Healthcare Customer

Procure to Pay Transformation Assessment

May 9, 2022

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Executive Summary

Overview

[Healthcare Customer] or [CLIENT] is a health system comprised of thirteen acute hospital sites and hundreds of offsite post-acute/clinics/physician practices. There have been various mergers and acquisitions in the past ten years, and acute hospitals and offsites have been brought in without a major reassessment or transformation of the original Procure to Pay processes utilized by the original [Healthcare Customer] network.   That being said, [CLIENT] has already rolled out and implemented many advanced leading edge solutions in their supply chain operations, including various GHX services (On Demand AP, 832 Price Compare tool, MetaTrade, Contract Expert, etc.), UIPath bots for PO and Price updates, Wave Mark RFID/POU Surgical Resources System, etc.

This Procure to Pay Transformation project was initiated to assess the Future State vision and strategy to further modernize, optimize and align their current Procure to Pay processes with Healthcare Best Practices.   This involves the review of what the Current State process currently is, what the current Pain Points are (and possible solutions/suggestions), and what the Future State processes could be. [CLIENT] has the opportunity to achieve these envisioned Future States by strategically optimizing its current Procure to Pay processes by the following means:

- Incorporating currently available PeopleSoft functionality.
- Rolling out new PeopleSoft modules
- Utilizing new functionality available in the future PUM upgrade
- Suggested customizations/mods
- Utilization/rollout of integrated third party solutions (either new or existing systems).

This Procure to Pay Optimization and Transformation Assessment is focused entirely on the Supply Chain (inclusive of Accounts Payable) functional area and its ancillary relationships with Financials. This customized Assessment will provide [CLIENT] with valuable insights as to existing functional and/or technical inefficiencies within the current environment and work together to develop a roadmap to maximize the value of the current PeopleSoft Supply Chain investment.

The objective of this assessment was to gain an understanding of [CLIENT] business goals and processes, review the current business challenges, review the existing processes and integrations, and outline a specific plan for improvement. Further, we will identify any issues that can be addressed very quickly, while identifying a phased approach for making mid-range and long-range improvements.

Scope and Deliverables

The Scope and Deliverables for the project include the following:

- To interview key [CLIENT] staff/departments to determine "Pain Points" and document Current State process flows.
- Create Current State process flows in Visio for each area. These are easily transferred into Lucid files for future maintenance by [CLIENT].
- Analyze and document (in Visio Process Flows) the desired Future State based on healthcare best practices and feedback from interviews. These are easily transferred into Lucid files for future maintenance by [CLIENT].
- Analyze significant new functionality available from current PUM level 32 versus what's available through PUM 43, and what new features/functionality may help achieve the desired Future State.
- Analyze existing PUM 32 functionality that is not currently being utilized, that may help in achieving the desired Future State.
- Create an Assessment document to summarize our findings and recommendations for Future State. This document will include a Solution Roadmap that outlines the projects needed to achieve the desired Future State.
- Create an Executive Summary PowerPoint slide deck to be presented to Business Leaders and Executives.

This Procure to Pay Assessment document is an outcome of a structured assessment conducted by SpearMC Consulting working in collaboration with [CLIENT] and Procure to Pay leadership teams. Findings of this assessment activity is summarized under the following sections:

- *Currently deployed and installed PeopleSoft FSCM modules*
- *Acute Hospital Site Summary*
- *Current state business processes summary*
- *Challenges and Pain Points*
- *Suggested Future State summary*
- *Solution Roadmap*
- *Next Steps*

Overview

PeopleSoft Installed Modules/Applications

This section documents the currently installed PeopleSoft FSCM applications/modules:

Acute Hospital Site Listing

This section lists out the Acute Hospital Sites in the [CLIENT] system, and select PeopleSoft Mobile Pars and third-party software utilization.

Hospital and other Areas of HMH for Purchasing and Distribution	Alias	Facility Abreviation	City/Location	Type of Facility	Region: North/Central /Southern	Size	Mobile PS Pars	OmniCell	At Par system	Internal Central Supply/Whse	WaveMark SRS
Bayshore Medical Center	Bayshore	BMC	Holmdel	Hospital	Central	Small	Y	N	N	Y	N
Carrier Clinic	Carrier	Carrier	Belle Mead	Behavior Health Inpatient Clinic	Northern	N/A	N	N	N	N	N
Center for Discovery and Innovation	CDI	CDI	Nutley	Research Facility	Northern	N/A	N	N	N	N	N
Hackensack Meridian School of Medicine	SOM, the school, Nutley	HMSOM	Nutley	Medical School	Northern	N/A	N	N	N	N	N
Hackensack Univ Medical Center	Hackensack	HUMC	Hackensack	Hospital	Northern	Largest	N	N	Y	Y	Y
Jersey Shore Univ Medical Center	Jersey Shore	JSUMC or JSMC	Neptune	Hospital	Southern	2nd largest	Y	N	N	Y	Y
JFK Univ Medical Center	JFK	JFK	Edison	Hospital	Central	3rd largest	N	Y	N	Y	N
Ocean Univ Medical Center	Ocean	OMC or OUMC	Brick	Hospital	Southern	Medium	Y	N	N	Y	N
Old Bridge Medical Center	Old Bridge	OBMC or RBMC-OB	Old Bridge	Hospital	Central	Small	N	Y	N	N	N
Palisades Medical Center	Palisades	PMC	North Bergen	Hospital	Northern	Small	N	N	N	Y	N
Raritan Bay Med Center	Raritan Bay, Perth Amboy	RBMC or RBMC-PA	Perth Amboy	Hospital	Central	Medium	N	Y	N	N	N
Riverview Medical Center	Riverview	RMC	Red Bank	Hospital	Central	Medium	Y	N	N	Y	N
Southern Ocean Medical Center	Southern Ocean	SOMC	Manahawkin	Hospital	Southern	Small	Y	N	N	Y	N

Current State

This section lists out the Current State Process Flows created and documented in Visio/Lucid format for this project.

Master Data	Notes
Vendor Add	
Vendor Maintenance	Any changes to the vendor, plus major changes from merger activity
Item Price Updates	Using the GHX EDI 832 bolt-on pages to assist in reviewing and updating item prices
New Item Add	Leveraging the Excel to CI spreadsheet item uploads
New Inventory/Par Item Add	
GHX Integration	**Notes**
GHX Integrations	Current Services Utilized: Exchange EDI, MetaTrade, Contract Expert, On-Demand AP (ODAP), Advanced Order Mgt (AOM)
Purchasing	**Notes**
Purchase Order Acknowledgments (POAs)	Utilizing UIPath automated bots to perform manual tasks in PeopleSoft and GHX
MM01 Item Requisitions	Item ID required, ordering goods
MM01B Services Requisitions	Ordering Services
MM01C Capital Requisitions	Ordering Capital goods and services
General Services Ordering	Ancillary and general services department ordering
Offsite Post-Acute Ordering	
Return to Vendor	Very little use of delivered PeopleSoft RTV process
Return to Vendor for JIT Totes	
Accounts Payable	**Notes**
On Demand AP (ODAP) GHX	Invoices interfaced from GHX to PeopleSoft
Invoice Processing	Using ImageNow (Perceptive) for Manual Check Request automation. Also using Voucher Build process for loading vouchers/invoices
Match Exceptions	
Credit Memos	Not using automated Credit Memos from the RTV process
Materials Mgt - Inventory	**Notes**
Inventory Replenishment	Only one of the 13 acute sites using this functionality
Item Label Printing	Using Query data, Word Mail Merge and Avery label sheets
InterUnit Transfers	Some usage here, not many
Par Replenishment	Using PeopleSoft Mobile Inventory
Material Stock Request (MSR) Fulfillment	Using PeopleSoft Mobile Inventory
Cycle Counts	Using PeopleSoft Mobile Inventory
OmniCell POU	
Express Issues	Using PeopleSoft Mobile Inventory

