



First Nations Health Authority  
Health through wellness

| <b>Request for Qualifications (RFQ) Cover Page</b>             |  |
|--|--|
| <b>Scope of Services</b>                                       | Consulting Services  |
| <b>Description of Request for Qualification</b>                | <p>This RFQ details requirements for Consulting Services in the areas of:</p> <ul style="list-style-type: none"><li>(a) Change Management Consulting;</li><li>(b) Costing and Financial Analysis Consulting;</li><li>(c) Environmental Consulting;</li><li>(d) Evaluation Consulting;</li><li>(e) Executive Leadership Consulting;</li><li>(f) Epidemiologist Consulting;</li><li>(g) Health Economist Consulting;</li><li>(h) Human Resource Consulting;</li><li>(i) Management Consulting;</li><li>(j) Performance Consulting;</li><li>(k) Technical Consulting;</li><li>(l) Risk Management, Safety and Security Consulting;</li><li>(m) Other Consulting Services may include: i) Economic development, ii) Capacity building, iii) Strategy formulation, iv) Market research, v) Scenario planning, vi) Policy, and vii) Corporate travel program development and event planning.</li></ul> |
| <b>RFQ#</b>  | <b>2014RFQ-02</b>  |
| <b>RFQ issued by</b>   | First Nations Health Authority (FNHA)  |
| <b>RFQ issue date</b>  | <b>June 24, 2014</b>   |
| <b>Closing dates/times</b>                                     | <b>July 31, 2014, at 4:00 PM (PST)</b> – see Section 4.1 for further information   |
| <b>FNHA contact information</b>                                | <p>All enquiries related to this RFQ including any requests for information and clarification, are to be directed to the following email address: <a href="mailto:fnhaContracts@fnhc.ca">fnhaContracts@fnhc.ca</a></p> <p>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 Respondents at the FNHA's option.</p>  |
| <b>Delivery of Responses</b>                                   | <p>Four (4) hard copies and one (1) electronic copy (saved on a CD or memory stick in a Microsoft compatible format) of your proposal delivered by hand or courier to the closing location at:</p> <p><b>First Nations Health Authority<br/>Attention: Contracts<br/>501-100 Park Royal South<br/>West Vancouver, BC, V7T 1A2</b></p> <p>Proposal envelopes should be clearly marked with the name and the address of the Respondent, the RFQ number and the RFQ project name. Proposals received via email, regular mail, or facsimile will NOT be accepted.</p>  |
| <b>Notification of successful and unsuccessful Respondents</b> | All Respondents will be notified via email after the assessment panel has convened.  |

# Request for Qualifications – Consulting Services

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# Request for Qualifications – Consulting Services

## 1. Summary of the Requirement

The First Nation's Health Authority ("FNHA") has issued this Request for Qualifications ("RFQ") in order to pre-qualify Respondents for the provision of Consulting services described in this RFQ.

The objective of this RFQ is to establish a List of Pre-Qualified Suppliers with the requisite skills, knowledge, experience, resources and offerings who can be called upon to assist the FNHA in all the areas described in Section 3.2 of this RFQ.

Based on the review of Responses to this RFQ, the FNHA intends to establish and maintain a List of Pre-Qualified Suppliers (the "List") who, on an as, is, if, and when requested basis, may be contacted directly, or asked to compete, to enter into a Contract(s) to provide one or more of the services described in section 3.

## 2. Terms and Conditions

The submission of a Response to this RFQ indicates that the Respondent accepts the terms and conditions applicable to this RFQ as outlined in *Appendix A – Definitions and Administrative Requirements*.

The FNHA will administer the List and select pre-qualified suppliers as outlined in *Appendix B – Guidelines for the Use of Pre-qualified Suppliers Lists*.

## 3. Services

### 3.1. Objectives

The FNHA has an immediate need to establish a *List of Pre-Qualified Suppliers* with the requisite skills, knowledge, experience, resources and offerings who can be called upon to assist the FNHA in multiple areas described in this Services section.

