

Request for Proposal – Change Management Capability Development

Request for Proposals (RFP)		
Scope of Service	Change Management Capability Development	
RFP #	2019RFP-19	
RFP issued by	First Nations Health Authority (FNHA)	
Issue date	November 6, 2018	
Closing date/time	Proposals must be received before 16:00 hours (4:00 pm) Pacific Time on: November 21, 2018	
FNHA Contact Information and Questions	<p>All enquiries related to this RFP including any requests for information, questions, and clarification, are to be directed to the following email address: fnha.contracts@fnha.ca indicating the RFP number in the subject line of the email. Please direct any questions related to the RFP to <i>Procurement and Contracting</i> (the "Contact Person")</p> <p>FNHA will accept questions up to five (5) working days prior to the close of this RFP. Any questions received after this day, FNHA will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and may be distributed to all Proponents at the FNHA's option.</p>	
Delivery of proposals ("Closing Location")	Submissions are to be uploaded directly onto the Bonfire electronic bidding system at https://fnha.bonfirehub.ca/opportunities .	
Short Listed Proponents	For those Proponents which have not been contacted by end of business day on December 24, 2018 , will serve as notice that their proposal submission was unsuccessful.	
Successful Proponent Notified	Week of December 17, 2018	
Expected Term	Expected End Date of Project: January, 2019	Expected End Date of Project: April 30, 2019 The FNHA shall have the right to extend this Contract upon written notice to the Contractor.
Proponent's submissions	A person authorized to sign on behalf of the proponent must complete and sign the Proponent Section (below), leaving the rest of this page otherwise unaltered and include the originally-signed and completed page with the proposal.	

Proponent Section	
To be completed by proponent and included as the "cover page" of the Proponents Response	
The enclosed proposal is submitted in response to the above-referenced RFP including any addenda. Through submission of this proposal we agree to all of the terms and conditions of this RFP and agree that any inconsistencies in our proposal will not be considered. We have carefully read and examined the RFP including the <i>Administrative Section</i> and have conducted such other investigations as were prudent and reasonable in preparing the proposal. We agree to be bound by the statements and representations made in our proposal.	
Signature of Authorized Representative:	Legal Name of Proponent (and Doing Business As Name, if applicable):
Printed Name of Authorized Representative:	Address of Proponent:
Title:	
Date:	
Authorized Representative email address (if available):	Authorized Representative phone number:

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1. Summary of the Requirement

The First Nations Health Authority (FNHA) requires the services of a full serviced change management capability development firm.

The terms and conditions applicable to this RFP are identified in *Appendix A – Definitions and Administrative Requirements*. Submission of a proposal in response to this RFP indicates acceptance of all terms and conditions that are included in Appendix A, and any addenda subsequently issued by the FNHA. Provisions in proposals that contradict any of the terms of this RFP will be as if not written and do not exist.

2. Background, Objectives and Scope

The FNHA is the first province-wide health authority of its kind in Canada. FNHA aims to reform the way health care is delivered to BC First Nations and help improve health and wellbeing.

This FNHA has taken over the administration of federal health programs and services previously delivered by Health Canada's First Nations Inuit Health Branch – Pacific Region. FNHA has a broad mandate to work with the province and First Nations to improve health services and address service gaps through new partnerships, closer collaboration, and health systems innovation.

Our vision is that all First Nations and Aboriginal people in BC, no matter where they live, are supported in achieving and maintaining mental wellness in ways that respects their customs, values and beliefs.

Background:

The Technology and Resources Enabling Employees (T.R.E.E.) Project global charter included a combination of 18 business and technology subprojects to support HR service delivery, build a solid Human Resource Information System foundation, enhance the candidate and employee experience, and to provide business insight and inform strategy.

The Human Capital Management and Human Resource Implementation Roadmap recommended four key areas that underpin Project TREE; Process, Organization, Talent and Technology. Build a Change Management Capability is one of the recommendations made with the objective of establishing a change management function to support appropriate change management activities to deliver HR and business objectives.