PO and Non-PO Receiving and Delivery	Not fully utilizing the Mobile Inventory Delivery solution. Using PeopleSoft Mobile Inventory
RMA Inventory Returns	
Return to Vendor for Inventory Items	
PeriOp MM	**Notes**
Point of Use (POU) and Case Pick and Surgical Resource Solution (SRS) Systems	Two sites using Cardinal's WaveMark SRS system for CL and IR. One site using @Par for Case Picks in its OR/SPD. Using OmniCell cabinets at some sites.
Case Picks	
PeriOp Owned Item Replenishment	
PeriOp Consignment Item Replenishment	Using GHX Advanced Order Mgt (AOM) mod/process.
PeriOp Trunk/VMI Item Replenishment	Using GHX Advanced Order Mgt (AOM) mod/process.
PeriOp Returns to Vendor	
Finance/AM	**Notes**
Subsystem Journals	
Asset Management	Not using Asset Tags.
RNI Recon	
GRNI Recon	

Challenges and Pain Points

This section covers identified "Pain Points" and suggested existing functionality not currently deployed in PeopleSoft (based on observations during our Current State documentation sessions).

All this content below will also be included in a more expansive spreadsheet documenting the Pain Points and Recommendations, New/Unused PeopleSoft functionality, complexity and also PeopleBooks links to specific topics.

This spreadsheet is called "Pain Points and Future State". General recommendations were not identified specifically as pain points or problems, but are SpearMC suggestions to utilize existing and unused PeopleSoft functionality.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
AP	Low	Credit Memo Application Process	o Credit Memos should always be applied against the Voucher/PO Line that created the return (if possible). This will reduce vendor confusion and questions about credit memos. Vendor should also be notified of any credit memo not applied to its source invoice/voucher/PO Line. o Currently they are netting Credit Memos during the pay-cycle and letting the vendor figure out the credit/invoice association.
AP	Medium	GHX ODAP and Credit Invoices	o Enforce the PeopleSoft (PSFT) delivered Return to Vendor (RTV) process for all item vendor returns, and activate the automated/interfaced Credit Memos to AP. o Pressure GHX to start applying Credit Memos properly to Invoices for Items and Services. o See "RTV Process and Credit Memos" Pain Point below under Purchasing. o See section under "Pricing Errors - Credit Memos and Match Exceptions"