### 3.2. Service Areas and Requirements

The FNHA will establish a List of Pre-Qualified Suppliers for the following types of services that it may require.

If the Proponent intends to submit for multiple service areas, please describe each service area in your response, with requisite information to support this. This may include, but not be limited to, additional resumes, additional completion of Appendix's to this RFQ, and additional proposals in order to support these additional consulting areas, OR,

Where more than one service area is identified, Respondents will indicate in their Response, the service areas that they are applying for.

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**This RFQ for Consulting Services, include, but are not limited to:**

| Consulting Area |  | Description  |
|-----------------|--|--|
| (a)             | Change Management Consulting:              | Process improvement, accreditation, performance management, governance, strategic planning, development of coaching skills, process analysis, strategy development, and operational/quality improvement methodologies. This work deals directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations. |
| (b)             | Costing and Financial Analysis Consulting: | Review of health service expenditures by FNHA and partners with a focus at a regional or sub-regional analysis to support planning efforts. This work may deal directly with the FNHA Senior Executive Team, and may also require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.   |
| (c)             | Environmental Consulting:                  | Environmental solutions and services to assist the FNHA with strategic solutions within its FN communities, with stakeholders, and provincial and federal agencies. This may include, but not be limited to: regulatory compliance, environmental excellence, best practices, technical protocols, habitat assessment, risk assessment, etc.   |
| (d)             | Evaluation Consulting:                     | Support for review and evaluations of various projects, programs, initiatives and activities. Will require the development of review and evaluation projects as well as the implementation of them. This work may deal directly with the FNHA Senior Executive Team, and may also require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.           |
| (e)             | Executive Leadership Consulting:           | Policy, strategy, communications and research. This will also include executive support, including advisory support on personnel matters. Management and coaching support. This work deals directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.   |
| (f)             | Epidemiologist Consulting:                 | Areas of study include, but are not limited to the following: outbreak investigation, disease surveillance and screening, and statistics. This may require working directly with the FNHA Senior Executive Team and requires maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.  |
| (g)             | Health Economist Consulting:               | Provide financial advice, support, reports, presentations relating to health efficiencies, effectiveness, value, and behaviours in the production and consumption of health and health care and any/all health and health care issues currently facing First Nations individuals/communities/regions. Context  |

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|     |  | may include health in First Nations communities, First Nation health centres, by health authority regions in British Columbia, and at the provincial level. This may require working directly with the FNHA Senior Executive Team and requires maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.  |
| (g) | Human Resource Consulting:                       | Strategic planning and advice in the areas of effective HR processes, programs, and practices. This may include best practices, needs assessments, or audits. Also included in this area are: remuneration, employee rewards, training, incentive programs, health & benefits, recruitment, performance management and legal support, and investment consulting support. This work deals directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations. |
| (h) | Management Consulting:                           | Analysis (including financial and business), existing organizational structures, and specialized expertise and advice on management approaches. This work deals directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.  |
| (i) | Performance Consulting:                          | Delivering workshops, coaching, team strategy sessions specific to FNHA's service areas. This work deals directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.   |
| (j) | Technical Consulting:                            | Engineering, geo-technical engineering, materials/chemistry, engineering development, structural integrity, space planning, real-estate consulting.<br><br>This work will deal directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.   |
| (k) | Risk Management, Safety and Security Consulting: | Risk management, business continuity, security and occupational health and safety. This work will deal directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.   |
| (l) | Other consulting services may include:           | <ol style="list-style-type: none"> <li>1) Economic development;</li> <li>2) Capacity building;</li> <li>3) Strategy formulation;</li> <li>4) Market research;</li> <li>5) Scenario planning;</li> <li>6) Policy;</li> </ol>  |

