G. General RFP Response Preparation

Clearly identify your response to each RFP section as indicated above in the soft copies of the RFP response.

Hard Copy Submissions (Not Accepted)

Hard copy of the RFP responses *will not* be accepted. Please refer to the Proposal Delivery section for submission instructions.

Soft Copy Submissions

All bidders responding to this RFP must have a valid Service Provider Identification Number (SPIN) issued by USAC, or have the ability to obtain one.

If a bidder has a SPIN number, please provide it as part of your RFP response.

Bidders must make certain that their SPIN qualifies them for participation in the HCF.

Any questions by bidders related to SPIN's or USAC's requirements should be reviewed by going to the following link: <http://www.usac.org/rhc/healthcare-connect/sp/step01/> .

All RFP responses should contain complete contact information for the responding bidder (name, company, mailing address, phone number, fax number, SPIN and email address).

Please provide an email submission with soft copy of all content and attachments. Please submit a minimum of two (2) file groupings with content as follows: (1) General RFP response; (2) Section III-E Pricing

The technical response to the RFP must be submitted in both a PDF and a Word format. The Word format will be used by the PSJH evaluation team to comment and record notes. Additionally, the Service Provider is encouraged to minimize additional attachments by embedding the content in the body or as appendix pages at the end of the document where appropriate.

H. Proposal Delivery

Submission of your RFP response should be made as follows:

Electronic (email) copies: Send electronic copy of the proposal to ALL of the following:

- David Wagner david@pemfilings.com,
- Brad Friedman bfriedman@thinkwgroup.com
- Andy Doan adoan@thinkwgroup.com

Arrangements can be made to deliver a memory stick/CD/DVD proposal to PSJH offices in Renton, WA by contacting the PSJH as follows:

- David Wagner david@pemfilings.com,
- Brad Friedman bfriedman@thinkwgroup.com
- Andy Doan adoan@thinkwgroup.com

I. Confidentiality

Service Provider acknowledges that any pre-existing NDA or the NDA executed between PSJH and Service Provider prior to receipt of the RFP applies in accordance with the terms thereof. This RFP is Confidential Information as defined in the NDA and is disclosed for the sole use of Service Provider's preparation of proposals and any/all subsequent discussions and negotiations. The terms of the NDA shall govern this RFP and all matters related thereto; provided, that PSJH hereby authorizes the Service Provider to disclose to the third party providers that it would propose using only as much of this RFP as is necessary for such third party providers to provide sufficient information to the Service Provider for the Service Provider to make its proposal; provided further that prior to the Service Provider disclosing information to third party providers, such third party provider must execute non-disclosure agreements with the Service Provider that contain at least the same degree of protection for PSJH with respect to Proprietary Information as contained in the NDA.

J. Third Party Providers

The Service Provider's proposed use of third party providers, partners or affiliates must be clearly identified and explained in the proposal. PSJH must be advised in advance of the Service Provider sharing any information related to this RFP to any potential partner or third party provider according to the obligations defined in Section II.I above. This will include but is not limited to local loop providers and/or peering partnerships that will be utilized to fulfill the Services.

K. Obligations in the RFP Process

The issuance of this RFP does not obligate PSJH to accept any of the resulting proposals or other RFP scheduled activities defined above. PSJH makes no commitment, implied or otherwise, that this RFP process will result in a business transaction with one or more of the Service Providers.

PSJH reserves the right to amend or discontinue this RFP process at any time and reserves the right to negotiate with other parties if this RFP is discontinued.

All service offers and pricing relating to services proposed in this RFP will be firm offers for a period of 180 days from the date on which such offer is submitted to PSJH by Service Provider.

L. Ownership of Proposals

ALL proposals in response to this RFP are to be the sole property of PSJH.

M. Proposal Preparation Costs

Service Provider will assume all costs and expenses it incurs in providing a response to this RFP, oral presentation and in connection with any negotiation that may occur between PSJH and Service Provider.