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
AP	Medium	Match Exceptions Volume and Cleanup process	o Match Exceptions is a pain point at most healthcare systems. PeopleSoft just rolled out a new "Match Exceptions Collaboration Center" tool in PUM level 40. o This tool allows online collaboration (and documentation of conversations/notes) reviewing Match Exceptions (AP, Purch, MM, Receiving). [CLIENT] already has a good system of distributing/notifying persons involved in the Match Exception resolution process. But this new tool will assist in this process and also in recording and documenting the disposition and conversations involved. See the AP Future State flow for Match Exceptions. o Another adjunct feature in Future State is part of eSettlements/Vendor portal feature for Invoice/Voucher dispute/resolution and conversations. This is noted in the Future State process flow for Master Data - eSupplier Portal
AP	Low	PO Closed and ODAP Invoice load record fails.	o This is delivered PeopleSoft functionality; PO must be Open to apply invoice. Maintain current process for fixing, but instead focus on reducing volume and root cause. o Investigate/remediate situation causing PO to be closed too early (review PO Close run control settings). Also monitor any Force Closed POs from the Buyer's Workbench. o Primary cause may be POs that are not Closed, but rather have been fully received or $ amount exhausted. Terminology difference of what people say is a "Closed" PO. See section referencing "MM01B Services PO runs out of $" for further details on Services work extensions and PO $ issues.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Finance	Complex	Items not having Asset Tags to identify and track where Assets are specifically located.	o Recommend implementing the PeopleSoft IT Asset Mgt module and/or a third-party Asset Tracking Mgt system. The IT Asset Mgt module can track IT assets and related software licenses. o Still recommend a third-party Asset Tracking system for its more advanced features for annual audits (scanning assets to reconcile), Asset Tag creation and location tracking. o No specific third-party solution is recommended here, this entire Future State needs further solutioning and a deeper dive into Asset Mgt module and various third-party Asset Tracking systems (possibly including RTLS/Active RFID). Also need to review how this solution can be used for all mobile (and stationary) hospital assets (not just IT) such as Beds, IV Pumps, mobile ultrasounds, etc. BioMed is already asset tagging some items.
Finance	Low	Want to be able to charge Departments for assets they are issued and using.	o The PeopleSoft Asset Mgt module will be able to send Depreciation and Amortization to specific Departments by properly coding the Chartfields when the Asset is placed in service. This is delivered functionality in AM. AM creates accounting lines for the Depreciation and then sends these accounting lines onto the GL (which includes the Department chartfield), and will appear in the Expenses for each period/month. o Assets need to be built at a more detailed level (instead of the aggregate voucher amount) to properly allocate expense/depreciation to the proper departments.
Finance	Medium	Not a Pain Point, suggested new functionality: Utilize existing interfaces from PO Receiving and Projects to create new assets in Asset Mgt.	o Configure and rollout (or enhance current utilization) unused PeopleSoft functionality to automatically interface Assets in from PO Receipts (Purchasing module) and from Projects (Project Costing module). This involves various configuration changes (to Item Categories for example) and also running delivered PeopleSoft interfaces. o Some of these interfaces may be running, but are being underutilized.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
			o Assets are interfaced over to AM staging tables where they can be reviewed prior to creating the asset.
Inventory	Low	ASN Receiving Errors Cleanup	o Need custom query and then defined disposition responsibility document and process by ASN error type (i.e. - error on Receipt UOM sent to the MM Item team to fix). o ASN errors being purged after 14 days. o ASN errors should be received on a manual PO receipt.
Inventory	Medium	Manual creation of Inventory Item and Par labels	o Look at custom process with label printers and label software. Current process is very manual and inefficient. o Two options, one simpler solution and one more scalable. o Option 1 - simpler, using custom PSFT flat file program and a dedicated laser printer for labels only. o Option 2 - more scalable and flexible. Using custom PSFT flat file program and third-party OTS (Off the shelf) label/print server program. Use new industrial label printing machines using rolls of labels.
Inventory	Low	MSR fill/kill, no notification to end user of the kill qty (unfulfilled qty).	o Create custom Notification via email from query for zero-fill and short-filled order demand lines. o Can't use printed pick plan because zero-stock (stock-outs) items never get reserved and do not print on the pick plan.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Inventory	Medium	Receipt Delivery Process. Only 5 sites currently, want Delivery Cart tracking, not each box. Tracking cart of packages, not each box.	o Utilize the existing PeopleSoft functionality for Delivery Carts. o Modify the delivered PSFT Delivery Ticket to show a barcode for the Receipt # for PO Receipts. Make sure this auto-prints upon PO Receipt save within 15 seconds. This allows for scanning in the Receipt # to create the delivery cart. o Also, rollout the Delivery process to sites using manual Non-PO Receipt logs for Fed-Ex/UPS packages. o For Delivery, get signature capture and also Employee name and number (preferably by scanning barcode on user id). o Another possible solution to the PO Receipt Delivery Ticket (that is not represented in the Future State Process Flow) is to have custom Receipt Delivery barcode sticker labels print at the receiving dock upon PO Receipt save, so you can have them on each box/parcel for that PO Receipt. Would need to integrate a separate bar code printer.
Inventory	N/A	Receiving Dock Logging	o No PeopleSoft solution available to perform this action.
Inventory	Medium	Roll out Inventory Replenishment to all Main Storerooms. Most man storerooms are re-ordered manually via ePro Reqs.	o Rollout existing PeopleSoft Inventory Replenishment process to all acute site main storerooms. Also involves inventory item labels with barcodes to enable cycle counting and other "mobile" perpetual inventory transactions.
Inventory	Low	Not a Pain Point, suggested new functionality: Automated Transfers from Offsite/Centralized Warehouses	o Utilize existing PSFT functionality for Distribution Networks to automate replenishment sourcing from offsite/centralized warehouses. o This process is a subset of the Inventory Replenishment rollout. This will create InterUnit Transfers in the Inventory Demand lines for the issuing Inventory unit. Normal Inventory Fulfillment processing takes place to process these orders.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Inventory	Low	Not a Pain Point, suggested new functionality: Grey out the Depletion button on Inventory Express Issues	o Grey out (disable) the Depletion button on the Express Issue page. This reduces the number of times this process gets kicked off per hour, reducing server load and any possible contention issues. o Just make sure the Inventory Depletion process is on the batch schedule to run frequently
Inventory	Low	Not a Pain Point, suggested new functionality: Not all of the Acute Sites are using PeopleSoft Mobile Inventory to perform Non-PO Receipts. They are using manual logs/ spreadsheets to track these instead.	o [CLIENT] is not using Non-PO Receiving in PeopleSoft at all acute sites. Instead, they are manually logging these on paper or spreadsheets manually. o Roll-out this PeopleSoft Mobile Inventory feature to all acute sites.
Inventory	Low	Not a Pain Point, suggested new functionality: Roll out Desktop PO Receiving to offsites/clinics/ASCs, instead of them calling/emailing Loading Docks at Acute sites to do PO Receipts.	o Roll out Desktop PO Receiving to offsites/clinics/ASCs, instead of them calling/emailing Loading Docks at Acute sites to do PO Receipts. This would only apply to offsites that are getting direct deliveries of orders originating from PeopleSoft Purchase Orders. This helps with missing PO Receipts from Match Exceptions and relieves workload at the Acute site Loading Dock. o This involves giving them access to desktop PO Receiving functionality in PeopleSoft. o This is currently underway.
Inventory	Low	Not a Pain Point, suggested new functionality: Stop auto-processing (no-touch) for EDI ASN/ASR 856 PO Receipts. Allow review by Receiving before processing on.	o Instead of auto-processing through ASN/ASR PO Receipts, you can have the PO Receipts built as open. This gives you the ability to open the Receipt and review/audit it. Then just hit save on the mobile or desktop PO Receipt and it will finish auto-processing. o This would only apply to "new" non-ValueLink Receipts.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Inventory	Simple	Not a Pain Point, suggested new functionality: Utilization Code (Flow) Cycle Counting and Calculation	o Utilize the delivered PeopleSoft Cycle Count functionality for "Due To" counts. This is also sometimes called Flow, ABC or Velocity counting. Utilization Codes (A,B,C) are assigned to the items (either manually or via the PSFT process called "Utilization Type Calc"). Then items are cycle counted at different intervals that you would define. For example, could have A items counted weekly, B items monthly and C items quarterly. o Many health systems will figure out the A,B,C in a spreadsheet (for all their Inventory items) then sql update the Utilization code on the Inventory Item for initial A,B,C assignments.
Inventory	Simple	Not a Pain Point, suggested new functionality: Initiate use of the Item Usage Desktop functionality for Inventory Items	o This delivered PeopleSoft functionality aggregates Inventory Item net usage (at the IBU/Item level) by period (usually monthly). This data is then available via the PeopleSoft Item Usage Desktop page to review periodic usage data at the item level (Issues net of Returns in general). Most health systems create queries to access this data en masse. This data also allows views of usage by Loc/Dept by item per period, and by Transaction Types also. o This data can be used to analyze slow moving inventory, Min/max calculation, various product utilization reporting, etc.
Inventory MM PeriOp	Medium	Get rid of remaining OmniCell cabinets and move to PSFT Mobile Inv Pars/IBUs.	o Remove OmniCell cabinets and related interfaces and support. o EPIC EAP charging for the few patients chargeable items, or include in procedure or room charge. o Rollout PeopleSoft Mobile Inventory Par Counting and labels.
Inventory Finance	Simple	IT Asset Tracking in Perpetual Inventory at acute site main storerooms.	o One simple option is to establish separate Inventory BU or Storage Area to track these IT Assets (like laptops and monitors). Set as Non-Costed Items in PSFT Inventory to track qty on-hand and issues without creating any inventory accounting, also would not show up in Inventory Valuation reports.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Master Data	N/A	EDI "Account/Ship To" Customization, Best in Class?	o Most GHX EDI customers have made similar mods to their PeopleSoft system for Account to Ship To relationships. This is fairly standard and there is not much to improve upon here.
Master Data	Low	Item Inactivation	o Need custom query, and then defined disposition responsibility and process by Item Inactivation Error code. Please see the Future State flow for all the item inactivation errors and recommended dispositions.
Master Data	Medium	Item Master Cleanup needed: Dupe items, UOM Conv, Std UOM not LUM	o Recommend Full Item Master scrub to clean up duplicates, taxonomy, UOM strings and conversion factors, GTIN codes for the lowest UOM, UNSPSC Codes, HCPCS Code, Mfr Part #, Vendor Part #. o Various vendors can be utilized for this process including GHX Nuvia and HCIQ (too name just a few). o Replace all master items in PSFT with incorrect Standard UOMs that are incorrect...this field cannot be changed. This requires a new Master Item # and replacement in all Par Locations and new item labels.
Master Data	N/A	Item Statuses - Discontinue, Hold, Inactive. What does each one do?	o See link for PeopleBooks explaining which Inventory transactions can be performed on each IBU Item Status (table in this section is very useful):
Master Data	Medium	Keep Payment Works or use delivered PSFT for Vendor Add/Review?	o Utilize delivered PeopleSoft functionality "Supplier Registration" to onboard and review new vendors and bidders. Remove PaymentWorks validations and credentialing (if possible). Utilize Approval Workflow for various groups that need to review/approve vendors to be added. o See Future State flow for Vendor Adds.
Master Data	Low	New Item Adds	o [CLIENT] already has a robust Item Add process utilizing the Excel to CI load for larger groups of item adds, and also has SC Works review for clinical item attributes. o PeopleSoft does offer "Configurable Item Templates" to aid in the Item Add process one at a time via the online PeopleSoft pages and can also be incorporated with the Excel