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|  |  |  |
|--|--|--|
|  |  | <p>7) Corporate travel program development and event planning;</p> <p>This work may/may not deal directly with the FNHA Senior Executive Team and may require maintaining working relationships with the First Nations Health Council (FNHC), First Nations Health Directors Association (FNHDA), First Nations Communities, and First Nations/Aboriginal health services organizations.</p> |
|--|--|--|

### 4. Evaluation Criteria

#### 4.1. Mandatory Criteria

Respondents that do not clearly demonstrate that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process:

- (a) The Respondent's Response must be delivered by courier or in person at the closing location before the specified closing time as indicated on the *Request for Qualifications (RFQ) Cover Page*.
- (b) The Respondent's Response must be in English and must not be sent by email, regular mail, or facsimile.
- (c) The Respondent's staff or representatives must not be or have been a member, director, officer or employee of the FNHA, the *Interim First Nations Health Authority (iFNHA)*, the *First Nations Health Society (FNHS)*, or the *First Nations Health Council (FNHC)*, or any other corporation, organization or group affiliated with or related to these organizations in the previous two (2) years, and must not be under contract to, or in negotiations to take on such positions.
- (d) Respondents must submit four (4) hard copies and one (1) electronic copy (saved on a CD or memory stick (USB) in a Microsoft compatible format) of their Response to the following address:

**Attn: Contracts**  
**First Nations Health Authority**  
**501-100 Park Royal South**  
**West Vancouver, BC, V7T 1A2**

- (e) The Respondent's Response must include the following completed Appendices/documents:
  - *Appendix D - Response Cover Letter* in its original form, unaltered, fully completed and signed
  - *Appendix E – Respondent Contact Information*
  - *Appendix F – Overview of Respondent Organization*
  - *Appendix G – Relevant Work Experience*
  - *Appendix H – Proposed Approach*
  - *Appendix J – Pricing*

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### 4.2. Desirable Criteria

Responses that meet the mandatory criteria will be evaluated with reference to the following desirable criteria. A response that does not meet the minimum score in each category will be excluded from further consideration.

| #  | Desirable Criteria - category  | Point Available | Minimum Points Required |
|----|--|-----------------|-------------------------|
| 1. | <p>Overview of the Respondent organization's including:</p> <ul style="list-style-type: none"> <li>• History including years providing service relevant to the service areas</li> <li>• Proficiency, skills and systems for relating consulting services in in each of the areas the Respondent is submitting a proposal for</li> <li>• Professional qualifications and certifications of Respondent's staff or consultants who will perform the services</li> <li>• Number of staff relevant to the applicable service area</li> <li>• Service locations</li> <li>• Other information relevant to the applicable Service Area</li> </ul> <p>(Note: See <i>Appendix E – Overview of Respondent Organization</i>)</p> | 10              | 6                       |
| 2. | <p>Work experience relating to:</p> <ul style="list-style-type: none"> <li>• Large public sector organizations</li> <li>• With First Nations Communities/Organizations</li> <li>• Health Authorities</li> </ul> <p>(Note: See <i>Appendix F – Relevant Work Experience</i>)</p>  | 10              | 6                       |
| 3. | <p>Proposed approach for providing services to the FNHA including:</p> <ul style="list-style-type: none"> <li>• Relationship management</li> </ul> <p>(Note: See <i>Appendix G – Proposed Approach</i>)</p>  | 20              | 12                      |
| 4. | <p>Pricing including:</p> <ul style="list-style-type: none"> <li>• Rate structure/basis</li> <li>• Guarantees/refund policy</li> <li>• Other pricing considerations</li> </ul> <p>(Note: See <i>Appendix H – Pricing</i>)</p>  | 20              | 12                      |
|    | <b>Total Points Available</b>  | 60              | 36                      |

### 5. Evaluation of Responses

An evaluation committee will be formed by the FNHA and may include Board members, employees and Contractors of the FNHA.

Responses will be verified for compliance with the mandatory criteria. Responses that do not meet the mandatory criteria will be excluded from further consideration.