N. Communications

In an effort to ensure fair and impartial information sharing and client access, all queries and communications related to the RFP should be directed to ALL of the following:

- David Wagner at david@pemfilings.com,
- Brad Friedman at bfriedman@thinkwgroup.com
- Andy Doan at adoan@thinkwgroup.com

Any deviation to this communication process will be considered a violation of the RFP process and could lead to disqualification.

6. General Qualifications and References

Describe the key elements of your proposal and highlight how these proposed service elements provide a comprehensive solution to the requirements submitted and objectives articulated by PSJH. Identify any major features, functionality, innovation, or areas of support that you believe differentiate your service offerings from the competition. The response to this section can be either in the form of a brief textual document (maximum of 4 pages) or brief presentation (maximum of 12 slides). This summary should be clear, concise and centered on the specific solution proposed for PSJH. Pertinent standard marketing materials may be provided only as appendix matter with the Service Provider's proposal.

A. Service Provider Corporate Profile

The following items will be part of the overall evaluation of the Service Provider proposals. A quality business relationship will be important to both parties and the Service Providers are encouraged to include additional information that is deemed important during the PSJH evaluation.

1. Business Background

Provide a brief overview and history of your company. Describe the organization of your company and include an organizational chart of the account team that will be responsible for delivering and supporting the solution during the RFP response process and any subsequent negotiations. Include a mission statement, statement of values or any other documentation that would describe corporate culture, values and principles.

2. Financial Information

Provide evidence of the financial stability of your company (e.g. annual report, 10-K, audit, and compliance results) for the last three (3) years. Disclose any pre-existing contractual relationships including but not limited to any Agreements, Master Service Agreements, Statements of Work, etc. between Service Provider and Providence St. Joseph Health (including an affiliate or subsidiary).

3. Third-Party Providers

For each third-party provider, partner or affiliate involved directly in provisioning any proposed element of your solution (including local loop providers and/or peering partnerships), please provide:

- a. Company name
- b. Functions and/or services provided through this third-party provider

4. Reference Accounts

List three (3) accounts that may be contacted which are similar in size and scope to PSJH for which the Service Provider has delivered similar services. References in health care are preferred. References should have a significant MPLS and/or hybrid network with locations in various parts of the United States. Provide a brief statement of the scope and duration of the engagement with the reference. Indicate the process to engage in a call with these reference accounts.

Please include:

- a. Company name and address
- b. Name and title of contact and telephone number
- c. General scope of services provided to this reference company
- d. Number of years providing services to the reference company

These references should be provided according to the schedule listed in Section II.A Key Dates and Activities. PSJH will not directly contact any references without the authorization and approval of the Service Provider. When reference calls are scheduled, the reference call will be thirty to sixty minutes in duration.

7. Pricing and Cost Information

Bidders submitting proposals should identify all costs associated with the solution they are quoting. Quotes should include any and all costs associated with undertaking this consulting project that are expected to be incurred by Providence St. Joseph.

All bid proposals must understand and acknowledge USAC invoicing requirements and formats.

Bidders will conform to invoicing procedures and processes as promulgated by USAC. Any successful bidder(s) is required to have a current Service Provider Identification Number (SPIN) as required by the Healthcare Connect Fund Order. A SPIN number may be obtained by contacting the Universal Services Administrative Company (www.usac.org).

8. Proposal Evaluations

Any and all costs incurred by bidder in preparing and submitting a proposal are the bidder's responsibility and shall not be charged to the Consortium or reflected as an expense of the resulting contracts. Proposed responses will be based on the following:

Rating Criteria	Weight %
Service Delivery Solution	10.0%
Costs (Data)	20.0%
Costs (Voice)	7.0%
Value Add and Optional Services	8.0%
Contract Flexibility	18.0%
Subcontractors/Capabilities/Relationship Mgmt.	17.0%
Cultural Fit/Customer Preferences/Other	7.0%
Technical/Network Delivery	13.0%
Total	100.0%

Evaluation Criteria

The selected Service Provider will be integral to providing communications services critical to PSJH continued success and industry leadership. The selected Service Provider(s) will have demonstrated that it has the resources, flexibility, technical ability and cultural fit that best match PSJH needs. In addition, the selected Service Provider will have demonstrated success in transitioning and managing complex networks.

