



REQUEST FOR PROPOSALS (“RFP”) NUMBER 05-190

**GETTING ON WITH BETTER HEALTH CARE:
HEALTH BENEFIT DESIGN OPTIONS**

ALBERTA HEALTH AND WELLNESS

RFP Issue Date: August 30, 2005

RFP Closing Date: September 16, 2005 at 14:00:59 Alberta Time

Send Responses to: Alberta Health and Wellness
Information Strategic Services
21st Floor, 10025 Jasper Avenue
Edmonton, Alberta
Canada T5J 1S6
Attention: Carol Madryga

**Direct Questions to
RFP Facilitator:** Carol Madryga
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1. INTRODUCTION

1.1 PREAMBLE

Vendors are invited to submit Proposals for the provision of professional services according to the specifications and conditions set out in this RFP.

This competitive procurement will be conducted in accordance with one fundamental objective: to maximize the benefit to Alberta Health and Wellness (AHW), while offering Vendors a fair and equitable opportunity to participate.

Vendors are advised to pay careful attention to the wording used throughout this RFP. Failure to satisfy any term or condition of this RFP may result in an unacceptable Proposal.

1.2 RFP TERMINOLOGY

Terminology is used throughout this document to describe the importance of each requirement to the objectives of the RFP. Such terminology is as follows:

“Alberta Time” means Mountain Standard Time or Daylight Saving Time as provided for in the *Daylight Saving Time Act* of Alberta.

“Business Day” means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by Her Majesty.

“Consortium” means two or more Vendors who together submit a Proposal.

“Contract” means the written agreement, which includes the RFP and the Vendor’s Proposal, between the successful Vendor and Her Majesty to provide the Services and Materials contemplated by the RFP.

“Evaluation Team” means individuals who will evaluate the Proposals on behalf of Her Majesty.

“Fixed Price” means a definite and predetermined price.

“Her Majesty” means Her Majesty the Queen in right of Alberta.

“Materials” means all the working papers, surveys, notes, plans, designs, reports, records, studies, drawings, examinations, assessments, procedures, specifications, evaluations, results, conclusions, interpretations, calculations, analyses, systems, software, source code, documents, writings, programs, hardware, devices, data or any components of these, regardless of how they are represented, stored, produced, or acquired.

“must” or **“mandatory”** or **“shall”** – means that the requirement so described must be met in a substantially unaltered form in order for the Proposal to receive consideration.

“Personal Information” means recorded information about an identifiable individual, including:

- (i) the individual’s name, home or business address or home or business telephone number;
- (ii) the individual’s race, national or ethnic origin, colour or religious or political beliefs or associations;
- (iii) the individual’s age, sex, marital status or family status;
- (iv) an identifying number, symbol or other particular assigned to the individual;
- (v) the individual’s fingerprints, blood type or inheritable characteristics;
- (vi) information about the individual’s health and health care history including information about a physical or mental disability;
- (vii) information about the individual’s educational, financial, employment or criminal history, including criminal records where a pardon has been given;
- (viii) anyone else’s opinions about the individual; and
- (ix) the individual’s personal views or opinions, except if they are about someone else.

“Prime Vendor” means the Vendor in a Consortium that is responsible for the provision of all Services and Materials and is accountable for all terms and conditions of the Contract.

“Proposal” means the Vendor’s response to this RFP and includes all the Vendor’s attachments and presentation materials.

“Request for Proposals” or **“(RFP)”** means this solicitation for the Services and Materials including attached appendices.

“Services” means the functions, duties, tasks and responsibilities to be provided by the Vendor as described in the Contract.

“should” or **“desirable”** – means that a requirement so described has a significant degree of importance.

“Vendor” means an organization or Consortium responding to this RFP with a Proposal.

“Alberta Health and Wellness”, “AHW”, “Department”, and “Minister” mean Her Majesty the Queen in Right of Alberta as represented by the Minister of Alberta Health and Wellness and are used interchangeably.

Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.

Words in the singular include the plural and vice versa.

1.3 RFP SCHEDULE OF EVENTS

RFP Issue Date:	August 30, 2005
RFP Closing Date:	September 16, 2005 at 14:00:59 Alberta Time
Evaluation of Proposals:	September 19 to September 23, 2005
Shortlist Presentations:	To be determined
Selection of Preferred Vendor:	September 30, 2005

The above dates are provided for information only and are subject to change at the sole discretion of Her Majesty.

2. PROJECT INFORMATION

2.1 PROJECT OVERVIEW

2.1.1 Introduction

Alberta's health system has gone through extensive changes in the last ten years, designed to improve Albertans' access to quality health care. Regional Health Authorities, health care providers, and a host of community partners have worked together to improve access, streamline services, open up new approaches to care, and respond to the needs of Alberta's fast-growing population.

While many positive outcomes have been accomplished, there remain some important challenges to address. In response to these challenges, Alberta has announced the Third Way. Overall goals of the Third Way include:

- To improve the health of Albertans;
- To improve access to health services;
- To provide quality health services;
- To provide choice to Albertans; and
- To ensure sustainability of the health system.

One of the Third Way initiatives is to explore alternative financing models for prescription drugs and health services. Additional information may be obtained at the following link: <http://www.health.gov.ab.ca>

2.1.2 Project Background

Prescription Drugs

The Government of Alberta will spend more than \$1 billion in 2005-06 to subsidize some residents' access to prescription drugs. If Regional Health Authority drug costs are included, the Government of Alberta will spend approximately \$1.25 billion.

Total drug expenditures for Alberta in 2005-06 are estimated to be in excess of \$2 billion.

There are presently four Government of Alberta departments involved in making funding

decisions for prescription drug subsidy programs (Alberta Health and Wellness, Human Resources and Employment, Alberta Children's Services and Alberta Seniors and Community Supports).

It is estimated that twenty-seven per cent of Albertans do not have some form of prescription drug subsidy program, either public or private.

Government of Alberta prescription drug subsidy programs came into being over the years in response to specific issues and needs existing at the time. With drug costs continuing to rise significantly, it is appropriate to undertake a review of potential options to optimize sustainability and access.

It has become clear that the Government of Alberta needs to redevelop its approach to providing publicly-funded prescription drug subsidy programs, so that fairness and sustainability are achieved, thus ensuring Albertans can access the drugs they need.

Continuing Care

Alberta's nine Regional Health Authorities are responsible for providing continuing care services according to the needs of their populations. Continuing care services includes long-term care facility-based (nursing home and auxiliary hospital) and community-based (home care to individuals in their own homes and supportive living environments) services.

Regional Health Authorities either operate long-term care facilities, or contract with voluntary not-for-profit and private-for-profit organizations to operate long-term care facilities. Regional Health Authorities operate home care programs, and may contract some home care services from external vendors.

Alberta Health and Wellness provides global funding to regional health authorities using a population-based funding model. Approximately \$5.67 billion was provided to Regional Health Authorities in 2005-06; it is anticipated that approximately \$1 billion will be spent on continuing care.