The evaluation committee will evaluate and score the eligible Responses against the desirable criteria.

The FNHA may request and receive clarification from a Respondent when evaluating a Response. The evaluation committee may also request that a Respondent meet with the committee in order to clarify a

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Response. In such event, the evaluation committee may consider such clarifications in evaluating the Respondent's Response.

If a Respondent's Response meets or exceeds the total minimum points required with respect to the desirable criteria, the Respondent will be included on the *List of Pre-qualified Suppliers*.

The FNHA will notify both successful and unsuccessful Respondents by email after the assessment panel has convened.

### 6. Proposal Format

The following format and instructions should be followed to ensure that your proposal receives full consideration. All pages should be consecutively numbered.

- i) Where appropriate based on the length and complexity of the Response, a table of contents including page numbers;
- ii) A short summary of the key features of the Respondents proposal (one or two pages);
- iii) All Appendices/documents identified in section **4.1 Mandatory Criteria**;
- iv) Optional - other supplemental information that the Respondent believes may be useful in evaluating their proposal.

The FNHA reserves the right to reject a proposal that has not been fully completed as outlined above.



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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 prepares 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 a Board of Directors comprised of seven members who collectively combine 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. As a result, the FNHA website – <http://www.fnhc.ca> uses the FNHC name. For more information please visit the website or contact us at: [info@fnhc.ca](mailto:info@fnhc.ca).

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### Appendix B -Definitions and Administrative Requirements

#### Definitions:

Throughout this Request for Qualifications, the following definitions apply:

1. **“BC Bid”** means the electronic tendering service maintained by the Province of British Columbia;
2. **“BC Bid Website”** means the website maintained by BC Bid at [www.bcbid.ca](http://www.bcbid.ca), or any replacement website;
3. **“Contract”** means a written Contract executed by the FNHA and a Qualified Supplier;
4. **“consultant”** means a person nominated by a Respondent to be qualified in one or more Service Area;
5. **“FNHA”** means the First Nations Health Authority
6. **“List of Qualified Suppliers”** or **“List”** means a list of names of Qualified Suppliers, and in the case where the Qualified Supplier is a company, includes the names of their Consultants, who possess the qualifications described in this RFQ and that have satisfied any conditions set by the FNHA for being added to and staying on that list;
7. **“must”**, or **“mandatory”** means a requirement that must be met in order for a Response to receive consideration;
8. **“pre-qualified supplier”** means a Respondent who is either an individual Consultant, or who is a company having one or more Consultants, possessing the qualifications in a Service Area described in this RFQ that has satisfied any conditions set by the FNHA for being added to, and staying on, the List of Qualified Suppliers in that Service Area;
9. **“Respondent”** means an individual or a company that submits, or intends to submit a Response;
10. **“Response”** means a proposal submitted by a Respondent in reply to this RFQ;
11. **“RFQ”** or **“Request for Qualifications”** means the process described in this document;
12. **“Service Area”** means a category of service described in this RFQ in respect of which a List will be established;
13. **“should”** or **“desirable”** means a requirement having a significant degree of importance to the objectives of this RFQ.

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## Administrative Requirements

The following *Terms and Conditions* will apply to this RFQ. Submission of a Response to this RFQ indicates acceptance of all the terms that follow and that are included in any addenda issued by the FNHA. Responses that contain provisions which contradict any of the terms of this RFQ will be as if not written and do not exist.

### 1. Addenda

All subsequent information regarding this RFQ, including changes made to this document, will be posted on the BC Bid Website. It is the sole responsibility of the Respondent to check for amendments and additional information on the BC Bid Website.

From time to time, should the FNHA add or significantly alter service areas, the FNHA will issue an amendment to this RFQ and may also issue a communication to all existing pre-qualified suppliers on its List informing them of changes so that they may submit updates of their qualifications for evaluation.