Subject to the findings from its overall evaluation process, PSJH seeks a long-term, beneficial and cooperative relationship with a Service Provider. PSJH expects the selected Service Provider(s), and the overall relationship, to meet the objectives

described below. The Service Provider must also be proactive, and strive to add value beyond the specific requirements of its contractual obligations. The Service Provider must act as a business partner and recognize additional benefits that can accrue to PSJH. The listed criteria will be used to evaluate each Service Provider's response.

Additional Comments on Rating Criteria

1. Service Delivery Solution

The Service Provider must deliver a scalable technical solution that enhances PSJH current network architecture. The technical solution must align with PSJH business and IS objectives as described in this Network Design Document. Experience in successfully implementing a fully meshed network is an important success criterion.

The Service Provider must define their intent and approach to coordinate with internal PSJH resources and other strategic partners delivering other services including but not limited to other network services, service desk, data center support and infrastructure services and all common services that might affect or be impacted by the scope defined in this RFP and design document. The Service Provider must demonstrate their ability to effectively communicate with all PSJH participants. We want the Service Provider to demonstrate a willingness and experience in delivering services in a hybrid environment.

The Service Provider must plan and initiate all proposed services in a controlled manner, managed through a comprehensive transition plan, including the specification of the resource requirements, training needs and expectations of PSJH staff. The transition plan must identify and include provisions for mitigating risk and reducing the impact of transition activities on PSJH ongoing business operations.

The service provider must ensure the assignment and retention of highly skilled technical and account management resources in all positions assigned to the PSJH account. Decisions made on resolving incidents and problems should be holistic and collaborative. Solutions focused on PSJH patient experience, PSJH business value creation, and Service Provider performance improvement should take precedence over specific contract terms and condition obligations.

The Service Provider will provide references for PSJH to contact that reinforce the quality of its technical solution as defined herein. All references provided should match as closely as possible PSJH size, industry, sourcing scope and geographic requirements. PSJH will contact the identified references (as coordinated with the Service Provider) and ascertain answers to the following questions: demonstrated successful implementation of negotiated scope, solution requirements, pricing approach, service delivery approach and results, transition approach and results, staffing, flexibility, agility, innovation/continuous improvement, governance, cultural fit, and ongoing relationship requirements.

2. Cost Categories (Data Related, Voice/SIP, and SD-WAN Costs)

The Service Provider should provide market competitive pricing for all services with complete price transparency so that Providence St. Joseph Health can understand the impact of each circuit to the overall cost of the Services. In addition, all financial responsibilities, pricing assumptions and other assumptions must be clearly identified and defined. All one-time (NRC's) and component level on-going costs (MRC's) must be clearly defined and identified in order to determine the overall financial impact to PSJH.

3. Contract Flexibility Criteria

The Service Provider must demonstrate a flexible, transparent pricing structure that can effectively adapt to volume changes, M&A activity/integration, the addition/deletion of services, reduction of unit costs over the term of the agreement, and termination/wind-down costs.

The Service Provider must demonstrate a commitment to building a long-term partnership by helping to develop a governance model that is effective while maintaining flexibility and constructive cooperation.

The Service Provider must define and identify the extent of their agreement/disagreement with the PSJH defined Terms and Conditions (T's & C's) and other legal/contractual requirements as outlined in the RFP. We want a Service Provider who will ensure that the delivery and management organizations act in the best interest of PSJH while meeting or exceeding the terms defined in the agreement. We value a solution and contracting approach that encourages flexibility and a willingness adapt to changing management, organizational and technology advancements over time.

4. Valid Add and Optional Services

Ability to consistently demonstrate innovative and improved services at or above defined service levels as well as the ability to scale, reconfigure and modify services in reaction to changes in volumes, regulatory requirements, and technologies.