Albertans may access publicly funded continuing care services through the programs and services offered by the Regional Health Authorities, or may purchase private continuing care services with their own resources (including private insurance programs). The volume of the private market utilization is not known.

There are approximately 200 long-term care facilities (nursing homes and auxiliary hospitals) operating in Alberta, with a capacity of approximately 14,400 beds. Long-term care facility residents pay an accommodation fee intended to cover the costs of room and board, and health regions fund the health services.

Alberta's population is aging, and those with chronic diseases living longer because of advances in new drugs and technologies, so it is important that the Province address the sustainability of continuing care services now, in order to prepare for the future. Approximately 10.5 per cent of Albertans are currently age 65 and older. It is estimated that by the year 2030, approximately 19.5 per cent of the total population will be age 65 and older.

Supplemental Health Products and Services

These services may be partially or fully publicly funded under the Alberta Health Care Insurance Act or through Regional Health Authorities. Some are also funded through private pay or third party payers; some are funded through both public and private payers. Supplemental services include allied health services such as dental, optometry and vision services, chiropody, physiotherapy and podiatry and products such as wheelchairs, walkers, diabetic monitoring and injection supplies, wound care and incontinence supplies.

Non-emergency health care

This refers to treatment for non-emergency health conditions, including but not limited to primary health care/primary care, non-emergent surgery and procedures, non-emergent hospitalization and specialist medical services. Currently these services are primarily publicly funded through fee-for-service arrangements with health care providers, and through global funding to regional health authorities.

2.1.3 Project Objectives

The overall goal of this initiative is to contain growth in public expenditures for health, and provide the opportunity for Albertans to have increased access and choice with respect to health services.

The two specific objectives of this project are:

- To explore alternative financing models for health services; and
- To create conceptual models for health services insurance, and provide economic and actuarial analyses of the new models.

2.1.4 Project Duration

Anticipated Start Date: October 24, 2005

Anticipated End Date: January 20, 2006

AHW, in its discretion, will confirm actual project start and end dates upon finalizing the Contract.

2.1.5 Project Scope

The project shall include working with Alberta Health and Wellness personnel to develop three high-level conceptual models for insurance schemes, followed by a detailed economic and actuarial analysis that will outline strengths, weaknesses, opportunities, and potential threats of each model.

2.1.6 Project Structure

- The Project Sponsor is the Deputy Minister, Alberta Health and Wellness;
- The successful Vendor will report directly to Alberta Health and Wellness through

the Project Manager, Strategic Directions Division;

- A steering committee comprised of Deputy Minister-level representatives from stakeholder Government of Alberta departments will provide high-level direction to the successful Vendor;
- An industry advisory panel will contribute subject matter expertise to the steering committee; and
- A work group comprised of Assistant Deputy Minister and Executive Director-level representatives will provide consultation and support to the successful Vendor as required to help ensure that the project objectives are met.

2.2 PROJECT REQUIREMENTS

2.2.1 Project Phases and Deliverables – All project requirements noted in this section are mandatory.

Phase 1 – Project Charter

The Project Charter is to describe in detail the approach, timeline, resources, and methodology for conducting the project. AHW personnel will participate with the successful Vendor in confirming assumptions and scope.

Phase 2 – Conceptual Model

This includes the development of three conceptual models of insurance programs and high level feasibility analyses of each. AHW personnel will participate in the development of models and selection of models for detailed analysis.

The conceptual models shall describe insurance schemes to finance the provision of four groups of health services:

1. Prescription drugs;
2. Continuing care;
3. Supplemental health products and services; and
4. Non-emergency health care.

The conceptualized insurance schemes shall have the following capabilities and characteristics:

- Each of the four groups of health services must be able to stand-alone and as a sub-scheme;
- The models must be designed to permit implementation of all four groups of health services either at the same time or in phases over a defined period;
- Each must provide for the continued delivery of health services' programs that all eligible Alberta residents would be assured of receiving regardless of their ability to pay including special programs provided by Alberta Children's Services, Alberta Seniors and Community Supports, Alberta Human Resources and Employment; and

- Each must describe the costs of the services both to government and to participating insured persons through time, and according to a forecasted demographic description of the Alberta population.

Phase 3 – Economic and Actuarial Modeling and Analysis

Phase 3 involves a detailed economic and actuarial modeling and analysis of the three conceptual models of insurance schemes that are created in Phase 2.

Economic Modeling and Analysis

Requirements of the Economic Modeling and Analysis are as follows:

The successful Vendor shall design and supply an economic model of Alberta's health care system that describes the current and forecasted future structure, functioning, costs and cost drivers of the system.

The economic modeling and analysis shall describe and consider the requirement for public confidence of the long term viability and availability of basic health care services to all eligible Alberta residents including, but not limited to, specifically, the social and community support services mentioned in Phase 2 and, specifically, the continued capacity of the health system to provide reasonable access to emergency health services.

The economic modeling and analysis shall describe and analyze the impact of the insurance schemes on the programs and services of Alberta Health and Wellness and its Ministry agencies and contractors including, but not limited to:

- Regional Health Authorities;
- Alberta Cancer Board;
- Alberta Alcohol, Drug and Addictions Commission (AADAC);
- Alberta Mental Health Board; and
- Alberta Blue Cross.

The economic modeling and analysis shall describe and analyze the implications for start-up investment by the Government of Alberta to defray the "front-end" costs of shifting all or part of the health services described in the schemes from a publicly funded approach to an insurance-based funding approach.

The economic modeling and analysis shall describe and analyze the impact of the insurance schemes on non-salaried health care service providers in the Alberta health system including, but not limited to: physicians, chiropractors, podiatrists, physical therapists, diagnostic imaging and laboratory service providers, long-term care facility operators, and so on.

The economic modeling and analysis shall consider any potential impacts due to elasticity of demand and/or supply.

The economic modeling and analysis shall consider any potential impacts of population migration in or out of the province due to the perceived personal benefits and/or personal risks associated with new models for financing health services.

The economic modeling and analysis shall describe any real or potential impact or considerations for the provincial tax system.

The economic modeling and analysis shall describe and analyze the impact of the insurance schemes on the long term economic future of the Province of Alberta, in a manner that is consistent with, and informed by, the strategic vision of Alberta's future described in the Government of Alberta 20 Year Strategic Business Plan. <http://www.finance.gov.ab.ca/publications/budget/budget2004/govbp.html#12>

Actuarial Modeling and Analysis

Requirements of the Actuarial Modeling and Analysis are as follows:

The successful Vendor shall design and supply an actuarial model and analysis that describe the capacity of the current and forecasted future Alberta population to fund the liability of the insurance schemes designed for this study.

The actuarial model and analysis shall be scalable to consider the need for, and effect of, including other provincial populations in the design and implementation of the insurance schemes in order to assess the economic viability of the schemes.

The actuarial model and analysis shall describe a segmented, or continuum, approach to health care insurance that considers the current publicly funded health care services, and a progression to increasingly privately funded, privately delivered insurance based on purchased protection against risk.