### 2. Waiver of Non-Compliance

If a Respondent fails to complete its Response in compliance with this RFQ, the FNHA, at its sole discretion, may waive such non-compliance, seek clarification or additional information from the Respondent, and consider and treat the Response as a conforming Response.

### 3. Late Responses

Responses received after the Closing Time will not be accepted and will not be considered. Late Responses will be returned to the Respondent upon the Respondent's request at the Respondent's expense.

### 4. Amendments to Responses

Responses may be amended but any amendment to a Response must be made in writing and delivered before the specified Closing Time to the address identified in the *Delivery of Responses* section on the *Request for Qualifications (RFQ) Cover Page*.

The wording of the Response may not be changed by the Respondent after closing and no words or comments will be added to the Response unless requested by the FNHA for purposes of clarification.

### 5. Evaluation Committee

The review of Responses will be conducted by an evaluation committee formed by the FNHA and may include employees and Contractors of the FNHA.

### 6. Review and Selection

The evaluation committee will reject Responses not meeting all the mandatory criteria without further consideration. Responses that meet the mandatory criteria will then be assessed and scored against the desirable criteria. The names of successful Respondents will be added to the FNHA's Pre-Qualified Suppliers List.

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### 7. **Additional Information**

The evaluation committee may request clarifications or additional information from a Respondent with respect to its Response. The evaluation committee may request such clarifications or additional information either in writing or by meeting with the Respondent. The evaluation committee may consider such clarifications or additional information in evaluating Responses. The FNHA will be under no obligation to receive further information, whether written or oral, from any Respondent.

### 8. **Respondents' Expenses**

Respondents are solely responsible for their own expenses in preparing a Response and for subsequent negotiations with the FNHA, if any. The FNHA will not be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent for any matter whatsoever.

### 9. **Right of the FNHA to Reject Responses and Cancel the RFQ**

The FNHA is not bound to select Respondents or accept any Response and reserves the right to postpone or cancel this RFQ at any time for any reason.

### 10. **Acceptance of Responses**

This RFQ is not an agreement to purchase services. The FNHA is not bound to enter into a Contract with any pre-qualified supplier.

Notice in writing to a Respondent that it has been identified as a pre-qualified supplier will neither constitute a Contract nor give the Respondent any legal or equitable rights or privileges relative to the service requirements set out in this RFQ. Only if a pre-qualified supplier and the FNHA enter into a subsequent written Contract, will a Respondent acquire any legal or equitable rights or privileges.

### 11. **List Not Binding**

A pre-qualified supplier may withdraw its name from the List by notifying the FNHA in writing. The FNHA may withdraw the name of a pre-qualified supplier from the List by notifying that pre-qualified supplier in writing. Refer to Appendix 3 for an explanation on the use of the List.

### 12. **Modification of Terms**

The FNHA reserves the right to modify the terms of this RFQ at any time in its sole discretion.

### 13. **Ownership of Responses**

All documents, including Responses, submitted to the FNHA become the property of the FNHA. They will be received and held in confidence by the FNHA, subject to the provisions of the *Personal Information Protection Act*.

### 14. **Confidentiality**

Respondents will treat all information received from the FNHA through the RFQ process as confidential. The FNHA will treat Responses as confidential. The FNHA will not release to the public any specific information regarding any Response except as may be required by law or to permit the recipients of services to make an informed choice with respect to determining a preference for a supplier.

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### 15. Collection and Use of Personal Information

Respondents 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 their employees and employees of any sub-contractors. If this RFQ requires Respondents to provide the FNHA with personal information relating to its employees, Respondents will ensure that they have obtained written consent from each of those employees before forwarding such personal information to the FNHA. Such written consents will specify that the personal information may be forwarded to the FNHA for the purposes of responding to this RFQ and use by the FNHA for the purposes set out in the RFQ. The FNHA may request the original consents or copies of the original consents from Respondents, and upon such request, Respondents will immediately supply such originals or copies to FNHA.