5. Relationship Management

The quality of the Supplier's proposed management and technical personnel to be assigned in the event of an Agreement and Supplier's commitment to maintaining key personnel for the duration of the engagement. The Supplier's ability to develop and maintain a good business relationship. Supplier's commitment to make improvements, implement new processes, and/or implement new technologies during a defined time period.

The completeness of the Services, the willingness to satisfy or exceed the requirements, the quality of the proposed solution to assure consistently

high quality Service. The Supplier's willingness to advance concrete solutions in its Proposal, not defer matters to later stages, and complete negotiations on a timely basis in accordance with PSJH's schedule.

The Suppliers commitment to ensuring PSJH is aware of risks regardless of whether the selected supplier(s) are responsible for the specific risks or not.

6. Supplier Cultural Fit

The Supplier's size, financial stability, industry track record, and capacity to provide the managerial, technical and physical resources to deliver the Services over the required time period. The Supplier's specific experience and demonstrated ability in providing the Services to other companies on a scale and at a level of complexity comparable to the Services described in this RFP.

7. Transition Plan

The Supplier's ability to describe the methods, practices, tools and techniques that will result in the seamless transition of the Services and personnel, and commit to achieving the transition during a specified period of time. Demonstrated success in executing transitions of similar scope and size and within a similar timeframe. Transition planning and execution methodology will be a heavily weighted factor.

The Supplier's commitment to a smooth program for termination of the sourcing arrangement, including the provision of transition assistance in that event as well as their demonstrated and referenced termination transitions of similar services of similar size.

The bidder must abide by all instructions in the RFP and Technical Specifications. Ultimately, an award will be made to bidders who submit a proposal that is determined to be most advantageous to Providence St. Joseph Health based on the bid criteria defined within.

All service providers must file FCC form 498 to obtain a Service Provider Identification Number (SPIN/498 ID and acknowledge participation in the HCF Program on the FCC Form 498 to participate in the HCF Program. Service Providers understand their responsibilities to sign, certify and submit proper invoices and documentation (including submitting bills for services and a breakdown of eligible and ineligible services) to be reimbursed. The invoicing deadline is 6 months after the end of the commitment period.

The selection will be based on all factors indicated in this section, and may not go to the lowest bidder if cost is outweighed by a combination of other features in the winning proposal.

Providence St. Joseph Health reserves the right to select bid proposals which, in its sole judgment and discretion, most nearly conforms to the specifications set forth herein. Providence St. Joseph Health also reserves the right to waive any and all issues of form or presentation in considering bid presentations for acceptance or rejection, if, in its sole opinion such a waiver is in the best interests of the project.

Changes in applicable laws and rules may affect the award process or any resulting contracts. Bidders are responsible for ascertaining pertinent legal requirements and restrictions. Bidders are encouraged to visit the official FCC website pertaining to the Healthcare Connect Fund, at: <http://www.fcc.gov/encyclopedia/rural-health-care#HCF>.

The selection decisions made by Providence St. Joseph Health and reported to USAC under this RFP are final, and appeals or re-submissions will not be considered.

Appendix A – Notice of Intent to Bid

Providence Health & Services (PH&S) Network Services RFP - Request for Proposal

Respondents are asked to complete and return this form via email to david@pemfilings.com, bfriedman@thinkwgroup.com and adoan@thinkwgroup.com within **7 days** of the posting of the RFP

Please deliver this written notice of intent according to the stated instructions. PH&S will use your response as a key checkpoint in the RFP process.

In accordance with the NDA previously signed, Service Provider acknowledges that this RFP document shall remain confidential and not be discussed with others outside the designated PH&S Points of Contact. Attempts to contact other PH&S resources regarding any elements of this RFP will be considered in violation of the RFP process and may impact your candidacy as an RFP participant.

Please indicate whether or not you intend to respond to the RFP by checking **YES** or **NO**.

_____ **YES:** We intend to respond to the RFP in accordance with the schedule in the RFP

_____ **NO:** We do not intend to respond and we certify that all copies of the RFP (electronic and hard) have been destroyed.