The actuarial model and analyses shall describe an approach that provides at least three levels of insured health services including, but not limited to:

- Health services that all eligible Alberta residents would be assured of receiving, regardless of their ability to pay for them;
- Health services in which the costs are shared by the recipient on a “co-pay” basis, and that would only be available by purchasing insurance against risk for these services; and
- Health services that would only be available by purchasing insurance against risk for these services.

Phase 4 – Final Report and Presentation(s)

A final report outlining the models selected for in-depth analysis, an overview of the economic and actuarial analysis and discussion of strengths, weaknesses, opportunities and potential threats of each proposed model is to be prepared.

The successful Vendor may be asked to present the project findings to a variety of audiences (e.g. Steering Committee, Executive Committee of Alberta Health and

Wellness, industry advisory panel).

Costs related to these potential presentations are not to be included in the Proposal. If presentations are required, the fees will be negotiated with the successful Vendor based on rates contained in the Proposal.

2.2.2 Project Status Reporting

Bi-weekly written status reports shall be submitted to the Alberta Health and Wellness Project Manager. These status reports should outline:

- Overall summarization of the project progress;
- Deliverables achieved;
- Deliverables remaining, progress, and expected delivery on each; and
- Issues and concerns affecting specific deliverables and the project schedule or any other aspect of the project.

2.2.3 Key Stakeholders

The following Government of Alberta departments have an interest in this project, and representatives from these departments will participate on the steering committee and work group:

- Alberta Health and Wellness;
- Alberta Seniors and Community Supports;
- Alberta Children's Services;
- Alberta Human Resources and Employment;
- Alberta Finance; and
- Alberta Restructuring and Government Efficiency.

2.2.4 Office Space and Equipment

The successful Vendor will be required to provide its own office space and equipment.

2.3. VENDOR REQUIREMENTS

2.3.1 Mandatory

Vendors are responsible for proposing a team of resources with the capability to successfully perform the services described in this RFP.

Requirement	Minimum Experience Required
The Vendor must have proven experience in achieving success in projects with comparable scale and complexity	2 projects
Project team must include at least one actuary who is a Fellow of the Canadian Institute of Actuaries with proven expertise.	5 years
Project team must include a senior project manager with a proven track record of successfully managing large, complex projects within budget and timelines.	10 years

It is mandatory that the Vendor team resources be available for face-to-face meetings and consultations with the AHW business team in Edmonton, Alberta on Business Days for the duration of the Contract.

2.3.2 Desirable

Requirement	
It is desirable that the Vendor team includes an actuary with experience in the pharmaceutical or health services industry.	Y/N
It is desirable that the Vendor team includes an economist with experience in the pharmaceutical or health services industry.	Y/N

3. RESPONSE GUIDELINES

3.1 PROPOSAL FORMAT

To facilitate ease of evaluation by the Evaluation Team, and to ensure each Proposal receives full consideration, Proposals should be organized in the following format using the section titles and sequence listed below:

- a. Proposal Submission Letter
- b. Table of Contents
- c. Vendor Profile
- d. RFP Requirements
- e. Contract Provisions
- f. Appendices

3.2 PROPOSAL CONTENT

The requirements described with a “must” in this section are required to be provided in the Proposal. Failure to provide a response to mandatory requirements will result in rejection of the proposal. It is highly desirable that Proposals also respond to “should” requirements in this section. The Proposal response to all mandatory and desirable requirements in this section will be utilized in evaluating each Proposal.

Vendors proposing an alternative to any RFP requirement must do so in an appendix to the Proposal and clearly substantiate the merit of the alternative. Proposed alternatives must meet the fundamental intent of the requirement. The Evaluation Team will determine the acceptability of the alternative.

3.2.1 Proposal Submission Letter

The Proposal Submission Letter in Appendix C of this RFP, or a similar representation of the same information, must be completed, signed by an authorized representative of the Vendor, and included in the Proposal.

3.2.2 Vendor Profile, Methodology, Approach and Project Plan

The Proposal must include the following items:

- A brief corporate background, especially pertaining to experience in the health services industry, including prescription drug benefits or similar projects (including project references);
- A narrative of the proposed approach, reflecting understanding of the scope, objectives, priorities and requirements presented in the RFP;
- A rationale for the composition of the proposed Vendor team;
- A high level work plan;
- An indication why the Vendor considers itself, its Proposal and its resources to be the “right” ones and what key strengths it will bring to the project;
- Key assumptions the Vendor has made in completing the Proposal; and,
- What the Vendor sees as the critical success factors for the project.

In the case of Consortium Proposals:

a) The Proposal must:

- Identify the members of the Consortium and the Prime Vendor who will be the Consortium’s contact with the Department;
- Provide the full legal name of the Prime Vendor;
- Describe the role of the Prime Vendor and each Consortium member.

b) The Proposal should:

- Provide the location of the head office and service center locations for each Consortium member;
- Provide the full legal name of each Consortium member;

- Provide details of any and all subcontracting arrangements proposed by the Vendor;
- Demonstrate a Consortium management approach that will ensure, for the duration of the Contract, clear lines of communication and delivery of Services; and

Where the above information is not included with the Proposal, the Vendor must provide it within two (2) Business Days of a request by AHW to do so.

3.2.3 RFP Requirements

(a) RFP Terms and Conditions

The Proposal must include a clear statement that the terms and conditions of this RFP have been read, understood, and agreed to in its entirety.

(b) Financial/Pricing

Vendors must complete the Proposal Summary Form, as provided in Appendix B, to submit their pricing on a time and materials basis for the Services and Materials described in this RFP for every resource proposed. The Fixed Price hourly rate quoted for each proposed Vendor resource to perform the Services must include all travel, living and accommodations expenses, if applicable, overhead and markup for each Vendor resource for the duration of the Contract.

Pre-approved business travel and living expenses will be reimbursed at standard government rates should Vendor resources be required to travel for work purposes during the term of the Contract.

(c) Resource Requirements

Vendors must complete the Resource Requirements Tables as provided in Appendix D or a similar representation of the same information, for each mandatory and desirable qualification of this RFP.

For each Vendor resource proposed, the Proposal should include:

- A résumé detailing the resource's education and experience; and
- An indication of the earliest availability of each proposed resource.
- At least three (3) business-related references.

Where the above information is not included with the Proposal, the Vendor must provide it within two (2) Business Days of a request by AHW to do so.

3.2.4 Contract Provisions

Vendors submitting a Proposal must clearly indicate their acceptance of the Contract (including any Schedules) attached as Appendix A.

3.2.5 Appendices

If the Vendor wishes to include any other material not specifically requested by this RFP, it may do so by including additional appendices in the Proposal.