### 16. Debriefing

Unsuccessful Respondents may request a debriefing during which the FNHA will provide a general explanation of why the Respondent's Response was not successful. If a Respondent requests a debriefing, the debriefing: Will be solely between FNHA and the Respondent; Will not include disclosure of any other Respondent's Response; and, The general terms of this RFQ will apply to the debriefing, including the requirement that Respondents will treat all information received as confidential.

### 17. Location of Service Delivery and Facilities

Projects may require pre-qualified suppliers to work at FNHA locations from time to time. Pre-qualified suppliers must be prepared to work at their own off-site location and must be able to be contacted by telephone, fax, and e-mail. Pre-qualified suppliers should have access to standard Microsoft office automation tools.

When required to work on-site by the FNHA, pre-qualified suppliers may have access to a workspace that has a desk, phone, and computer with LAN/WAN and Internet connectivity, as well as the FNHA standard office automation tools as necessary, appropriate and available.

Pre-qualified suppliers should be prepared to travel or make offerings available throughout the province, depending on the project. Any travel required is subject to the prior approval of the FNHA's Contract manager.

### 18. Security Clearance

The FNHA may require security clearances in a form that is satisfactory to FNHA, from a pre-qualified supplier before entering into a Contract. Any costs associated with obtaining such security clearances will be borne by the pre-qualified supplier.

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### Appendix C – Guidelines for the Use of Pre-Qualified Suppliers Lists

1. THE FNHA will establish and maintain a List of Pre-Qualified Suppliers (“List”) through this RFQ. Respondents who meet all mandatory requirements and the minimum scores as indicated will become pre-qualified suppliers for the identified Service Area(s).
2. The guidelines set out in this section regarding the use of the List are subject to change from time to time as the FNHA may deem necessary, without notice to pre-qualified suppliers on the List.
3. The List will be in effect until such time that it is cancelled at FNHA’s discretion. At that time, the FNHA may extend the period of qualification by up to one (1) additional year, with potentially three (3) such extension(s); or commence a new qualification process.
4. The FNHA may from time to time, use the List in connection with projects or assignments. The criteria for selecting pre-qualified suppliers for each project or task will vary, depending upon the requirements of the applicable project or task and could involve requiring the pre-qualified supplier to have a demonstrated level of experience and/or proficiency in one or more Service Areas depending on the specific requirements of the project or assignment.
5. Any Contracts entered into with a pre-qualified supplier will be:
  - a. where the pre-qualified supplier is the Respondent consultant, between the FNHA and the consultant; and
  - b. Where the pre-qualified supplier is a Respondent company, between the FNHA and the Respondent Company, specifying the consultant to be engaged.
6. Pre-qualified suppliers may be contacted on an “as, if and when requested” basis and may be contacted directly or asked to compete on opportunities for the provision of services in accordance with the selection method set out in section 13 of the Appendix, or as revised by the FNHA and communicated to all pre-qualified suppliers from time to time. If a pre-qualified supplier’s requested consultant is unavailable for a contemplated project or assignment, the pre-qualified supplier may propose a substitute resource to the FNHA for evaluation and consideration.
7. Pre-qualified suppliers will immediately, during the period that the List is in effect, advise the FNHA of any material changes to the information contained in their Response.
8. The FNHA may remove a pre-qualified supplier from a List where the supplier:
  - a. Does not perform satisfactorily on a Contract or fails to meet the FNHA’s contractual commitments and/or monitoring standards;
  - b. Has not provided services under a Contract to the FNHA in the prior three (3) year period; and,
  - c. No longer meets the qualification criteria.
9. The FNHA has no obligation to:
  - a. Inquire as to the availability of a substitute consultant when advised by a pre-qualified supplier that the consultant named on the List is not available for a particular project;
  - b. Evaluate or accept any substitute consultant proposed by a pre-qualified supplier;
  - c. Enter into a Contract with any one or more pre-qualified suppliers; or
  - d. Invite any one or more pre-qualified suppliers to participate in competitive processes for a Contract.
10. The FNHA reserves the right to:
  - a. Employ open competitions that include suppliers not on the List;
  - b. Otherwise engage suppliers not on the List in connection with any project; and
  - c. At any time, cancel, extend, expand, or make a call to the market-place to renew the List.
11. The FNHA may not necessarily select the pre-qualified supplier offering the lowest rates, and may also review the qualifications or other criteria required for a specific project.