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
			Spreadsheet upload (Item Loader) process for larger volume item loads. o Properly including GTIN codes for the Lowest UOM for the master item will prevent future duplicate items, as PeopleSoft does not allow duplicate GTIN Codes at the Item/Manufacturer/UOM level.
Master Data	Medium	PaymentWorks Vendor load to PSFT?	o Recommend removing PaymentWorks (if possible) third party vendor review system. Replace with delivered PeopleSoft Supplier Registration functionality, see question above about keeping "PaymentWorks". Would not need a vendor load from PaymentWorks in the future state.
Master Data	Medium	Pricing Errors - Credit Memos and Match Exception	o Pricing errors due to Incorrect price and also due to vendor/item/uom conversion factors. This relates directly to Match Exceptions and Credit Memos. o Price Issues: • Multiple valid prices for an item (solution: Pricing by Region). • Invalid Vendor/Item/UOM conversion factors (solution: use Standard UOM Rates). o Need a way to mark "Credit and Rebill" as in process...awaiting action by the vendor. Utilize the new Match Exception Collaboration Center to track and report on this subcategory of Match Exceptions. o These specific issues are discussed in more detail in other Pain Points here.
Master Data	Medium	Vendor Maintenance and Communications	o Implement Supplier Change Requests functionality for all Vendor Changes. Also incorporate Approval Workflow for approving changes, including any made by the vendor via the vendor portal. o Create custom query/Notifications of Vendor changes and the source (Vendor portal, AP personnel, Purch personnel, etc.) o Notifications/report should route to all of AP, Purchasing, MM, Item team, Pricing Integrity). This would alleviate communication woes for changes made directly by AP, and also report on future state vendor made changes via eSupplier Connection.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
			o Utilize the Audit Framework to track/document who changed a vendor field or setting.
Master Data	Medium	Vendor Self-Service portal	o Roll out eSupplier Connection and eSettlements module to enable vendor self-service for: • Vendor Address changes • Contact info (name, email, phone) changes • Self-service account activity lookup and Invoice Lifecycle view • Invoice Voucher Dispute resolution • Bidding on Strategic Sourcing Events, etc.
Master Data	Low	Not a Pain Point, suggested new functionality: Stuck Transactions and Data Audits	o Use delivered pages (and/or Notifications) to audit "stuck" transactions and processing. Need to have a list of transaction states and responsible parties for cleaning and monitoring. e.g. - old unprocessed pick plans, old backordered demand, unprocessed cycle counts, stuck PO Receipt Putaways into Inventory, etc. Clean up interfaced transactions that are in error state (BCT_DTL/CTL tables, Voucher and EDI staging tables, etc.) o Also need to audit system transaction tables by running two delivered reports: Inventory Balance Audit (INS9090) and On Hand Balance Validation (CMS9010). o Utilize delivered PSFT pages (Cost Balancing WorkCenter, Pending Transactions, Load Staged Errors pages, etc.) and custom queries.
Master Data	Low	Not a Pain Point, suggested new functionality: Audit Framework for Vendor/Supplier changes	o Turn on and configure the delivered PeopleSoft Audit Framework for Vendor/Supplier Changes. This will document any changes made to each Vendor/Supplier field, who made change and the date.
Master Data	Low	Vendor/Item/UOM Incorrect Conversion Factors	o Pricing Errors due to Incorrect Vendor/Item/UOM conversion factors. Currently allow/use custom conversion factors that may be different than the Item/UOM Standard conversion rate. o Switch all vendor/item/uom prices to the "Standard" conversion rate setting, and take away security to change it. Only a selected few in Item Master team have ability to

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
			o change setting for a few unique vendor/item/uom situations. o This should reduce the volume of Match Exceptions generated by these UOM price conversions. o Credit memos should also be applied against the specific Voucher Line(s) that created the Credit.
MM PeriOp	Complex	Continue Rollout of WaveMark RFID solution to other PeriOps	o Continue this rollout of RFID Surgical Resource system: • Perpetual inventory for all larger PeriOps, reflected in both PeopleSoft Inventory and in WaveMark. • Implement WaveMark capability to interface "Bill Only" and "Bill and Replace" requisitions to PeopleSoft (PSFT). • Interface PSFT PO Receipts to WaveMark for auto-increment of WaveMark inventory. • Treat as "Four-Wall WMS" for PeopleSoft integration. WaveMark synch onhand qty periodically with PSFT. Send all Return/Issue transactions to PSFT. • PSFT Inventory is system of record for inventory qty and valuations. Inventory accounting occurs in delivered PSFT Inventory.
MM PeriOp	Complex	Not a Pain Point, suggested new functionality: Remove depletions interface from @Par to PeopleSoft. Rolling out the @Par Case Pick solution to other large PeriOp sites.	o Two suggested Future State changes to @Par Case Picking solution: • Remove depletions interface from @Par to PSFT. All future item usage will be recorded in WaveMark and interfaced to PSFT from WaveMark. • Continue rolling out to larger PeriOp operations to assist with large volumes of Case Picks.

![SpearMC]