3.3 PROPOSAL SUBMISSION

Facsimile or e-mailed Proposals will not be accepted. Proposals may be delivered by hand, courier or mail. In responding to this RFP, the Vendor's attention is drawn to the following:

- (a) Proposals received unsigned or after the RFP's closing date and time will be rejected.
- (b) Ambiguous, unclear or unreadable Proposals may be rejected.
- (c) Proposals must be delivered in a sealed, self addressed package and clearly marked with the RFP's number and closing date and addressed as follows:

Alberta Health and Wellness
Information Strategic Services Division
21st Floor, 10025 Jasper Avenue
Edmonton, Alberta
Canada T5J 1S6
Attention: Carol Madryga

- (d) Submit ten (10) copies of the Proposal as follows:

Eight (8) bound copies (bound in such a manner that the pages lie and remain flat when opened), one (1) unbound copy and one (1) electronic copy in Microsoft Word or Adobe Acrobat format on diskette or CD.

Proposal submissions are due no later than 14:00:59 Alberta Time, September 16, 2005.

4. CONDITIONS OF THE RFP

4.1 CONFIDENTIALITY AND SECURITY OF INFORMATION

The Vendor, the Vendor's employees, subcontractors, and agents shall:

- (a) keep strictly confidential all information concerning Her Majesty or third parties, or any of the business or activities of Her Majesty or third parties acquired as a result of participation in the RFP; and
- (b) only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization of Her Majesty.

The Vendor shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

4.2 FREEDOM OF INFORMATION

The Vendor acknowledges that:

- (a) The Freedom of Information and Protection of Privacy Act of Alberta (FOIPP) and/or the Health Information Act of Alberta (HIA), whichever is relevant, apply to all information and records relating to, or obtained, generated, created, collected or provided under, the RFP or the Contract and which are in the custody or control of Her Majesty. FOIPP and HIA allow any person a right of access to records in Her Majesty's custody or control, subject to limited and specific exceptions as set out in FOIPP and HIA;
- (b) FOIPP and HIA impose an obligation on Her Majesty, and through the RFP and Contract on the Vendor, to protect the privacy of individuals to whom information relates. The Vendor shall protect the confidentiality and privacy of any individual's Personal Information accessible to the Vendor or collected by the Vendor pursuant to the RFP or the Contract;
- (c) The Vendor, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to Her Majesty considered to be confidential and what harm could reasonably be expected from disclosure. Her Majesty does not warrant that this identification will preclude disclosure under FOIPP;
- (d) Materials produced by the Vendor, in connection with or pursuant to the RFP or the Contract, which are the property of Her Majesty pursuant to the RFP or the Contract, could be considered records under the control of a public body and could therefore also be subject to FOIPP before delivery to Her Majesty. As such, the Vendor must conduct itself to a standard consistent with FOIP in relation to such Materials.
- (e) For the records and information obtained or possessed by the Vendor in connection with or pursuant to the RFP or the Contract, and which are in the custody or control of Her Majesty, the Vendor must conduct itself to a standard consistent with FOIPP and HIA when providing the services or carrying out the duties or other obligations of the Vendor under the RFP or the Contract.

4.3 CONFLICT OF INTEREST

On or before the closing date of this RFP, Vendors must fully disclose to AHW in writing the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Vendor were to become a contracting party pursuant to this RFP. AHW shall review any submissions by Vendors under this provision and may reject any Proposals where, in the opinion of AHW, the Vendor could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Vendor were to become a contracting party pursuant to this RFP.

4.4 PROPOSAL ACCEPTANCE/REJECTION

AHW is not required to accept the lowest cost Proposal and may reject any or all Proposals.

4.5 PROPOSAL RETURN

Proposals and accompanying documentation, upon receipt by AHW will become the property of

and will be retained by Her Majesty, subject to section 4.6.

4.6 PROPOSAL ALTERATION

Vendors may amend or rescind their Proposal prior to the RFP closing date and time by submitting a clear and detailed written notice to AHW. Subject to section 4.7, all Proposals become irrevocable after the RFP closing date and time.

In either of the following circumstances:

- a) the Vendor has rescinded a Proposal prior to the RFP closing date and time; or
- b) AHW has received the Proposal after the RFP closing date and time;

such a Proposal will, at the Vendor's choice, either be returned to the Vendor at the Vendor's expense after the RFP closing date and time, or destroyed by AHW after the RFP closing date and time.

4.7 PERIOD OF COMMITMENT

Proposals shall be final and binding on the Vendor for sixty (60) days from the RFP's closing date and time and may not be altered by subsequent offerings, discussions, or commitments unless the Vendor is requested to do so by AHW. The Proposal shall be used as the basis for the Contract.

4.8 INCURRED COSTS

The Vendor is responsible for all costs of preparing and presenting its Proposal and, if applicable, Contract finalization.

4.9 CONTRACT FINALIZATION

The Contract to be entered into between the preferred Vendor and Her Majesty shall be finalized with the Vendor by AHW and shall contain the terms and conditions in Appendix A.

If, in the opinion of AHW, it appears that a Contract will not be finalized with the preferred Vendor within thirty (30) days, AHW may contract with another Vendor submitting a responsive Proposal.

4.10 AGREEMENT ON INTERNAL TRADE

This RFP is subject to Chapter 5 of the Agreement on Internal Trade.

4.11 MULTIPLE PROPOSALS

If multiple Proposals are offered, the Vendor must submit each Proposal separately in the same format as outlined in this RFP. Proposals must meet the fundamental intent of this RFP. The Evaluation Team will decide the acceptability of each Proposal.

4.12 PRICING

Prices quoted shall be in Canadian dollars and exclusive of the Goods and Services Tax and the Harmonized Sales Tax.

If a price extension is incorrect, the unit price will apply.

4.13 CONSENT TO USE OF INFORMATION

The purpose for collecting personal information for this RFP is to enable Her Majesty to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of Her Majesty. Authority for this collection is the *Government Organization Act*, as amended from time to time. The Vendor may contact the RFP Facilitator identified in the RFP regarding any questions about collection of information pursuant to this RFP.

The Vendor consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their personal information in the Proposal by Her Majesty, Her Majesty's employees, subcontractors and agents, to enable Her Majesty to evaluate the Proposal and for other program purposes of Her Majesty.

4.14 RECAPITULATION OF PROPOSALS

AHW reserves the right to publish the names of responding Vendors and any summary cost information deemed appropriate by AHW.

4.15 VENDOR DEBRIEFING

At the request of an unsuccessful Vendor who responded to this RFP, AHW will conduct a debriefing for the purpose of informing the Vendor as to why their Proposal was not selected.

4.16 VENDOR QUESTIONS

All questions regarding this RFP must be directed in writing to the AHW contact person named on the cover page of this RFP. Enquiries and responses will be recorded and may, in Her Majesty's discretion, be distributed to all Vendors.

The Vendor has the responsibility to notify AHW, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this RFP, as it is discovered, and to request any instruction, decision, or direction required to prepare the Proposal.

In order for AHW to deal effectively with Vendor questions or concerns about any terms, conditions or requirements of this RFP including the Contract provisions, such questions or concerns must be communicated in writing AHW at least five (5) Business Days prior to the RFP's closing date. Questions received after this time will be answered if time permits.

Verbal responses to enquiries are not binding on any party.