## Request for Qualifications – Consulting Services

- 12.** The FNHA may consider subsequent requests for inclusion on the List during the term of the List. Any such requests will be subject to those Respondents submitting their qualification information for review in the same manner as originally outlined in this RFQ. There is no assurance that the FNHA will require any future additions to the List or will accept any requests for inclusion.
- 13.** The FNHA may select a pre-qualified supplier from the List using one or more of the following selection methods:
- a.** If the estimated Contract value will be under \$25,000, the FNHA may directly award a contract to any pre-qualified supplier;
  - b.** If the estimated Contract value will be greater than \$25,000 and less than \$250,000, the FNHA will conduct an activity-specific assessment of pre-qualified suppliers to determine the best qualified supplier to undertake the work, **or** a competitive process that includes evaluating proposals and pricing from a minimum of three pre-qualified suppliers who meet the criteria for the project or assignment;
  - c.** If the estimated Contract value will exceed \$250,000, the FNHA will complete a competitive process that is publicly advertised on BC Bid and open to all suppliers with the intention of obtaining and evaluating proposals and pricing from any supplier;
  - d.** Based on the type of project, the FNHA may also immediately undertake a competitive process that is publicly advertised on BC Bid and open to all suppliers, regardless of value;
  - e.** Notwithstanding subparagraphs a), b), and c), the FNHA may directly negotiate a Contract with a pre-qualified supplier where one of the following exceptional conditions applies:
    - i.** Only one available pre-qualified supplier is qualified to provide the services;
    - ii.** An unforeseeable emergency exists and the services could not be obtained in time by means of a competitive process; or,
    - iii.** A competitive process would interfere with the FNHA's ability to protect health and safety.



## Request for Qualifications – Consulting Services

### Appendix D – Response Cover Letter

Letterhead or Respondent’s name and address

Date: XXXXXXX

First Nations Health Authority  
501-100 Park Royal South  
West Vancouver, BC  
V7T 1A2

Attention: Contracts

Subject: **Request for Qualifications 2014RFQ-02**

The enclosed Response is submitted in response to the above-referenced Request for Qualifications. We are responding in order to pre-qualify to provide Consulting Services.

It is understood that we wish to submit proposals in the following Consulting areas:

- (a) Consulting Area:
- (b) Consulting Area (2): *if more than 1 (one) Consulting area; etc.*

We have carefully read and examined the Request for Qualifications, including the Appendices, and have conducted such other investigations as were prudent and reasonable in preparing our Response. We are authorized to submit this Response on behalf of the Respondent. We agree to be bound by all statements and representations made in our Response and agree that any inconsistencies in our Response will not be considered.

|  |                    |  |
|--|--------------------|--|
| <b>Signature of Authorized Representative:</b> |                    |  |
| <b>Signatory’s Printed Name:</b>               |                    | <b>Legal Name of Respondent/Company:</b> |
| <b>Title:</b>                                  |                    | <b>Address:</b>                          |
| <b>Date:</b>                                   |                    |  |
| <b>Phone Number:</b>                           | <b>Fax Number:</b> | <b>Direct / Cell Number:</b>             |
| <b>Email Address:</b>                          |                    |  |