FNHA intends to contract a firm to provide change management capability development services to our Human Resources (HR), Finance, and Innovative Management and Information Technology (IMIT) departments. There will be approximately forty stakeholders for this project.

3. Services

The Contractor shall provide the following services:

- In partnership with FNHA, develop a change management approach for Project T.R.E.E.;
- Develop a Change Management toolkit with materials including but not limited to:
 - Tools for stakeholder analysis;
 - Change impact assessments;
 - Role impact assessments;
 - Communication plan templates;
 - Readiness assessments;
 - Change management checklists that are aligned with the Project T.R.E.E. approach.
- Associated training strategy and training materials for management and impacted departments. Curriculum to include:
 - Train the Trainer;
 - Foundation - Change Management 101;

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- Leading teams through transitions for Management (Director and Manager level);
- Navigating change – building change resiliency for employees;
- Training evaluation mechanisms.

4. Deliverables

The FNHA requires the following deliverables:

- Change Management Approach and Methodology;
- Change Management tools and template;
- Change Management training curriculum;
- Change Management training materials;
- Training evaluation model.

5. Responsibility and Work Performed by FNHA and Proponents

The successful Proponent will:

- a) Be responsible to examine all of the documents comprising this RFP and report any errors, omissions or ambiguities and seek additional information, by email, to the Contact Person. See Cover Page for details on seeking additional information and clarification.
- b) Will have the full cooperation of First Nations Health Authority staff and access to information necessary to meet the accountabilities set out in this request for proposal and respond to reasonable inquiries, should the Proponent be the successful one.

The FNHA will:

- a) Provide a mutually agreed upon level of resources (human and financial resources) to the successful proponent to meet the accountabilities set out in this request for proposal.
- b) The following mutually agreed upon resources will be provided by the FNHA:
 - Provide comments on milestones in a timely fashion;
 - Provide comments on progress reporting;
 - Provide feedback to the successful Proponent(s) in a timely fashion; and
 - Be available for meetings during duration of Agreement period.

6 Proposal Format

The following format, sequence, and instructions should be followed in order to provide consistency in Proponent response and to ensure that each proposal receives full consideration. All pages should be consecutively numbered, and as follows:

- a) One (1) unaltered and completed *Request for Proposals cover page*, including Proponent Section completed in original form as per instructions;
- b) Table of contents including page numbers;
- c) A short (one or two page) summary of the key features of the proposal;
- d) Legal name of business, GST number, and incorporation number (if applicable);
- e) Description of approach to the described scope of work ("Proponent Response") with any CV attachments as **Appendix A**;
- f) Three references including name, contact number and name of project(s) to be attached as **Appendix B**;
- g) A detailed description of all costs associated with the requirements listed in this RFP to be attached as **Appendix C**; and
- h) In order to be considered for contract award, the technical proposal must not exceed **twelve (12) pages** excluding any appendices. Panelists' evaluating any received proposal exceeding 12 pages will stop reviewing the proposal after the twelfth page.

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6.1 Mandatory Items on the Proposal

Proponent responses must clearly demonstrate that they meet the following mandatory criteria or they will be excluded from further consideration during the evaluation process:

- a) The Proponents proposal must be received at the closing location before the specified closing time;
- b) The Proponents proposal must be in English and MUST NOT be sent by regular mail, facsimile, email or couriered;
- c) Completion of the Questionnaire provided in Bonfire;
- d) Submissions are to be uploaded to the Bonfire website at:
<https://fnha.bonfirehub.ca/opportunities>. Note that a Bonfire account is required. Visit the link provided for more details and to register as a vendor.
 - If the Questionnaire Excel spreadsheet is in 'Protected View' click the "Enable Editing" button to allow access to the document;
 - Please ensure that all response comments are entered into the "Comment" field/cell of the Questionnaire Excel spreadsheet;
 - Any technical questions regarding Bonfire (i.e.: submittal of documents) should be directed to their Help Desk by clicking the "Help" icon on the bottom left of the page.
- e) Proponents must submit one (1) *Request for Proposals cover page*, with the *Proponent Section* in its original form, unaltered, fully completed and signed;
- f) Description of the Proponents organization, size and structure. Indicate if appropriate, if the Proponent is a small or minority-owned business or is First Nations owned;