4.17 CONSORTIUM PROPOSALS

In the case of a Consortium Proposal, AHW requires that:

- The Prime Vendor has responsibility for all terms and conditions of the Contract;
- The Prime Vendor has the authority to bind any and all members of the Consortium to the Contract signed with AHW; and
- The Prime Vendor has the obligation to bind any and all members of the Consortium to the Contract signed with AHW.

4.18 EXCLUSION OF LIABILITY

In no event shall AHW be liable in any way to any Vendor or prospective Vendor related to:

- the manner in which the RFP process is conducted;
- AHW awarding a contract under this RFP; or
- AHW not awarding a contract under this RFP.

5. PROPOSAL EVALUATION AND AWARD OF CONTRACT

5.1 SELECTION METHODS

5.1.1 Screening

Upon receipt of Proposals, the Evaluation Team will screen each to ensure the Vendor's compliance with the requirements of this RFP. Vendors must provide sufficient detail in their Proposal to substantiate compliance with this RFP's mandatory requirements. In addition, Vendors should provide cross references to any parts of the Proposal that contain information that they wish to be considered in the evaluation of any given requirement.

The Evaluation Team will determine the acceptability of any deviation. After the Proposal has passed the initial screening, the Evaluation Team will then analyze the details of the Proposal.

When an alternative approach is proposed to either a mandatory or desirable qualification, the Evaluation Team will determine the acceptability of the alternative.

5.1.2 Rating

The Evaluation Team will utilize specific evaluation criteria to rate responses to various requirements. Subject to the requirements of FOIPP, such ratings shall be confidential, and no totals or scores of such ratings shall be released to any party.

5.1.3 Project Evaluation Criteria

Evaluation Criteria		Weight
1.	Corporate/vendor credentials	10%
2.	Vendor resource team qualifications and experience	30%
3.	Methodology, approach and project plan	40%
4.	Pricing	20%
Total		100%

5.1.4 Short Listing

Those Vendors who appear to meet the criteria may be "short-listed". Short-listed Vendors may be requested to make a formal presentation regarding their Proposal for evaluation. These presentations will be made at no cost to AHW and must be made by the proposed Vendor resource(s).

5.1.5 Selection

The Evaluation Team will make the final selection based on the Proposal and presentation (if applicable).

5.1.6 Resource Replacement

Resource replacement is not encouraged, however, there could be circumstances following the RFP closing date and prior to Contract execution that a Vendor may request in writing that a proposed resource be replaced. Any proposed resource replacement must have, in the opinion of AHW, equivalent or better qualifications than the originally proposed resource. Vendors will not receive additional credit in the evaluation process if the qualifications of the replacement resource exceed that of the original resource. AHW reserves the right to deny any request for replacement and reject any proposed replacement.

5.2 MODIFIED RFP PROCESS

In the event that no compliant Proposals are submitted in response to this RFP, AHW reserves the right to undertake a Modified RFP Process in order to facilitate the selection of a successful Vendor. The Modified RFP Process, if employed, will be conducted as follows:

- All Vendors submitting non-compliant Proposals will be requested to prepare a "Modified RFP Process Proposal". The necessity, scope and the timing of such a Modified RFP Process will be solely at AHW's discretion;
- Details regarding the manner and form of the Modified RFP Process and the expected deliverables to be included therein will be provided in advance to all Vendors who submitted a non-compliant Proposal;
- Modified RFP Process Proposals and accompanying documentation, upon receipt by AHW, will become the property of and be retained by Her Majesty;
- Vendors submitting Modified RFP Process Proposals must meet the fundamental intent of the requirements identified in the Modified RFP Process; and

-
- At the conclusion of the Modified RFP Process, following the Vendors' submission of the Modified RFP Process Proposals, the Evaluation Team will evaluate Proposals in accordance with an evaluation plan developed for the Modified RFP Process Proposal and will select the preferred Vendor, if any.

5.3 AWARD OF CONTRACT

5.3.1 Award of Contract

Following the final selection, the successful Vendor will be required to enter into the Contract with AHW as attached in Appendix A.

5.3.2 Contractual Warranties

The Vendor's Proposal shall form part of the Contract by attachment and incorporation by reference. Claims made in the Proposal shall constitute contractual warranties. Any provisions in the Proposal may be included in the Contract as a direct provision thereof.

The Contract shall be in the form of the agreement in Appendix A. In the event of any conflicts, discrepancies, errors, or omissions among this RFP, the Proposal, and the Contract, the documents and amendments to them shall take precedence and govern in the following order:

1. Contract;
2. RFP;
3. Proposal.

5.3.3 Standards of Care

The Vendor shall perform the Services with reasonable skill, care and diligence and in accordance with the standard of care practiced by leading national and international suppliers of services similar to, or the same as, the Services described in the Contract.

5.3.4 Insurance

The successful Vendor must provide within five (5) Business Days of Contract execution, proof of General Liability coverage, including the name, address, coverage limitation of liability, and a contact name for the insurer

APPENDIX A – Contract

CONTRACT # _____

THIS CONTRACT MADE AS OF THE _____ DAY OF _____, 20__.

BETWEEN:

HER MAJESTY THE QUEEN IN RIGHT OF ALBERTA

as represented by the Minister of Health and Wellness
(hereinafter called the "Minister")

- and -

(Insert legal name, description and jurisdiction of Vendor)

(hereinafter called the "Vendor")

WHEREAS the Minister wishes to receive services related to the Getting On With Better Health Care: Health Benefit Design Options project and has issued a Request for Proposal dated August 30, 2005, attached hereto as Schedule B; and

WHEREAS the Vendor submitted a Proposal dated _____, 200__, attached hereto as Schedule C; and

WHEREAS the Minister is authorized by section 10 of the *Government Organization Act* to enter into this Contract;

NOW THEREFORE the parties covenant and agree with each other as follows:

1. During the term of this Contract the Vendor shall perform and deliver the services, functions and duties in accordance with and as described in Schedules A, B and C.
2. This document and Schedules A, B and C form this Contract, but in the case of conflicts, discrepancies, errors or omissions among this document and Schedules A, B and C, and any amendments, the documents and amendments to them shall take precedence and govern in the following order:
 - (a) this document;
 - (b) Schedule A;
 - (c) Schedule B; and
 - (d) Schedule C.
3. The Minister designates _____, Alberta Health and Wellness, to be her representative ("Minister's Representative") to maintain a continuing liaison with the Vendor in matters relating to this Contract.