Please provide the following information:

Company Name: _____

Received by (Name): _____

Signature: _____

Title: _____

Telephone: _____

THANK YOU IN ADVANCE FOR YOUR INTEREST AND PARTICIPATION.

Providence Health & Services
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Service Provider Name:

[illegible]

Appendix C • List of Locations

HCP NO.	HCP Name	HCP Address
10002	St. Joseph Hospital • Eureka	2700 Dolbeer Street, Eureka, California 95501
10003	Redwood Memorial Hospital	3300 Renner Drive, Fortuna, California 95540
10346	Providence St. Joseph Medical Center Polson	6 13th Avenue East, Polson, Montana 59860
10382	Providence Seward Medical & Care Center	417 1st Avenue, Seward, Alaska 99664
10642	Providence St. Joseph Hospital Chewelah	500 E. Webster, Chewelah, Washington 99109
10757	Providence • St. Patrick Hospital	500 West Broadway Street, Missoula, Montana 59802
11423	Providence Mount Carmel Hospital	982 East Columbia Avenue, Colville, Washington 99114
12421	Providence Kodiak Island Medical Center	1915 East Rezanof Drive, Kodiak, Alaska 99615
13295	Providence Valdez Medical Center	911 Meals Avenue, Valdez, Alaska 99686
13569	Providence Centralia Hospital	914 South Scheuber Road, Centralia, Washington 98531
14474	Covenant Health Crosbyton Rural Health	710 West Main Street, Crosbyton, Texas 79322
22580	Mission Hospital • Mission Viejo	27700 Medical Center Road, Mission Viejo, California 92691
23129	Mission Hospital • Laguna Beach	31872 Coast Highway, Laguna Beach, California 92651
23427	Providence Alaska Medical Center	3200 Providence Drive, Anchorage, Alaska 99508
24249	Providence St. Vincent	9205 Southwest Barnes Road, Portland, Oregon 97225
24250	Providence Milwaukie Hospital	10150 Southeast 32nd Avenue, Milwaukie, Oregon 97222
24251	Providence Medford Medical Center	1111 Crater Lake Avenue, Medford, Oregon 97504
24259	Providence Medical Group Cannon Beach	171 North Larch Sandpiper Square, Cannon Beach, Oregon 97110
24260	Providence Medical Group • Warrenton	171 S. Hwy 101, Warrenton, Oregon 97138
24268	Providence Rehabilitation Services • Gearhart	3621 U.S. 101 North, Gearhart, Oregon 97138
24275	Providence Portland Medical Center	4805 Northeast Glisan Street, Portland, Oregon 97213
24282	Providence Seaside Hospital	725 South Wahanna Road, Seaside, Oregon 97138
25708	Providence Willamette Falls Medical Center	1500 Division Street, Oregon City, Oregon 97045
25717	Providence Newberg Medical Center	1001 Providence Drive, Newberg, Oregon 97132
25718	Providence Hood River Memorial Hospital Mountain Clinic	14040 Oregon 35, Mount Hood, Oregon 97041
25721	Providence Hood River Memorial Hospital	810 12th St., Hood River, Oregon 97031