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Purchasing	Complex	Capital Reqs/POs Best in Class?	o Multiple changes are recommended for both Services and Capital Reqs/POs. o Move the "HMH Capital Request form" to a custom PSFT online form utilizing workflow approvals (pre-requisition process), and have form attach to Purchase Req. o Implement the PeopleSoft Strategic Sourcing module to automate the Competitive Bid process. o Implement the PeopleSoft Supplier Contract Mgt module to bring in legal contract authoring and collaboration tools and automated procurement contract setup. o Interface Capital Items from PO Receiving, AP Vouchers and Project Costing into Asset Mgt. Some items being interfaced currently, but small % and in an incorrect format. o See Future States for both MM01B and MM01C Requisitions, and also separate flows for Strategic Sourcing and Supplier Contract Mgt processes.
Purchasing	Low	Closing Process for Req, PO, Receipt, Voucher, RTV	o See Future State flows for Purchasing - Fill/Kill and Close. o Currently run PO Close process, but need to add Close processing for PO Receipts, Requisitions and RTVs also. o Add new process for Closing JIT/ValueMark (Stockless) PO's. This involves the delivered PSFT process called "Close Short" and creates PO Change Order Requests to update PO Lines for zero-shipped and short-shipped JIT/LUM orders via Cardinal ValueMark. This allows the PO's to be closed by the delivered PO Close process, rather than just sitting there as Open PO Lines in PSFT. Also, you have the Close Short workbench to help out in this process.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Purchasing	Medium	Different prices for same item for some acute sites for Local or Legacy vendor contracts.	o Utilize existing PeopleSoft functionality to apply prices via Supplier Order Locations assigned to specific Ship To Locations for sites with alternate prices that do not apply to the rest of the health system. o Alternate solutions include: • Use a separate vendor ID for the alternate pricing, then create alternate configuration for "Sourcing by Ship To" to create alternate Item Vendor Priority for these unique alternate price scenarios. • Use the Sourcing/Pricing by Region to enable alternate prices for subsets of Ship To Locations. This usually involves an additional Vendor Location" be utilized for this pricing.
Purchasing	Medium	Have UIPath Bot make changes to GHX POs based on EDI 855 POA's	o Also have UIPath Bot make changes to GHX POs based on EDI 855 POA's (they already update the PeopleSoft PO; this would be a new Bot).
Purchasing	Low	MM01 Sourcing Errors, large volume. Need solution to fix these faster.	o Define remediation and disposition rules for each "major" Sourcing Error type, and who is responsible. Also document the Service Level for each error type (in days) for proper remediation of errors. o Create custom query of errors and types, along with an aging field. Create custom Notifications for query distribution.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Purchasing	Medium	MM01B Services PO runs out of $. Add $ to PO or new Req? No PO approvals turned on now.	o See section on "Service Reqs/PO's Best in Class". The pain point here is incorporated in the Future State for Services Requisitioning and Ordering. o Recommend usage of Procurement Contracts ("Release to Single PO" type) for sourcing Services Requisitions to. These procurement contracts would have a single PO for the life of the contract (similar to a Blanket PO), and Requisitions that reference this contract would add lines or schedules to the assigned purchase order. These Requisitions would go through approval workflow to ensure proper internal controls. o These Procurement Contracts can be added manually or can be automatically created as the result of a winning bid from the Strategic Sourcing module. Existing Remaining Balances on Service PO's can be built/converted into Procurement Contracts also to utilize the new functionality.
Purchasing	Medium	Req Loader Defaulted Buyers	o To get the correct Buyer assigned to Requisitions and PO's, you will need a modification to update the defaulted PeopleSoft Buyer in most cases. You cannot default Buyer by Dept, you need a mod to make this assignment, that runs after both Requisition creation or load, and PO creation or load. Some orders (like JIT/Stockless PO's) skip the Requisition stage, so if you want to add a Dept Buyer to these JIT PO's (instead of the Buyer assigned by the Par Replenishment process), you will have to have this custom process run after PO Creation also. o This is an extremely common customization created by most all healthcare providers using PeopleSoft. [CLIENT] has this mod already in place after PO's, just need the same mod after Req Load.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Purchasing	Complex	Service Reqs/POs Best in Class?	o Recommend usage of Procurement Contracts ("Release to Single PO" type) for sourcing Services Requisitions to. These procurement contracts would have a single PO for the life of the contract (similar to a Blanket PO), and Requisitions that reference this contract would add lines or schedules to the assigned purchase order. These Requisitions would go through approval workflow to ensure proper internal controls. o These Procurement Contracts can be added manually or can be automatically created as the result of a winning bid from the Strategic Sourcing module. Existing Remaining Balances on Service PO's can be built/converted into Procurement Contracts also to utilize the new functionality. o There is a PeopleSoft Services Procurement module that you could consider, but adoption of this module is still fairly low at healthcare institutions. It is really designed for companies that perform large internal projects as a part of their core daily business. That being said, it is still worth considering and should be reviewed as a viable option to enhance ordering for services.
Purchasing	Medium	Not a Pain Point, suggested new functionality: Continue moving offsite clinics / ASCs / LTC / Specialty from direct vendor portals (like Henry Schein, Medline, etc.) to using PeopleSoft eProcurement.	o Move more offsite clinics from direct vendor portal orders onto PeopleSoft eProcurement. This gets more of the Procurement transactions standardized and into PSFT for better reporting and controls. o May involve getting them onto current/new procurement pricing agreements with vendors. o Also focus on offsites getting direct deliveries instead of delivering to closest acute site and being delivered by courier. o Involves onboarding all these individual facilities onto GHX for vendor account numbers for shipping.
Purchasing	Low	Not a Pain Point, suggested new functionality: Roll out the following available Supplier functions: - Supplier Administration WorkCenter for people	o Recommend evaluation of the following three PeopleSoft functionality/pages for Vendors/Suppliers: • Supplier Administration WorkCenter for supplier master data team. • Supplier 360 for enhanced Supplier reviews/research.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
		working on adding and managing new suppliers - Supplier360 pages in PeopleSoft to review supplier - Supplier Scorecarding in PeopleSoft to perform periodic Supplier reviews.	• Supplier Scorecarding for tracking and performing periodic Supplier reviews.
Purchasing AP Inventory	Medium	RTV Process and Credit Memos	o Require use of the delivered Purchasing Return-To-Vendor (RTV) process in PeopleSoft. This properly documents all items returned to vendors, and also initiates a Credit Memo staged for loading by the AP department (if Item is Returned for a "Credit"). These credit memos should then be matched to ones received in ODAP and then cancel the ODAP credit memo.
Purchasing Inventory	Simple	Not a Pain Point, suggested new functionality: There was a missing step in the JIT Tote RTV process, the Buyer needs to alert AP about a requested Credit Memo from Cardinal.	o Suggest a new step in the JIT Tote RTV process (not using PeopleSoft RTVs here). The Buyer should email AP to alert them to an expected Credit Memo incoming from Cardinal ValueLink for a JIT Tote return.
Purchasing Master Data	Low	Apply manual Vendor Item Price updates to all "Open" PO's for vendor price updates to a LOWER price.	o Use the delivered PeopleSoft functionality when updating item prices manually.
Security	Simple	Security, reassess roles and what type of people have what access.	o A thorough security review should be part of any Internal Audit review, either annually or biannually, or during/after any major implementation or transformation project that involves new or revised roles and responsibilities. o A security review is outside the purview of this phase of the current project to assess Procure to Pay Optimization/Transformation opportunities.
Tech	Complex	GHX Alternatives	o There is one major alternative to the broad suite of GHX Healthcare Procurement processing solutions (including EDI) in the market, Prodigo Solutions. Analysis of this alternative solution is also outside the purview of the current project.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
Tech	Low	More use of Dashboards and WorkCenters for various groups.	o With feedback received that PeopleSoft Dashboards and WorkCenters are underutilized at [CLIENT], recommend to review/rollout various available WorkCenters. We did not review the current utilization of WorkCenters and dashboards, but this should be included in any detailed transformation project due to the ease of rolling out this additional functionality and pages. o Some examples of available WorkCenters and Dashboards: • Cost Balancing WorkCenter • Supplier Admin Center (relates highly to Strategic Sourcing activities) • Contract/Sourcing WorkCenter and Dashboard • Buyer WorkCenter and Dashboard • Payables WorkCenter and Dashboard • Asset Mgt WorkCenter and Dashboard • Supply/Demand WorkCenter and Dashboard (main storeroom fulfillment)
Tech	Medium to Complex	GHX integrations	o GHX does have other services available that could be incorporated to enable the future state vision of [CLIENT]. A few of these services are listed out below: • NuVia item master cleansing (knowing [CLIENT] has used this before, but feedback suggests it is needed again). • Price Sync Managed Service (automated Price sync against current GPO contracts and local contracts) • GHX Lumere Clinical Product Introduction Mgt (process in line with the Value Analysis Committee review of new and existing clinical products and product lines). o This list is not all inclusive, but just covers a few suggested additional products/services offered by GHX. o GHX just acquired Syft in February 2022. Syft is the rebranded company MHS (Mgt Health Solutions) that owns the @Par solution. Syft has many clinical item, POU, SRS (Surgical Resource System), Tissue, Rx, Pref Card solutions relate to PeriOp and Acute care. o GHX acquired Lumere in 2020.

Group	Complexity	Description for Pain Point or Unused Functionality	Solution Recommendation
All Groups	Low	Not a Pain Point, suggested new functionality: Increased participation in various PeopleSoft User Groups to enhance and advance inhouse healthcare/ PeopleSoft knowledge.	○ Increase participation of functional groups and IT in PeopleSoft User groups, in order to expand and enhance inhouse knowledge of PeopleSoft and industry specific application. Especially recommend the HIUG for healthcare specific topics related to PeopleSoft.

PUM Upgrade FSCM Supply Chain Functionality

This section covers relevant "new" functionality from upgrading from PUM level 32 to 43 (38 to 43 for ePro). This only represents highly-significant new SCM functionality. Since we did not have a listing of all PeopleSoft modifications, we could not identify functional mods that might be replaced by the PUM Upgrade functionality.

We did note one specific additional feature in PUM 43 [CLIENT] may want to look at that impacts Strategic Sourcing module automation/process.   This is called out since [CLIENT] is moving to PUM level 42 in the current Upgrade project underway.

Main impact item is the new and highly anticipated Match Exception Collaboration Center for managing Match Exceptions, and their resolution/remediation.

PUM	Area	Functionality	Comments
41	eProcurement	Enhanced the Fluid Requisition process to allow users to quickly create requisitions for Catalog and Special Request items by using the Express Entry option. You can directly enter requisition lines by selecting the UOM, Category, Supplier, Manufacture and other fields associated with the catalog or special request lines, and adding them to the cart.	Additional eProcurement form for Express Entry. Need to see if this will fit the needs for [CLIENT], and how it impacts current ePro mods.
42	Mobile Inventory Management	Added Mobile Inventory stock inquiry to allow user to inquire item stock across all Set IDs and Inventory business units.	Ability to view (on mobile device) on hand inventory qty across the health system sites.
38	Purchasing	Enhanced the Supplier Change Request process by allowing editors to review, update, and add information prior to submitting change requests for approval. Editors can send requests back to suppliers asking for more information, and view the history of modifications by different editors.	Enhancements to the Supplier Updates/Changes for collaboration and approval.
41	Purchasing	Added the Supplier Skill to the Supplier Digital Assistant, which is part of PeopleSoft Intelligent Chatbot Assistant from Oracle (PICASO), to the Supplier Public Portal home page. The Supplier Skill can also be accessed from the User Registration, Public Bidding Events, Events Calendar, Announcements, and FAQs and Contact Us pages. In addition to making inquiries on registration, bidding opportunities, events, and company announcements, you can navigate to application pages to view details.	Chat Bot functionality available for the Strategic Sourcing module and eSupplier Connection. Use for both automated responses or two-way chat.