6.2 Desired Items in the Proposal

Capability of the Individuals and/or Team including:

- a) Location of the proponent(s);
- b) Years and types of experience. Please also provide a description of prior experience, including the following (CVs to be attached as **Appendix A**):
 - i. Names;
 - ii. Addresses;
 - iii. Contact persons;
 - iv. Telephone numbers;
- c) The type of assistance that will be required from the FNHA staff;
- d) The availability of the proponent's resources (IE staff) to ensure that deadlines are met in a timely manner;
- e) Price. A detailed description of price, including: Fees, Expenses, GST, PST, and any additional taxes (attached as **Appendix C**);
- f) Work Experience – working with First Nations organizations and/or First Nations; and
- g) FNHA procurement activities will be governed to ensure all vendors are treated fairly and have equal access to procurement activities; *to the extent possible* preference in awarding contracts will be given to First Nation organizations and/or First Nation individuals.

7. Evaluation

An evaluation committee will be formed by the FNHA and shall include employees and contractors of the FNHA. All personnel will be bound by the same standards of confidentiality.

The mandatory and desirable criteria against which proposals will be evaluated are identified in the Appendices. Proponents should ensure that they fully respond to all criteria in order to be comprehensively evaluated.

The FNHA may request and receive clarification from any Proponent when evaluating a proposal. The evaluation committee may invite some or all of the Proponents to appear before the committee in order to clarify their proposals. In such event, the evaluation committee may consider such clarifications in evaluating proposals.

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7.1 Evaluation Scoring

The following Appendices must be completed and proposals will be evaluated as identified below:

- 1) All responses must satisfy the Regulatory and Security Environments described herein (if applicable) to be considered.
- 2) The responses must pass all the mandatory criteria to be considered. Responses not satisfactorily meeting all mandatory requirements may be excluded from further evaluation at the discretion of the evaluation committee.
- 3) See table below:

Evaluation Criteria	Description	Weight
Corporate Criteria	Proponents must demonstrate that they are positioned so that services and support can be provided to FNHA over the long term.	5%
Financial Criteria	Proponents are to provide the solution that provides the best value for FNHA's investment, and provides the required services and functionality for the lowest total cost of ownership.	30%
Service/Technical Criteria & Value Adds	Proponents are to demonstrate, in detail, how the proposal will meet all of FNHA's service requirements; and New/innovative and value added approaches to service delivery	50%
First Nations Criteria	Proponents can clearly demonstrate knowledge and understanding of First Nations culture.	15%
Total:		100%

7.2 Short Listed Proponents

The short-list will comprise the highest-ranked Proponents based on the weightings for the criteria as identified above.

Proponents which are short listed may be requested to interview in person or teleconference and/or a presentation with the assessment panel to discuss certain aspects of their submitted proposal.

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Appendix A – Overview of the FNHA

The First Nations Health Authority

The first and only provincial First Nations Health Authority in Canada. Transforming health services for First Nations and Aboriginal people in BC.

Why a First Nations Health Authority?

Statistically significant health disparities exist for First Nations people in BC and across Canada with health outcomes that consistently lag behind those of other Canadians. The First Nations Health Authority aims to reform the way health care is delivered to BC First Nations to close these gaps and improve health and wellbeing.