4. The Vendor shall cause the individuals named in Schedule A to perform the Services herein set out in respect of each such individual throughout the term of this Contract, and will not substitute any person or persons for those named persons without the prior written consent of the Minister's Representative.
5. Qualified persons representing the Vendor shall attend and participate in such meetings at such times and places as the Minister may require.
6. Within ten (10) days following the end of each month the Vendor shall submit a monthly invoice to the Minister, in a form satisfactory to the Minister, in respect of the Services provided pursuant to this Contract during the month. The invoice shall specify the period, names of individuals performing the Services, the amount of time each spent providing those Services, and their hourly rates.
7. Within thirty (30) days following receipt of each of the Vendor's monthly invoices in the form prescribed by the Minister and including receipts for pre-approved expenses, the Minister shall pay the Vendor at the rate of \$ per hour (OR as set out in Schedule A), to a maximum of ____ hours, for Services satisfactorily provided by the Vendor pursuant to this Contract.
8. The Minister shall pay pre-approved subsistence and traveling allowances to the Vendor in accordance with the regulations governing the payment of traveling allowances pursuant to the *Public Service Act* where the Vendor is required to travel in the course of the performance of the Services to the Minister under this Contract.
9. If, in the opinion of the Minister's Representative the amounts are reasonable, the Minister shall, on receipt of the Vendor's monthly invoices, pay the Vendor for the out-of-pocket expenses actually incurred by the Vendor in performance of its obligations under the terms of this Contract.
10. Notwithstanding the foregoing, the Minister may withhold 15__% (fifteen percent) of the amount of each monthly invoice (the "Holdback") until satisfactory completion of the Vendor's obligations under this Contract or (date) whichever first occurs. If in the Minister's opinion, satisfactory completion has not occurred on or before (date) the Vendor agrees that the Holdback is forfeited to the Minister as a genuine pre-estimate of the damages sustained by the Minister, and not as penalty.
11. Notwithstanding anything to the contrary herein contained or implied, the total amount payable to the Vendor by the Minister under this Contract shall not exceed \$_____.
12. The Minister certifies that the Materials and Services referred to in this Contract are being purchased by the Minister on behalf of Alberta Health and Wellness, which is part of the Alberta Crown and are therefore not subject to the Goods and Services Tax or Harmonized Sales Tax.
13. The Vendor shall commence providing the Services pursuant to the terms of this Contract on _____, 200., and shall complete all Services as required herein on or before _____, 200.
14. Any waiver by either party of the performance by the other party of an obligation under this Contract whether before or after the other party has breached that obligation shall be deemed not to

constitute a continuing waiver of the performance of that obligation unless a contrary intention is expressed in writing.

15. If the Vendor abandons this Contract, the Minister may forthwith by written notice to the Vendor terminate this Contract, but if the Vendor is otherwise in breach of any of its obligations hereunder, the Minister may give the Vendor written notice thereof specifying the breach and requiring the Vendor to remedy the breach. If, upon expiry of five (5) days after the notice has been received by the Vendor, the Vendor has not remedied the breach, the Minister may, by written notice to the Vendor, terminate this Contract, in which case termination shall occur upon receipt or deemed receipt by the Vendor of such notice.

16. If, due to any act or failure to act by the Minister, the Vendor is prevented for any period of two months from carrying out all or substantially all of its obligations hereunder, the Vendor may terminate this Contract upon giving written notice of termination to the Minister. If the Vendor does not give or cause such notice to be received by the Minister within five (5) days of the expiry of the two month period of delay, the Vendor shall be deemed to have waived its right to terminate this Contract by reason of that particular delay.

17. Notwithstanding anything to the contrary herein contained or implied, the Minister may on five (5) days written notice to the Vendor terminate this Contract for or without any reason.

18. Upon termination of this Contract by notice, the Minister shall only be liable to pay the Vendor for Services performed under this Contract up to and including the date of termination.

19. Any notice to be given under the terms of this Contract shall be deemed given to the other party if in writing and personally delivered; sent by prepaid registered mail or sent by facsimile transmission; addressed as follows:

The Minister:

(insert name and title, branch, division, or just title and division)

Alberta Health and Wellness
 10025 Jasper Avenue NW
 P.O. Box 1360 Stn Main
 Edmonton AB T5J 2N3

Facsimile # (780)

The Vendor:

(insert name, title, address)

Facsimile # ()

The address of either party may be changed by notice in writing to the other party. Notice personally served or sent by facsimile transmission shall be deemed received when actually delivered or transmitted, if delivery or transmission is between 8:15 am to 4:30 pm in Alberta from Monday through Friday excluding holidays observed by the Minister (a "Business Day"). All notices sent by prepaid registered mail shall be deemed to be received on the fourth Business Day

following mailing in any post office in Canada, except in the case of postal disruption, then any notice shall be given by facsimile transmission or personally served.

20. The Vendor agrees that, when using government premises, it shall comply with all security regulations in effect from time to time at such premises.
21. The Vendor is an independent contractor and not an agent or an employee of Her Majesty the Queen in right of Alberta or of the Minister.
22. On request, the Vendor shall make its records, books of account and all other documents that are relevant to this Contract available to the Minister for her inspection and the Minister shall have the right to take copies of any such books, records and documents or parts thereof.
23. (a) Ownership of any work, information, records, or materials, regardless of form, and including copyright, patent, industrial design process or trademark which was owned by the Minister, the Vendor or a third party prior to the effective date of this Contract remain the property of each party respectively.

(b) Ownership of any work, information, records or materials, regardless of form, which are made, prepared developed, generated, produced or acquired under this Contract by the Vendor, its employees, subcontractors or agents (the "Materials") shall vest in the Minister and the Vendor shall retain no right title, or interest in them.

(c) Where applicable, the Vendor agrees to obtain permission to use copyright materials, which the Vendor has reproduced and incorporated into the Materials and to provide the Minister with copies of these written permissions.

(d) The Vendor agrees to cooperate with the Minister in registering and protecting any Materials.

(e) The Vendor irrevocably waives in whole all moral rights and shall ensure that the Vendor's employees, subcontractors and agents irrevocably waive in whole all moral rights in respect of the Materials made, prepared, developed, generated, produced or acquired under this Contract and declares that these waivers shall operate in favour of the Minister and the Minister's assignees and licensees.

(f) At the termination or conclusion of this Contract, or upon the Minister's request, the Vendor shall deliver to the Minister all Materials and any documents, information or other records provided to the Vendor for use in providing the Services.
24. The Vendor shall neither disclose nor authorize nor permit disclosure to any person or corporation now, or at any time in the future, any information or documents of any kind or other matter or thing which comes to its knowledge or into its possession by reason of this Contract, and shall retain all such knowledge as confidential, unless it is expressly authorized by the Minister in writing to disclose that information, document, matter or thing.
25. Without limiting the generality of clause 24, the Vendor acknowledges and agrees that, with respect to any "personal information" as defined in Alberta's *Freedom of Information and Protection of*

Privacy Act (“FOIPP”), or “health information” as defined in Alberta’s *Health Information Act* (“HIA”), that is obtained, generated, collected or provided under or pursuant to this Contract (collectively referred to as the “personal information”):

- (a) the Vendor is an “affiliate” with respect to “health information” as those terms are defined in HIA and an “employee” as that term is defined in FOIPP;
- (b) the Vendor shall ensure that no personal information is collected unless such collection is expressly authorized by the Minister in writing in advance of any collection taking place;
- (c) the Vendor shall use the personal information only for the purposes contemplated by this Contract;
- (d) the Vendor shall cause its employees, agents or subcontractors to use the personal information solely for the purposes of this Contract and shall limit access to the personal information to only those employees, agents and subcontractors who have a need to know. The Vendor further agrees to be fully and solely responsible for the actions of its employees, agents and subcontractors with respect to the collection, storage, use or disclosure of the personal information;
- (e) the Vendor shall protect the personal information against such risks as unauthorized access, use, disclosure, destruction or alteration and shall provide the Minister with any information regarding such security measures that the Minister may require to verify obligations under HIA and FOIPP are being fulfilled by the Vendor;
- (f) the Vendor shall return to the Minister or destroy, in accordance with instructions provided by the Minister, any personal information upon expiry or termination of this Contract;
- (g) the Vendor is not permitted to take, store, use or disclose personal information outside Alberta; and
- (h) the Vendor agrees to act on any direction that the Minister may provide with regard to the use, collection, access, security and disclosure of personal information.