## Request for Qualifications – Consulting Services

### Appendix E – Respondents Contact Information

|                                  |  |
|----------------------------------|--|
| <b>Date:</b>                     |  |
| <b>Respondent/ Company Name:</b> |  |

| <b>Business Address</b>        |  |
|--------------------------------|--|
| Name of contact person         |  |
| Title of contact person        |  |
| No. & Street                   |  |
| City, Province and Postal Code |  |
| Phone number                   |  |
| Email Address                  |  |
| Fax number                     |  |

|                           |  |
|---------------------------|--|
| WorkSafeBC Registration # |  |
|---------------------------|--|

If your payment/billing address is different than your Business Address, please complete the following:

| <b>Payment/Billing Address</b> |  |
|--------------------------------|--|
| Name of contact person         |  |
| Title of contact person        |  |
| No. & Street                   |  |
| City, Province and Postal Code |  |
| Phone number                   |  |
| Email Address                  |  |
| Fax number                     |  |

## Request for Qualifications – Consulting Services

### Appendix F – Overview of Respondent Organization

|                    |  |
|--------------------|--|
| Respondent Name    |  |
| Respondent Address |  |

| Overview of Respondent Organization  |
|--|
| <ul style="list-style-type: none"> <li>- <i>Relevant organization history, years in business</i></li> <li>- <i>Organization structure and size (staff/locations, etc.)</i></li> <li>- <i>Other relevant services provided</i></li> <li>- <i>Key differentiating features</i></li> <li>- <i>Other relevant information</i></li> </ul> |

| Respondent's Proficiency, Skills and Systems  |
|---|
| <ul style="list-style-type: none"> <li>- <i>Relevant proficiency and skills in relevant methods, systems etc.</i></li> <li>- <i>Other relevant information</i></li> </ul> |

| Respondent's Professional Qualifications and Certifications  |
|--|
| <ul style="list-style-type: none"> <li>- <i>Relevant qualifications and certifications of Respondent's staff/consultants who are proposed for FNHA Consulting services</i></li> <li>- <i>Other relevant information</i></li> </ul> |

## Request for Qualifications – Consulting Services

### Appendix G – Relevant Work Experience

*If Respondent is submitting for multiple Consulting areas, please complete this Appendix for each of the Consulting areas.*

|                    |  |
|--------------------|--|
| Respondent Name    |  |
| Respondent Address |  |
| Consulting Service | <i>Please provide the Consulting area here</i> |

| Relevant Work Experience Relating to the Service Area  |  |
|--|--|
| <ul style="list-style-type: none"> <li>- <i>Respondent’s relevant work experience relating to this Consulting area</i></li> <li>- <i>Respondent’s relevant work experience relating to providing consulting services for large public sector organizations in BC</i></li> <li>- <i>Relevant work experience of the Respondent’s proposed staff/consultants who will perform Consulting services for the FNHA</i></li> <li>- <i>Other relevant information</i></li> </ul> |  |

## Request for Qualifications – Consulting Services

### Appendix H – Proposed Approach

*If Respondent is submitting for multiple Consulting areas, please complete this Appendix for each of the Consulting areas.*

|                    |  |
|--------------------|--|
| Respondent Name    |  |
| Respondent Address |  |
| Consulting Service | <i>Please provide the Consulting area here</i> |

| Respondent's Proposed Approach   |
|--|
| <i>Outline your proposed approach for managing a relationship with the FNHA and providing Consulting services for the FNHA</i> |

## Request for Qualifications – Consulting Services

### Appendix J – Pricing

*If Respondent is submitting for multiple Consulting areas, please complete this Appendix for each of the Consulting areas.*

|                    |  |
|--------------------|--|
| Respondent Name    |  |
| Respondent Address |  |
| Consulting Service | <i>Please provide the Consulting area here</i> |

| Respondent's Pricing   |  |
|--|--|
| <ul style="list-style-type: none"> <li>- <i>Outline your proposed pricing structure for Consulting services</i></li> <li>- <i>Outline any 'guarantee' and refund policies</i></li> <li>- <i>Identify any other relevant pricing features or offerings</i></li> </ul> |  |