A New Relationship with our Partners

BC First Nations, the Province of BC, and the Government of Canada have all determined that First Nations health disparities are no longer acceptable. A New Relationship between these Tripartite Partners was forged and a series of precedent-setting agreements led to the creation of a First Nations Health Authority. The FNHA is mandated by two health agreements (the Transformative Change Accord: First Nations Health Plan [2006], and the Tripartite First Nations Health Plan [2007] – collectively “the Health Plans”), the BC Tripartite Framework Agreement on First Nation Health Governance [2011] and resolutions at the annual Gathering Wisdom events and the Framework Agreement.

In 2013, the First Nations Health Authority assumed responsibility for the design and delivery of health programs and services for BC First Nations formerly delivered by Health Canada’s First Nations Inuit Health Branch – Pacific Region. The FNHA has a broad mandate to improve health services for BC First Nations through new partnerships, closer collaboration, and health systems innovation.

Making History Today and Tomorrow

As the First Nations Health Authority assumed responsibility for the historic transfer of programs, resources, assets, staff, and responsibilities, we are developing an organization that reflects First Nations culture and philosophy. Establishing a strong foundation prepares us to innovate, transform, and redesign health service delivery with guidance from BC First Nations in the coming years.

Responsive, Visionary, Transformative

The First Nations Health Authority is part of a unique health governance structure that includes political representation and advocacy through the First Nations Health Council, and technical support and capacity development through the First Nations Health Directors Association. Collectively, this First Nations health governing structure works in partnership with BC First Nations to achieve our shared vision.

The mandate of the FNHA is to:

- Plan, design, manage, deliver and fund the delivery of First Nations Health Programs in British Columbia;
- Receive federal, provincial and other health funding for or to support the planning, design, management and delivery of First Nations Health Programs and to carry out other health and wellness related functions;
- Collaborate with the BC Ministry of Health and BC Health Authorities to coordinate and integrate their respective health programs and services to achieve better health outcomes for First Nations in British Columbia;

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- Incorporate and promote First Nations knowledge, beliefs, values, practices, medicines and models of health and healing into the First Nations Health Programs, recognizing that these may be reflected differently in different regions of BC;
- Be constituted with good governance, accountability, transparency and openness standards;
- Establish standards for First Nations Health Programs that meet or exceed generally accepted standards;
- Collect and maintain clinical information and patient records and develop protocols with the BC Ministry of Health and the BC Health Authorities for sharing of patient records and patient information, consistent with law;
- Over time, modify and redesign health programs and services that replace Federal Health Programs through a collaborative and transparent process with BC First Nations to better meet health and wellness needs;
- Design and implement mechanisms to engage BC First Nations with regard to community interests and health care needs;
- Enhance collaboration among First Nations Health Providers and other health providers to address economies of scale service delivery issues to improve efficiencies and access to health care;
- Carry out research and policy development in the area of First Nations health and wellness;
- The FNHA may undertake other functions, roles and responsibilities connected to health and wellness of First Nations and other aboriginal people in BC.

The FNHA is governed by members of the Board of Directors who collectively brings years of experience in First Nations health, community development, financial management and political expertise at all levels of government. The Board provides leadership and oversight for all corporate activities of the FNHA.

The FNHA was created in conjunction with the First Nations Health Council, providing support services while the political consensus was being built among BC First Nations. For more information please visit our website (www.fnha.ca) or contact us at: info@fnha.ca.

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Appendix B - Definitions and Administrative Requirements

1. Definitions

Throughout this Request for Proposals, the following definitions apply:

- a) "Contract" means the written agreement resulting from this Request for Proposals executed by the FNHA and the Contractor;
- b) "Contractor" means the successful proponent to this Request for Proposals who enters into a written Contract with the FNHA;
- c) "the FNHA" means the First Nations Health Authority;
- d) "must", "shall" or "mandatory" means a requirement that must be met in order for a proposal to receive consideration;
- e) "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this Request for Proposals;
- f) "Request for Proposals" or "RFP" means the process described in this document; and
- g) "Should" or "desirable" means a requirement having a significant degree of importance to the objectives of the Request for Proposals.