![SpearMC]

PUM	Area	Functionality	Comments
43	Purchasing	Enhanced the purchasing process by providing an automated process to create procurement contracts to establish items, pricing, and other information. PeopleSoft's Purchasing Contracts ensure the proper price is associated when creating requisitions and purchase orders.	Need to review this feature to see if it's one that [CLIENT] wants to utilize. Procurement Contracts are part of the future state for Strategic Sourcing and Supplier Contract Mgt module rollouts.
40	Payables	Added the Match Exception Collaboration Center, a single place for the different procure to pay stakeholders to collaborate in resolving match exceptions. Match exceptions are assigned, based on setup, to specific group(s) and/or individual(s) that can expedite match exception resolution. While Payables owns the match exceptions, other procure to pay stakeholders can be involved in match exceptions in order to provide comments, updates and attachments with full segregation of duties.	A long-awaited feature/tool from PeopleSoft to assist with Match Exception resolution/remediation. This exciting new feature will help in the collaboration and documentation of conversations as it relates to specific Match Exceptions.

Future State Highlights

This section covers the suggested future state highlights for Procure to Pay. There are Visio/Lucid process flow diagrams corresponding to each Future State Flow below.

Master Data	Notes
Vendor Add	Implement the existing PeopleSoft functionality for Supplier Registration automation for adding, reviewing and approving new Suppliers.
Vendor Maintenance	Implement the existing PeopleSoft functionality for Supplier Change Requests and Approvals.
eSupplier Connection (Vendor Portal)	Implement the PeopleSoft module for eSupplier Connection and eSettlements. This allows for Supplier self-service activities.
Item Price Updates	Using the GHX EDI 832 bolt-on pages to assist in reviewing and updating item prices. Continue this practice. No changes to Future State.
New Item Add	Leveraging the Excel to CI spreadsheet item uploads. Incorporate "Configurable Item Templates" to streamline adding new items.
Item Inactivations	Create process doc for dispositioning Item Inactivation errors, with a new query.
New Inventory/Par Item Add	Try to utilize the Par Mass Maintenance tool for more Par Location Maintenance activities, otherwise no changes to the Future State.
GHX Integration	**Notes**
GHX Integrations	Consider other GHX services such as NuVia for item master cleansing. Other services available include Price Sync and Lumere Clinical Product Introduction Mgt.
Purchasing	**Notes**
Purchase Order Acknowledgments (POAs)	New bot for updating PO Lines in GHX based on POAs.
MM01 Item Requisitions	Removal of OmniCell cabinets and related Requisitions interfaced. Add GTINs to purchase orders to enhance order accuracy.
MM01B Services Requisitions	For Bid Required Reqs, new PeopleSoft modules Strategic Sourcing and Supplier Contract Mgt to streamline and automate bidding and contracting processes. Also utilize Procurement Contracts to allow extensions using the same PO#.
MM01C Capital Requisitions	For Bid Required Reqs, new PeopleSoft modules Strategic Sourcing and Supplier Contract Mgt to streamline and automate bidding and contracting processes.
RFP/Bid Process	PeopleSoft Strategic Sourcing module to handle online bidding process.
Supplier Contract Drafting	PeopleSoft Supplier Contract Mgt module to manage drafting FRPs and Supplier Contracts, that can then be converted to Procurement Contracts.
General Services Ordering	No changes for Future State.

Offsite Post-Acute Ordering	Convert offsites (LTC, Physician Clinics, EMS, ASC, etc.) from various Vendor Portals to PeopleSoft eProcurement. Need to be incorporated into pricing agreements with suppliers.
Fill/Kill and Close	Implement Close Short processing for ValueLink JIT PO's. Start running the Close Process for Reqs, PO Receipts and RTV's.
Return to Vendor	Require PeopleSoft RTV process for all Vendor Returns. Turn on the interface to send Credit Memos to AP.
Return to Vendor for JIT Totes	No changes for Future State.
Accounts Payable	**Notes**
On Demand AP (ODAP) GHX	No changes to Future State.
Invoice Processing	No changes to Future State.
Match Exceptions	Utilize new PUM 40 PeopleSoft "Match Exception Collaboration Center" for collaboration between depts in resolving Match Exceptions.
Credit Memos	Implement the delivered PeopleSoft "Credit Memo" interface from Purchasing RTV's to Accounts Payable. Start applying Credit Memo's to the specific Voucher/PO Line that the Credit originated from, instead of just applying to net payments.
Materials Mgt - Inventory	**Notes**
Inventory Replenishment	Roll out automated Inventory Replenishment processing to the other 13 acute main storerooms. Automated sourcing to centralized/off-site warehouses using InterUnit Transfers.
Item Label Printing	Two different Future State options: • *Custom print program tied to laser printers and Avery label sheets.* • *Scalable/flexible option using custom print program, third party Label software and industrial label printers.*
InterUnit Transfers and Receiving	More volume and automation from Inventory Replenishment process.
Par Replenishment	No changes to Future State.
Material Stock Request (MSR) Fulfillment	Roll out MSRs to all 13 acute sites and also create custom email/report of Fill/Kill lines from MSR fulfillment shot or zero picks, to MSR requestors.
Cycle Counts	Recommend starting utilizing "Due To" cycle counting (also referred to as Flow, ABC or Velocity cycle counts) to refine the cycle counting process.
OmniCell POU	Recommend removing all Supply OmniCell cabinets and replace with Inventory Par Locations.
Express Issues	Recommend greying out the Deplete button at the bottom of the page, and let the batch process Deplete these transactions.
PO and Non-PO Receiving and Delivery	Roll out Mobile Non-PO receiving to all acute sites. Roll out Mobile Delivery process using Delivery Cart functionality. Modify Receipt Delivery Ticket to add barcode for Receipt #.
RMA Inventory Returns	No changes to Future State.
Return to Vendor for Inventory Items	Roll out/require PeopleSoft RTV for all Vendor Returns. Turn on the interface of Credit Memos from Purch RTV to AP.