26621	Pittock COLO	921 Southwest Washington Street, Portland, Oregon 97205
27009	Providence-Lifespan Family Medicine Specialists	715 Main Street, Stevensville, Montana 59870
27403	IHL Hamilton Clinic	1200 Westwood Drive, Hamilton, Montana 59840
30687	Covenant Health Levelland	1900 College Avenue, Levelland, Texas 79336
30688	Covenant Health Levelland Clinic	1804 College Avenue, Levelland, Texas 79336
30690	Covenant Health Family Medicine Clinic	116 John Dupre Drive, Levelland, Texas 79336
30691	Covenant Hospital Levelland dba Levelland Clinic North	103 John Dupree Dr., Levelland, Texas 79336
31139	Covenant Hospital Levelland dba Family Medicine of Sundown	209 E. Richardson St., Sundown, Texas 79336
31840	Covenant Hospital Levelland • Outpatient Physical Therapy	1710 College St., Levelland, Texas 79336
34528	Providence St. Peter Hospital	413 Lilly Road N.E., Olympia, Washington 98506
34530	Providence Medical Practices • Yelm	201 Tahoma Boulevard Southeast, Ste. 204, Yelm, Washington 98597
36752	Providence Heart Clinic North Coast	1355 Exchange Street, Astoria, Oregon 97103
36753	TierPoint colo	23403 East Mission Avenue, Liberty Lake, Washington 99019
43488	Florence Family Practice	5549 Old Us Highway 93, Florence, Montana 59711
43490	St. Joseph Family Practice Ronan	63351 US Highway 93, Ronan, Montana 59864
43491	Montana Spine and Pain Center	1103 Westwood Drive Suite 200, Hamilton, Montana 59840
43493	Providence Hood River Memorial Hospital Orthopedic Clinic	902 12th Street, Hood River, Oregon 97031
43494	PROVIDENCE GORGE SPINE AND SPORTS MEDICINE	1627 Woods Court, Hood River, Oregon 97031
43495	PMG Hood River Family Practice	1304 Montello Avenue, Hood River, Oregon 97031
43615	Providence Brookside Manor	1550 Brookside Drive, Hood River, Oregon 97031
43616	Providence Hospice of the Gorge	1630 Woods Court, Hood River, Oregon 97031
51936	Providence Saint Joseph Medical Center	501 South Buena Vista Street, Burbank, California 91505
51937	Providence Holy Cross Medical Center • Mission Hills	15031 Rinaldi Street, Mission Hills, California 91345
51939	Providence Little Company of Mary Medical Center • San Pedro	1300 West 7th Street, San Pedro, California 90732
51940	Providence Saint John's Health Center	2121 Santa Monica BLVD, Santa Monica, California 90404
51941	Providence Tarzana Medical Center	18321 Clark Street, Tarzana, California 91356
51942	Providence Little Company of Mary Medical Center Torrance	4101 Torrance Boulevard, Torrance, California 90503
51951	Kadlec Cardiology Pendleton	3001 Saint Anthony Way Suite 115, Pendleton, Oregon 97801
51957	Quincy Datacenter	2200 W St NE, Quincy, Washington 98848
52010	Kadlec Medical Center	888 Swift Boulevard, Richland, Washington 99352