2. Terms and Conditions

The following terms and conditions will apply to this RFP. Submission of a proposal in response to this RFP indicates acceptance of all terms that follow and that are included in any addenda issued by the FNHA. Provisions in proposals that contradict any of the terms of this RFP will be as if not written and do not exist.

3. Additional Information Regarding the RFP

Proponents are advised to fill out and return the attached *Receipt Confirmation Form*. All subsequent information regarding this RFP including changes made to this document will be posted on the following websites: BC Bid, Bonfire and FNHA at www.fnha.ca. It is the sole responsibility of the Proponent to check for amendments on these websites.

4. Late Proposals

Proposals will be marked with their receipt time at the closing location. Only complete proposals received and marked before closing time will be considered to have been received on time. Late proposals will not be accepted and will be returned to the Proponent. In the event of a dispute, the proposal receipt time as recorded at the closing location shall prevail.

5. Eligibility

Proposals may not be evaluated if the current or past activities or interests of the Proponent, or any sub-contractors proposed by the Proponent, may, in the FNHA's opinion, give rise to an unresolved conflict of interest in connection with the project described in this RFP. This includes but is not limited to, involvement by a Proponent or any proposed sub-contractors in the preparation of this RFP. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the FNHA Contact Person identified in this RFP.

Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.

6. Evaluation

Evaluation of proposals will be by a committee formed by the FNHA and may include employees and contractors of the FNHA. All personnel will be bound by the same standards of confidentiality. The FNHA's intent is to enter into a Contract with the Proponent who has the highest overall ranking based upon such an evaluation.

7. Negotiation Delay

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, the FNHA may at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate the RFP process and not enter into a Contract with any of the Proponents.

8. Debriefing

At the conclusion of the RFP process, all Proponents will be notified. Unsuccessful Proponents may request a debriefing meeting with the FNHA. FNHA may, in its sole discretion provide such debriefing, at which time, FNHA may advise the proponent in a general manner, of the reason for the non acceptance of the proponent's proposal. Only that proponent's proposal will be reviewed.

9. Alternative Solutions

If alternative solutions are offered, please submit the information in the same format, as a separate proposal.

10. Changes to Proposals

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable. The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by the FNHA for purposes of clarification.

11. Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the FNHA, if any. If the FNHA elects to reject all proposals, the FNHA will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing its proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

12. Limitation of Damages

Further to the preceding paragraph, by submitting a proposal, the Proponent agrees that it will not claim damages for whatever reason relating to the Contract or in respect of the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal. Furthermore, by submitting a proposal the proponent further agrees to and hereby waives any claim for damages, loss of profits or loss of opportunity if no contract is made between FNHA and the proponent for any reason.

13. Proposal Validity

Proposals will be open for acceptance for at least 120 days after the closing date.

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14. Firm Pricing

For the first one hundred and eighty (180) Business days into the term of the Contract, if the contracted services are offered to other health care institutions/Regional/National Groups (with similar annual volumes and delivery schedules) at a cost that is less than the current Contract Price, the Supplier agrees to reduce the Contract Price to that level. Prices will be firm for the entire Contract period unless this RFP specifically states otherwise.

15. Currency and Taxes

Prices quoted are to be in Canadian dollars, inclusive of duties where applicable; FOB destination with delivery charges included where applicable, and exclusive of the Goods and Services Tax (GST).

16. Completeness of Proposal

By submitting a proposal, the Proponent warrants that if this RFP is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal or will be provided by the Contractor at no charge.

17. Sub-Contracting

The use of a sub-contractor must be clearly defined in the proposal. This includes a joint submission by two Proponents having no formal corporate links. In such a case, one of the Proponents must be prepared to take overall responsibility for successful performance of the Contract and this must be clearly defined in the proposal.

Where applicable, the names of approved sub-contractors listed in the proposal will be included in the Contract. No additional sub-contractors will be added nor other changes made, to this list in the Contract without the written consent of the FNHA.