RTV JIT Tote	No changes to Future State.
PeriOp MM	**Notes**
Point of Use (POU) and Case Pick and Surgical Resource Solution (SRS) Systems	Roll out WaveMark SRS (Surgical resource System) to all larger PeriOp acute sites. Roll out @Par Case Picks to all larger PeriOp sites. Interface Receipts from PeopleSoft to WaveMark. Record all non-par item usage via WaveMark. Treat WaveMark as "Four-wall WMS", and send Depletions and Returns transactions to PeopleSoft. Smaller PeriOp sites use PeopleSoft Par Locations (or possibly perpetual Inventory) for reordering items.
Case Picks	Roll out @Par Case Picks to the larger PeriOp sites.
PeriOp Owned Item Replenishment	No changes to Future State for smaller PeriOp sites.
PeriOp Consignment Item Replenishment	For PeriOps sites using WaveMark, plan to have WaveMark interface "Bill and Replace" Reqs to PeopleSoft.
PeriOp Trunk/VMI Item Replenishment	For PeriOps sites using WaveMark, plan to have WaveMark interface "Bill Only" Reqs to PeopleSoft.
PeriOp Returns to Vendor	Incorporated into the Purchasing Return to Vendor (RTV) flow. Will interface Credit Memos (form RTV to AP) in future state.
Finance/AM	**Notes**
Subsystem Journals	No changes to Future State.
Asset Management	Turn on interface from PO Receipts to Asset Mgt. also from Project Costing to Asset Mgt. Consider using the new PeopleSoft IT Asset Mgt module also to track IT equipment and software licenses. Recommend incorporating a third-party Asset Mgt Tracking system. Also recommend reviewing these solutions along with any clinical needs for an RFID RTLS (Real Time Locating System) to track equipment, clinicians, and patients in real time. Need to incorporate Asset Tags to track physical assets somewhere in the process overall.
RNI Recon	No changes to Future State.
GRNI Recon	No changes to Future State.

Solutions Roadmap

This section documents the suggested Solution Roadmap for achieving the desired Future State. This is just a suggested phasing which involves many smaller optimization efforts that can be moved around between phases.

Current Phase

Start Phase	Group	Complexity	Description	Benefit
Current	All Groups	Complex	PeopleSoft PUM Upgrade from 32 to 42	PUM Upgrade brings [CLIENT] closer to current PUM support level for issues and additional functionality and fixes.
Current	Master Data	Medium	Vendor/supplier Master Cleanse/Scrub	Reduces payment delays and match exceptions due to invoices being applied to incorrect vendors. Also reduces vendor selection confusion and reduces errors in 1099 reporting. Partial effort underway.
Current	MM-Inv	Low	Rollout Desktop Receiving to the offsites ordering via ePro.	Reduces missing PO Receipts, enhance timeliness of Receipts and reduces workload on Receiving Staff.

Phase 1

Start Phase	Group	Complexity	Description	Benefit
1	Accounts Payable	Low	Credit Memos should always be applied against the Voucher/PO Line that created the return (if not paid yet).	Credit Memos should always be applied against the Voucher/PO Line that created the return (if possible). This will reduce vendor confusion and questions about credit memos. Vendor should also be notified of any credit memo not applied to its source invoice/voucher/PO Line. Currently they are netting Credit Memos during the pay-cycle and letting the vendor figure out the credit/invoice association. Need a way to mark "Credit and Rebill" as "in process" ...awaiting action by the vendor. Utilize the new Match Exception Collaboration Center to

Start Phase	Group	Complexity	Description	Benefit
				manage and report on this subcategory of Match Exceptions. This will help in efficiently managing these issues.
1	Accounts Payable	Medium	Match Exceptions Collaboration Center for faster remediation and documentation of conversations.	New functionality available after PUM Upgrade. The Match Exception Collaboration Center will enable faster remediation of Match Exceptions with the ability to collaborate online and document actions, conversations, attachments with Buyers, Vendors, Requestors.
1	Accounts Payable	Low	Closed POs and ODAP Invoice Load Errors	Focus on reducing the number of Invoice Load errors due to closed PO's by reducing the number of incorrectly closed POs. Review settings on PO Close settings and also why PO's may have been Force Closed. In the case of Services Invoice rejections due to insufficient $ left, focus on reducing these by converting service orders to "Single PO" Procurement Contracts that are extended via ePro Reqs, using the same PO Line.
1	Accounts Payable MM-Inv Purchasing	Medium	Require Return to Vendor use for all vendor returns. Turn on the interface of Credit Memos to AP. Change Credit Memo process, apply to Voucher/PO Line creating the return. Use Credit Memos interfaced from PeopleSoft RTV's as the guiding document. Don't net Credit against payment unless Invoice is already paid.	Utilize the delivered PeopleSoft "Return To Vendor" (RTV) for all vendor item returns. Also turn on delivered interface to AP for Credit Memos. This will help reduce the volume of Match Exceptions due to more accurate Vouchers. Will also help reduce overpayments on returned items since Received Qty is updated for returns.
1	Master Data	Medium	eSupplier Connection module	New Supplier/Bidder portal to accommodate Bidders in Phase 1 for Strategic Sourcing. Other aspects can be rolled out later (Invoice status

Start Phase	Group	Complexity	Description	Benefit
				lookup, Contact/phone number updates, etc.).
1	Master Data	Low	Item Inactivation Errors cleanup process and report for disposition/remediation.	This can help reduce errors in various transactions (using the wrong item ID) and interfaces to other systems (Item Interfaces to @Par, WaveMark, GHX, etc.) and various reports (to GPO HPG). Helps ordering confusion from duplicate and/or older items.
1	Master Data	Medium	Item Master Cleanse/Scrub	Item Master cleanup helps prevent ordering and price confusion, and also reduces Match Exceptions due to different prices on duplicate items. Also cleanup of items with wrong Std UOMs causing conversion issues on POs.
1	Master Data	Medium	Allow for different prices for the same item by utilizing Region Pricing by Vendor Location.	Fixing the multiple price (for the same item) issue will reduce Match Exceptions due to incorrect prices going out on PO's.
1	Master Data	Low	Remove custom Item/Vendor/UOM Conversion Factors	Replace any custom Item / Vendor / UOM Conversion factors with the Standard Item/UOM conversion factor. Only Master Item Team would have capability to add a custom vendor/item/uom factor in rare cases. Reduces Match Exceptions due to Price Errors caused by incorrect UOM conversion factors.
1	MM-Inv	Medium	Inventory Label Printing Solution	This will help later efforts to relabel areas being converted to perpetual Inventory or pars. Replaces very manual process for creating Inventory Item and Par Item labels.
1	MM-Inv	Low	ASN EDI Receiving Errors Cleanup and clearly defined process, define responsibility and remediation	Process for remediating ASN/PO Receipt errors will reduce Match Exception errors due to missing PO Receipts.
1	MM-Inv	Medium	Inventory Replenishment rollout to additional sites.	Increased automation of the ordering process for Inventory. Removes tribal knowledge and move into PeopleSoft (Min/Max data).

Start Phase	Group	Complexity	Description	Benefit
1	MM-Inv	Low	Stuck Transactions process and Data Audits for Inventory and Costing/Acctg	Fixing stuck transactions will help improve Inventory Onhand accuracy, Inventory Fulfillment accuracy, Inventory accounting and reporting accuracy. Delivered Inventory and Costing reports call out data and table inconsistencies to fix periodically.
1	Purchasing	Complex	Strategic Sourcing module (including Procurement Contracts)	Helps streamline and automate the Competitive Bid process using delivered PeopleSoft module. Used for both Service and Capital Requisitions.
1	Purchasing	Complex	Supplier Contract Mgt module	Helps streamline and automate the RFP, Legal Contract and Procurement Contract creation process using delivered PeopleSoft module. Used for both Service and Capital Requisitions.
1	Purchasing	Low	Initiate Close processing for Receipts, Requisitions and RTVs. Review settings for PO Close.	Simple additions to the document closing processing delivered by PeopleSoft. Closing old documents will improve page performance by reducing the universe of documents involved in the search parameters.
1	Purchasing	Medium	Allow for different prices for the same item by utilizing Region Pricing by Vendor Location.	Fixing the multiple price (for the same item) issue will reduce Match Exceptions due to incorrect prices going out on PO's.
1	Purchasing	Medium	New UIPath Bot to make changes to some PeopleSoft POs based on POAs (Cardinal only)	Will help automate manual process performed by Buyers.
1	Purchasing Master Data	Low	Apply manual Vendor Item Price updates to all "Open" POs for vendor price updates to a LOWER price. Process change.	Capture new lower prices by vendors. Reduce match exceptions due to Item Price errors.
1	Tech/Other	Low	Participation in User Groups to enhance in-house knowledge of healthcare PeopleSoft topics (HIUG in particular).	Huge bang for the buck to get IT and Business Leaders involved with HIUG. Great source of comparing problems/solutions with PeopleSoft Healthcare. Also, great opportunities for education and making contacts for future help and questions.