Appendix C • List of Locations

HCP NO.	HCP Name	HCP Address
52011	Swedish Medical Center Cherry Hill	500 17th Avenue, Seattle, Washington 98122
52013	Swedish Medical Center First Hill	747 Broadway, Seattle, Washington 98122
52014	Swedish Medical Center Issaquah Campus	751 Northeast Blakely Drive, Issaquah, Washington 98029
52016	Providence Sacred Heart Medical Center	101 West 8th Ave., Spokane, Washington 99204
52017	Providence Holy Family Hospital	5633 North Lidgerwood Street, Spokane, Washington 99208
52018	Providence St. Mary Medical Center Hospital	401 West Poplar Street, Walla Walla, Washington 99362
52019	Fisher Datacenter	140 4th Avenue North, Seattle, Washington 98109
52020	Renton Datacenter	2201 Lind Avenue Southwest, Renton, Washington 98057
52043	Swedish Medical Center Edmonds Campus	21601 76th Ave. W., Edmonds, Washington 98026
52054	SWEDISH - THE POLYCLINIC SEQUIM	840 North 5th Avenue, Sequim, Washington 98382
52055	Providence Seward Medical and Care Center	2203 Oak Street, Seward, Alaska 99664
52065	Providence Hood River Memorial Hospital Women's Clinic	1125 May Street, Hood River, Oregon 97031
52067	Otolaryngology-Providence Medical Group-Hood River	1619 Woods Court, Hood River, Oregon 97031
52068	Providence Hood River Memorial Hospital Occupational And Travel Medicine Clinic	917 11th st, Hood River, Oregon 97031
52073	Providence Hospice of the Gorge • The Dalles	751 Myrtle Street, The Dalles, Oregon 97058
52075	Providence Canby Health Center	200 S. Hazel Dell Way, Canby, Oregon 97013
52076	Providence Hood River Health Services Building	1151 May Street, Hood River, Oregon 97031
52077	George Counsel and Treatment	814 13th Street, Hood River, Oregon 97031
52078	PMG Hood River Internal Medicine Clinic	1108 June Street, Hood River, Oregon 97031
52079	Molalla Medical Clinic	110 Center Avenue, Molalla, Oregon 97038
52167	Petaluma Valley Hospital	400 North McDowell Boulevard, Petaluma, California 94954
52169	Queen of the Valley Medical Center	1000 Trancas Street, Napa, California 94558
52171	St. Joseph Hospital - Orange	1100 West Stewart Drive, Orange, California 92668
52173	St. Jude Medical Center	101 East Valencia Mesa Drive, Fullerton, California 92835
52174	St. Mary Medical Center	18300 California 18, Apple Valley, California 92307
52175	Santa Rosa Memorial Hospital	1165 Montgomery Drive, Santa Rosa, California 95405
52177	Covenant Children's Hospital	4015 22nd Place, Lubbock, Texas 79410
52178	Hoag Hospital Irvine	16250 Sand Canyon Avenue, Irvine, California 92618
52180	PROV REGIONAL CANCER SYSTEM - SHELTON	2026 Olympic Highway North, Shelton, Washington 98584
52183	Providence Northeast Washington Medical Group • Colville	1200 East Columbia Ave, Colville, Washington 99114
52187	Providence Northeast Washington Medical Group Garden Home	143 Garden Homes Drive, Colville, Washington 99114
52188	Covenant Health Plainview	2601 Dimmitt Road, Plainview, Texas 79072
52189	Covenant Medical Center	3615 19th Street, Lubbock, Texas 79410
52190	Covenant Speciality Hospital	3815 20th Street, Lubbock, Texas 79410
52191	Hoag Hospital Newport Beach	1 Hoag Drive, Newport Beach, California 92663
52227	Providence Kodiak Mental Health Center	717 East Rezanof Drive, Kodiak, Alaska 99615
52420	Providence Medical Park • Admin	16528 East Desmet Court, Spokane Valley, Washington 99016
52421	Providence Office Park	4400 Northeast Halsey Street, Portland, Oregon 97213
52424	Covenant Health Family Healthcare Center • Abernathy	409 8th Street, Abernathy, Texas 79311
52450	Renner General Surgery	3307 Renner Drive, Fortuna, California 95540
52451	Providence Benedictine Nursing Center	540 S. Main St., Mt. Angel, Oregon 97362
52453	Murray Business Center	3601 Southwest Murray Boulevard, Beaverton, Oregon 97005
52888	Providence Family Medicine Chewelah	100 West South Street, Chewelah, Washington 99109
52889	Providence Northeast Washington Medical Group ELM	150 South Elm Street, Colville, Washington 99114
52890	Providence Northeast Washington Medical Group Kettle Falls	840 Meyers Street, Kettle Falls, Washington 99141
52892	Covenant Family Healthcare Center	415 N. Avenue F., Denver City, Texas 79323
52893	Covenant Family Healthcare Center • Lamesa	2202 North Bryan Avenue, Lamesa, Texas 79331
52894	Providence Kodiak Island Medical	1247 Mill Bay Rd, Kodiak, Alaska 99615
52895	Swedish CLE Elum Primary Care	214 West 1st Street, Cle Elum, Washington 98922
52897	Providence Columbia View Clinic	1815 East 19th Street, The Dalles, Oregon 97058
52903	Providence Rehabilitation Services Inpatient Colby	1321 Colby Avenue, Everett, Washington 98201
52904	Tukwila Datacenter	3355 South 120th Street, Tukwila, Washington 98168
52907	Renton Admin	2001 Lind Avenue Southwest, Renton, Washington 98057