18. Acceptance of Proposals

This RFP should not be construed as an agreement to purchase goods or services. The FNHA is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal, or with any Proponent. Proposals will be assessed in light of the evaluation criteria. The FNHA will be under no obligation to receive further information, whether written or oral, from any Proponent.

Neither acceptance of a proposal nor execution of a Contract will constitute approval by the FNHA of any activity contemplated in any proposal that requires any approval, permit, or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

19. Definition of Contract

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services. No Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

20. Contract

By submission of a proposal, the Proponent agrees that should its proposal be successful, the Proponent will enter into a Contract with the FNHA. The FNHA shall have the right to extend this Contract upon written notice to the Contractor.

21. Contract Negotiation and Award

Following the evaluation and recommendation of the Evaluation Committee, the First Nations Health Authority may select one or more Proponents to enter into negotiations for a Contract or Contracts as follows:

- (a) The First Nations Health Authority may elect to divide the Services into more than one Contract, and enter into negotiations with a Proponent with respect to a portion of the Services, and award more than one Contract with respect to the Services;
- (b) If negotiations with any Proponent are not successful within such time period as the First Nations Health Authority may require, the First Nations Health Authority may at any time after the expiry of such time period discontinue further negotiation with that Proponent by written notice to the Proponent, and the First Nations Health Authority may at any time thereafter commence negotiations with another Proponent to finalize a Contract in accordance with the foregoing process with another Proponent. The foregoing process may be undertaken and/or repeated until either a Contract or Contracts are awarded by the First Nations Health Authority or until negotiations have been terminated by the First Nations Health Authority; and
- (c) FNHA reserves the right to negotiate additional services of a similar functional or technological nature from the successful Proponent without further competitive procurements.

22. Liability for Errors

While the FNHA has used considerable efforts to ensure information in this RFP is accurate, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the FNHA, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from the responsibility of conducting their own investigations and research and forming their own opinions and conclusions with respect to the matters addressed in the RFP. Proponents will be solely responsible to ensure their proposal meets all requirements of the RFP, to advise FNHA immediately of any apparent discrepancies or errors in the RFP, and to request clarification if in doubt concerning the meaning or intent of anything in the RFP.

23. Modification of Terms

The FNHA reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a Contract with the successful Proponent.

24. Ownership of Proposals

Proposals submitted to the FNHA become the property of the FNHA. They will be received and held in confidence by the FNHA.

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25. Use of RFP

Any portion of this document or any information supplied by the FNHA in relation to this RFP may not be used or disclosed for any purpose other than for the submission of proposals. Without limiting the generality of the foregoing, by submitting a proposal, the Proponent agrees to hold in confidence all information supplied by the FNHA in relation to this RFP.

26. No Lobbying

Proponents must not attempt to communicate directly or indirectly with any employee, contractor or representative of the FNHA, including the evaluation committee and any officials of the FNHA, or with members of the public or the media, about the project described in this RFP or otherwise in respect of the RFP, other than as expressly directed or permitted by the FNHA.

27. Collection and Use of Personal Information

Proponents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any sub-contractors. If this RFP requires Proponents to provide the FNHA with personal information of employees who have been included as resources in response to this RFP, Proponents will ensure that they have obtained written consent from each of those employees before forwarding such personal information to the FNHA.

28. Open for Acceptance

The Proponent's offer shall remain open for acceptance for **one hundred twenty (120) Business Days** from the Closing.

29. Proponents Meeting

FNHA may at their option require Proponents to attend a Proponent's meeting and site visits to clarify the requirements as written in the RFP. Proponents will be advised when the meetings and site visits will occur.

30. Working Language

The working language of the FNHA is English and all responses to the RFP will be in English.

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Please fill out this form in order to advise the FNHA that you intend to submit a proposal for this RFP

FNHA CONTACT INFORMATION AND QUESTIONS:

All enquiries related to this RFP including any requests for information, questions, and clarification, are to be directed to the following email address: fnha.contracts@fnha.ca.