Start Phase	Group	Complexity	Description	Benefit
1, 2	Master Data	Medium	Vendor Onboarding (Supplier Registration functionality)	Switch to delivered PeopleSoft functionality for onboarding new Suppliers and Bidders, replacing a manual process with an online PeopleSoft process. Implement Bidder Registration for Phase 1, new Suppliers in Phase 2. Utilize online Approval Workflow for additional automation.

Phase 2 and Later

Start Phase	Group	Description	Benefit
2	Finance	Asset Mgt Third Party Solution and Integration (IT Asset Mgt also)	Start using Asset Tags to ease ability to audit assets annually. Increase capability to track where assets are located and who they are assigned to.
2	Finance	Correct charging to Depts for Asset Depreciation	Ensure the proper depts are being charged depreciation for capital asset usage.
2	Finance	Utilize/enhance delivered Integration/interface of PO Receipts, AP Vouchers and Project Costing to Asset Mgt	Automate setting up capital assets in Asset Mgt module. Currently not being used, or using with low utilization.
2	Inventory Finance	IT Asset Tracking (like laptops) as Non-costed items in perpetual Inventory.	Ability to track quantity available and automate replenishment orders. All without creating any accounting impact (since assets are either expensed or being depreciated via Asst Mgt module). Need to consider this need when "visioning" for the overall Asset Mgt solution concept.
2	Master Data	eSettlements module	Part of the Supplier Portal, use for Invoice Dispute collaboration and communication documentation. Solve invoice disputes faster.
2	Master Data	Utilize the PeopleSoft "Configurable Item Templates" to streamline the New Item Add process.	Streamline the Item Add process by removing fields from page that are not relevant.
2	Master Data	Vendor Maintenance Changes to now use Supplier Change Request functionality and approval workflow. Notifications of all vendor changes to all requisite depts.	Increased Internal Control over vendor changes and also increased knowledge of changes/updates for the relevant users/depts.

Start Phase	Group	Description	Benefit
2	Master Data	Utilize the Audit Framework to track all Vendor changes and the user making the change.	Increases Internal Control/Fraud Control needs to track who made what changes to a vendor/supplier.
2	Master Data	Security review for existing Roles and access.	Ensures proper internal controls being followed and reduce risk (for users that have inappropriate access).
2	MM PeriOp	PeriOp MM WaveMark SRS and Case Picks Rollout	Improved tracking/reporting of PeriOp items. Automated reordering. Improved clinical workflows for documenting items used in cases. Increase transactional efficiency due to automation and interfaces.
2	MM-Inv	MSR Fill/Kill automated response to original Requestor	Increased service levels to MSR requestors and reduce call volume asking about items not delivered.
2	MM-Inv	Mobile Inventory Receipt Delivery process optimization	Bring Delivery Documentation online in PeopleSoft will enhance ability to track when items are delivered and to whom.
2	MM-Inv	Automated Inventory Transfers from Central Warehouses	Automate transactions that are keyed in manually now.
2	MM-Inv	Grey out "Deplete Qty" button on Express Issues to reduce server load and contentions	Simple change to Express Issues to remove manually kicking off the Depletion process. Batch process is enough. Will help reduce server load and possible database contentions.
2	MM-Inv	Mobile Inventory Non-PO Receiving rollout to additional sites	Enhanced tracking of deliveries inside PeopleSoft removes manual tracking for these items and brings delivery inquiries into a single system/place.
2	MM-Inv	Switch EDI ASN PO Receipts to non-auto-process. Step for review/audit prior to processing, only for "new" non-ValueLink Receipts.	Allows for separate review, audit or update of select ASNs as needed for specific vendors. Would only want for "new" non-ValueLink ASN/EDI Receipts.
2	MM-Inv	Utilization Code (ABC) method of cycle counting.	Increases item Cycle Counting efficiency, focus on counting higher dollar/more critical items more frequently.
2	MM-Inv	Initiate use of the Item Usage Desktop functionality for Inventory Item Reporting	Delivered functionality allows aggregated reporting of Inventory Item usage by month (By IBU/Item) for each site and overall health system. This data can be used for various reporting and analysis, such as: Slow

Start Phase	Group	Description	Benefit
			moving Inventory, Min/Max analysis, Item usage by Dept by period, etc.
2	MM-Inv	Remove OmniCell cabinets and replace with PeopleSoft Mobile Inventory Par Locations.	Save money from OmniCell cabinets (and remove related interfaces and support) by using delivered PeopleSoft Par Location/IBU functionality. Enhanced clinical workflows due to easier item access.
2	Purchasing	Bring the "HMH Capital Request" from into a completely online PeopleSoft form incorporating Approval Workflow to replace ink signatures on the paper form.	This could be brought into Phase 1. Automate a paper form and utilize PeopleSoft approval workflow to automate approvals.
2	Purchasing	Initiate Close Short processing for JIT Fill/Kill ValueLink PO's.	Close docs to increase search performance and to allow Items to become inactive. Increase accuracy of Open POs and reporting.
2	Purchasing	MM01 Sourcing errors. Need clearly defined process for responsibility and remediation steps.	Will help automate manual process performed by Buyers.
2	Purchasing	Req Loader defaulted Buyers update	Automation of Buyer assignments (not in delivered PeopleSoft).
2	Purchasing	Move Offsite/Post-Acute sites/clinics from vendor portal ordering to PeopleSoft eProcurement.	Better internal controls and reporting of spend captured by PeopleSoft and GHX MetaTrade.
2	Purchasing	Roll out available PeopleSoft functionality for Supplier 360 and Supplier Scorecarding, and also the Supplier Administration WorkCenter.	Existing PeopleSoft functionality to enhance reporting and vendor analysis.
2	Purchasing	Buyer emails AP Rep for Cardinal ValueLink expected Credit Memo for JIT/Tote Returns (PeopleSoft RTV process not utilized here).	Easier processing of Credit Memos for Cardinal ValueLink.
2	Purchasing	Use GTINs for ordering items, to enhance order accuracy.	Increased order accuracy.

Start Phase	Group	Description	Benefit
2	Tech/Other	Review GHX alternatives.	Prodigo Solutions is the main competitor, but less robust available features/services.
2	Tech/Other	Review additional GHX services	More available services due to recent merger activity. May assist in further processing efficiencies.
2	Tech/Other	More use of dashboards and WorkCenters throughout the organization.	Utilize existing functionality to give an easier user experience with less navigations (more efficiency).

Next Steps

One of the key points in this assessment activity was to gather challenges and pain points in the Procure to Pay process, and review how they can be addressed by comparing healthcare best practices along with existing PeopleSoft modules and functionality. We also considered future functionality available in unapplied PUMs.

SpearMC provided the suggested Solution Roadmap, but this is just the beginning. The next steps in the process would normally involve:

- **Finalize and Prioritize**
  - Prioritizing/selection of suggested processes for re-design
  - Create Business Case/Justification
  - Develop Timeline

- **Socialize and Gain Consensus**
  - Collaboration with Clinical Leadership and Ancillaries for buy-in

- **Planning and Approval**
  - Develop Timeline
  - Resource/Vendor Approvals/RFP
  - Confirm and Approve budget for process re-design

- **Execute**
  - Project implementation
  - Change Management