26. The Vendor shall, at its own expense and without limiting its liabilities herein, insure its operations under a contract of General Liability Insurance, in accordance with the *Alberta Insurance Act*, in an amount not less than \$2,000,000 (two million dollars) inclusive per occurrence, insuring against bodily injury, personal injury and property damage including loss of use thereof and shall provide evidence of such insurance to the Minister upon request.

27. Throughout the term of this Contract the Vendor shall maintain professional liability insurance in an amount of not less than \$1,000,000 (one million dollars) and shall provide evidence of such insurance to the Minister upon request.

28. The Vendor shall maintain automobile liability insurance on all vehicles owned, operated or licensed in the name of the Vendor in an amount not less than \$1,000,000 (one million dollars) and the Vendor shall provide evidence of such insurance to the Minister upon request.

29. The Vendor agrees to hold harmless the Minister from any and all third party claims, demands, or actions for which the Vendor is legally responsible, including those arising out of negligence or wilful acts by the Vendor or the Vendor's employees or agents. This hold harmless shall survive this Contract.

30. The Vendor shall not enter into any other agreement with other Ministers of the Government of Alberta or any other person, the requirements of which will conflict with the requirement of this Contract, or which will or may result in its interest in any other agreement and this Contract being in

conflict.

31. The Vendor shall and the Vendor shall ensure its employees, agents and permitted subcontractors:
- (a) conduct their duties related to this Contract with impartiality and shall, if they exercise inspection or other discretionary authority over others in the course of those duties, disqualify themselves from dealing with anyone with whom a relationship between them could bring their impartiality into question;
 - (b) not influence, seek to influence, or otherwise take part in a decision of the Minister, knowing that the decision might further their private interests;
 - (c) not accept any commission, discount, allowance, payment, gift, or other benefit that is connected, directly or indirectly, with the performance of their duties related to this Contract, that causes, or would appear to cause, a conflict of interest; and
 - (d) have no financial interest in the business of a third party that causes, or would appear to cause, a conflict of interest in connection with the performance of their duties related to this Contract, and if such financial interest is acquired during the term of this Contract, the Vendor shall promptly declare it to the Minister.
32. A breach of Clauses 30 or 31 may result in termination of this Contract, should the Minister deem such action appropriate.
33. The Vendor shall not assign or subcontract this Contract or any part of it without the prior written consent of the Minister.
34. Each party agrees that during the term of this Contract, except with prior written consent of the other party, it will not offer employment to an employee of the other party who is assigned and works under this Contract, nor will it otherwise directly or indirectly induce such employee to terminate employment.
35. This Contract shall be interpreted, governed and resolved in accordance with the laws of the Province of Alberta.
36. Notwithstanding that it is the intention of the parties that this Contract expresses the whole of the contractual relationship between them, the Minister and the Vendor may add to, delete, vary, amend or extend the terms of this Contract by a written amending agreement signed by both parties.
37. In the event that the Legislature fails to appropriate funds for meeting the obligations of this Contract in the next ensuing fiscal year, the parties agree that the Minister shall have the right to terminate this Contract immediately upon giving notice to the Vendor.
38. The provisions of this Contract constitute the entire agreement between the parties with respect to the subject matter of this Contract, and supersede any prior agreements or understandings whether written or oral between the parties and there are no agreements, guarantees, representations or warranties of any sort made by either party, other than those contained herein, that form part of this

Contract between the parties hereto, or that have been relied on by either party.

39. This Contract shall inure to the benefit of and be binding upon the parties hereto and their successors and permitted assigns.

IN WITNESS WHEREOF, notwithstanding the dates of the signatures below, the parties hereto have made this Contract as of the day, month and year first above written.

**HER MAJESTY THE QUEEN IN
RIGHT OF ALBERTA** as represented by
the Minister of Health and Wellness

Insert Vendor's name.

Signature

Signature

Title

Print Name and Title

Date

Date

Witness to Signature of Vendor _____
(required only where Vendor is not a corporation)

CONTRACT # _____

SCHEDULE A

TO THE AGREEMENT DATED _____ BETWEEN HER MAJESTY THE QUEEN IN RIGHT OF
ALBERTA AS REPRESENTED BY THE MINISTER OF HEALTH AND WELLNESS
AND

Provision of Services

The Vendor shall provide the Services as set out in the Request for Proposal, Schedule B, and the Proposal, Schedule C, as varied by this Schedule A.

All schedules, plans and deliverables must be acceptable to the Minister.

APPENDIX B - PROPOSAL SUMMARY FORM

Alberta Health & Wellness
Request for Proposals (“RFP”) Number: **05-190**

Name of Vendor: _____

Mailing Address: _____

Telephone: _____

E-mail Address: _____

Contact Name: _____

Proposal:

The Vendor proposes to supply the services of the resource(s) identified below at the rate quoted, subject to the terms and conditions of the Request for Proposals.

The qualifications of the proposed Vendor resource(s) are identified in the supporting résumé(s).

The undersigned accepts use of the form of agreement and the provisions contained therein (Appendix A) specified in this Request for Proposals for any Contract that may result from this solicitation.

The Vendor consents, and has obtained written consent of any individuals identified in the Proposal, to the use of the information in the Proposal by:

- a) Her Majesty;
- b) Her Majesty’s employees; and
- c) Individuals and organizations under contract to provide services to Her Majesty, to enable Her Majesty to evaluate the Proposal and use this information for other program purposes of Her Majesty.

Authorized Signature (Vendor)

Print Name and Title

Date

The professional fees for this engagement are on a time and materials basis.

Anticipated Project Start Date: October 24, 2005

Anticipated Project End Date: January 20, 2006

Pricing and Rate Table

<u>Resource Name</u>	<u>Resource's Role</u>	<u>Estimated Effort</u>	<u>Fixed Price Hourly Rate</u>	<u>Estimated Amount</u>
<u>Estimated Contract Total</u>				\$ _____

The Fixed Price hourly rate quoted for each proposed Vendor resource must include all travel, living and accommodation expenses, if applicable, overhead and markup to perform the Services for the duration of the Contract.

Pre-approved business travel and living expenses will be reimbursed at standard government rates should Vendor resources be required to travel for work purposes.