CLOSING DATE/TIME OF RFP:

Proposals must be received before the date and time indicated on the front cover page.

PLEASE PROVIDE THE BELOW ABOUT YOUR FIRM AND EMAIL TO fnha.contracts@fnha.ca no later than November 15, 2018 IF YOU INTEND TO SUBMIT A PROPOSAL.

Company: _____

Street Address: _____

City: _____ Postal/ZIP Code: _____

Province/State: _____ Country: _____

Mailing Address, if different: _____

Phone Number: (____) _____

Contact Person: _____

Title: _____

Email Address: _____

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Appendix D- Evaluation Criteria

Corporate Criteria:

ID	Area	Question
1	Corporate	How long has your company been in business?
2	Corporate	Proponent's references (name, address, telephone number & email). FNHA's preference is to have a minimum of three references. Provide contact information and names of corporate clients that have recently supplied same or similar Services (attached as Appendix B).
3	Corporate	Full legal name of business, GST number, and incorporation number (if applicable).
4	Corporate	Are you able to demonstrate your firm's financial stability and viability? FNHA may request the appropriate documentation at a later date.
5	Submission	Is your proposal within the twelve (12) page limit? If submitted proposal is more than 12 pages, panel members will stop scoring the proposal after the 12 th page.

Financial Criteria (*Attached as Appendix C):

ID	Area	Question
1	Financial	<ol style="list-style-type: none"> 1. Please provide your total fees to be charged. 2. GST to be on a separate line. 3. If applicable, provide a breakdown of fee structure
2	Financial	If applicable, please identify travel cost and any incidental expenses that are anticipated on a separate line(s).

First Nations Criteria:

ID	Area	Question
1	First Nations	Please self-identify if your firm is First Nations owned (Definition of First Nations owned is if First Nations owns 51% or more of the company).
2	First Nations	Demonstrated knowledge and understanding of First Nations culture.
3	First Nations	Provide examples where your firm has demonstrated Cultural humility in past projects.
4	First Nations	Provide examples of relevant project experience working with Indigenous organizations in Canada.
5	First Nations	Describe how your organization is supporting the Indigenous population and Canada's commitment to reconciliation.

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Service/Technical Criteria:

ID	Area	Question
1	Experience	Provide an outline of your firms change management methodology and toolkit.
2	Experience	Indicate your approach to branding the materials delivered to your clients. Please provide examples to clearly demonstrate and highlight this.
3	Experience	Provide examples of past projects to clearly demonstrate experience and credibility in delivering change management expert services to clients in a similar industry to FNHA.
4	Experience	Provide examples to clearly demonstrate change management curriculum development, content and delivery to different levels within an organization ranging from senior management, management and employees.
5	Experience	Describe any difficulties or challenges that are anticipated in providing the services and how your firm will manage them. FNHA is looking for a firm who will be able to anticipate any potential challenges which may arise and plan accordingly.
6	Experience	Provide an executive summary of the proposed team that will be assigned to deliver on the scope of services. Include copies of their CV as separate appendices for this proposal submission (attached as Appendix A).
7	Desirables	Demonstrated ability to communicate effectively including cultural sensitivity in all communications. Please provide examples of past projects to support this.
8	Desirables	Demonstrated ability to produce high quality deliverables. Please provide examples of past projects to support this.
9	Desirables	Demonstrates strong interpersonal skills and ability to work collaboratively and effectively with others in a wellness-oriented organizational environment. Please provide examples of past projects to support this.
10	Desirables	Demonstrated ability to work independently. Please provide examples of past projects to support this.
11	Desirables	Demonstrated degree of flexibility and openness. Please provide examples of past projects to support this.
12	Value Add	Indicate any value added services offered by your firm for your services. These services include any skillset, abilities or service(s) that may add overall value to the project that was not been previously requested in this document or inherent in the delivery of said service(s).