APPENDIX C – PROPOSAL SUBMISSION LETTER

(Vendor Letterhead)

(Date , 200x)

Carol Madryga
Information Strategic Services
Alberta Health and Wellness
21st Floor, 10025 Jasper Avenue
Edmonton, Alberta T5J 1S6

RE: Request for Proposals (RFP) Number 05-190

Enclosed is our Proposal submitted in response to this RFP.

Authorized Signature

(Print Name)

(Title)

(Vendor Address)

(Telephone)

(Facsimile)

APPENDIX D – RESOURCES REQUIREMENTS TABLES

<u>Requirements</u>	<u>Qualifications</u>		
Mandatory	Experience Min. Required	Experience Claimed	Comment / Resume Cross-Reference
The Vendor must have proven experience in achieving success in projects with comparable scale and complexity	2 projects		
Project team must include at least one actuary who is a Fellow of the Canadian Institute of Actuaries with proven expertise.	5 years		
Project team must include a senior project manager with a proven track record of successfully managing large, complex projects within budget and timelines.	10 years		

<u>Requirements</u>	<u>Qualifications</u>	
Desirable		Comment / Resume Cross-Reference
It is desirable that the Vendor team includes an actuary with experience in pharmaceutical or health services insurance.	Y/N	
It is desirable that the Vendor team includes an economist with experience in pharmaceutical or health services sector.	Y/N	

APPENDIX E – AHW Project Reporting Template

BI-WEEKLY PROJECT STATUS REPORT

For the Period ending Month DD, YYYY

Project Name: < *Project Name* > <*Project Phase Name*> e.g. *Requirements Design, Build, etc.*

Project Number: **AD nnn**
 or **SW nnn Rn (for Alberta Wellnet Projects)**
 or **AH MO nnn Project # N (for Infrastructure Projects)**

Project Sponsor: < *Name of Project Sponsor* > **Phone Number:** < **(780) nnn nnnn** >

Project Manager: < *Name of Project Manager* > **Phone Number:** < **(780) nnn nnnn** >

1. Project Description (Overview)

< *A narrative description of the project including project objectives (in bullet form) that is entered for the **first** Status Report and will remain constant for the duration of the Project. Provide the contextual framework of the project as it aligns to the strategic systems plan or vision. >*

2. Key Indicators

Project to date (Current):

Estimate to Complete (Future):

* Budget:	Green / Yellow / Red
* Schedule:	Green / Yellow / Red
* Scope:	Green / Yellow / Red
* External Dependencies	Green / Yellow / Red

* Budget:	Green / Yellow / Red
* Schedule	Green / Yellow / Red
⋮	
* Scope:	Green / Yellow / Red

Reason for Yellow or Red Indicator: < *Provide an explanation for the project being in a yellow or red status. If the external dependency is “yellow” or “red”, identify the specific external dependencies that are affecting the project. >*

Planned Action: < *Indicate what steps are being taken to bring the project back on track. For example, a change request is being raised, work plan is being revised, extra resources will be added to the project, etc . >*

Impact to Business: < Indicate the impact to the business as a result of the schedule, scope, budget or external dependency being “yellow” or “red”. >

Items to be Escalated: < Identify the items (*issues, decisions, risks, dependencies*) to be escalated to IT Management for this reporting period. Enter the issue number as it is recorded in the Issues section of the status report. Describe the decision required. >

3. Project Status

< A **brief description of the status** of the project as of the project reporting period end date. It is a summary of the project status to be presented to management. >

4. Key Activities for Previous Two Weeks

- 1. XXXXX
- 2. YYYYY

5. Key Activities for Next Two Weeks

- 1. AAAAA
- 2. BBBBB

6. Milestones				
Major Milestones	Due Date (YYYY-MM-DD)	A / F	Actual / Forecast Date (YYYY-MM-DD)	Variance Explanation

< Milestones should be consistent with those listed in the Agreement (Project Charter or Statement of Work) and updated with any subsequent Change Requests. >

7. Deliverables					
Deliverable Number	Deliverables	Due Date (YYYY-MM-DD)	Submission Date (YYYY-MM-DD)	Acceptance Date (YYYY-MM-DD)	Variance Explanation

< Deliverables should be consistent with those listed in the Agreement (Project Charter or Statement of Work) and updated with any subsequent Change Requests. >

8. External Dependencies					
Dependency Number	External Dependency Description	Dependency Owner	Due Date (YYYY-MM-DD)	Completion Date (YYYY-MM-DD)	Status

< Status for External Dependencies: Open, Escalated, Resolved >

9. Risks						
Risk Number	Risk Level	Description of Risk	Owner of Risk	Due Date (YYYY-MM-DD)	Completion Date (YYYY-MM-DD)	Status

< Risk Level = H, M, L (High, Medium, Low) > < Status for Risk: Open, Escalated, Resolved >
Risks should be consistent with those listed in the Agreement (Project Charter or Statement of Work) and updated with any subsequent Change Requests. >

10. Issues					
Issue Number	Issue Description	Issue Owner	Due Date (YYYY-MM-DD)	Resolution Date (YYYY-MM-DD)	Status

< Status for Issues: Open, Escalated, Resolved >

11. Change Requests				
CR Number	Change Request Description	Cost	Target Resolution Date (YYYY-MM-DD)	Status

< Status for Change Requests: Initiated, On Hold, In Approval Process, Approved, Cancelled >

12. Communication Plan Status			
Key Deliverables / Activities	Date	Audience	Status

13. Financial Status (Check <input checked="" type="checkbox"/> one) : Fixed Price <input type="checkbox"/> Time & Materials <input type="checkbox"/>									
2003 - 2004	Value of SOW / Work Order	Previous Years	Q1 2002	Q2 2002	Q3 2002	Q4 2003	Fiscal Year	Future Years	Total
Original Budget									
Change Request 1									
Change Request 2									
TOTAL BUDGET									

Actual to date							
Forecast to complete							
TOTAL							
VARIANCE							

*** DEFINITIONS:**

PROJECT TO DATE

ESTIMATE TO COMPLETE

BUDGET

BUDGET

Green	On budget
Yellow	Over budget by < 5% or \$10,000
Red	Over budget by ≥ 5% or \$10,000

Green	On budget or recoverable within the next 2 week period.
Yellow	Recoverable within current budget within 6 week period
Red	Not recoverable within current budget; will require increase in budget.

SCHEDULE

SCHEDULE

Green	On schedule
Yellow	Behind schedule by < 2 weeks
Red	Behind schedule by ≥ 2 weeks

Green	On schedule or recoverable within the next 2 week period.
Yellow	Recoverable within next 6 week period.
Red	Not recoverable; will require extension to date, more resources or decreased scope to meet date.

SCOPE

SCOPE

Green	Within scope
Yellow	Expanded scope pressures
Red	Expanded scope required

Green	Within scope
Yellow	Recoverable and able to stay within schedule and budget.
Red	Not recoverable; will require extension to date, more resources, reduced scope, and/or increase in budget.

EXTERNAL DEPENDENCIES

Green	On or ahead of schedule
Yellow	Risk of not meeting schedule
Red	Late – will impact this project