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**Response to Request for Qualifications (RFQ)**

**Bid Proposal Template**

**Opportunity: Burnaby Patient Medical Home for Priority Populations**

Please see RFQ guidelines for the Burnaby Patient Medical Home for Priority Populations [also referred to as the Priority Populations clinic (PPC)], funded and governed by the Burnaby Primary Care Networks (PCN) Steering Committee, prior to filling out this submission form.

[**Download RFQ Guidelines**](https://burnabypcn.ca/wp-content/uploads/2023/10/Burnaby-CHC-RFQ-outline_10.13.23.pdf)

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| **Opportunity ID:** |  |
| **Issue Date:** | October 13, 2023 |
| **Application period opens:** | October 18, 2023 at 12:00pm (PST) |
| **Submissions due by:** | November 29, 2023 at 11:59pm (PST) |
| In order to be considered for the Initial Intake, a **Response** must be received before the Initial Intake Response Date and Time identified above.  Respondents may submit Responses after the Initial Intake Date and Time and those Responses will be dealt with as described in **section *3.5.*** | |

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| **Delivery of Submissions** |
| **Email Submission:** Submita Submission by email in .docx or.pdf format. Submissions by email must be submitted to the email address specified below. Include the opportunity description and ID in the subject line of the email.  [**burnabypcn@burnabydivision.ca**](mailto:burnabypcn@burnabydivision.ca) |

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| **Burnaby PCN Contact** |
| Questions from interested not-for-profits can be directed to [burnabypcn@burnabydivision.ca](mailto:burnabypcn@burnabydivision.ca) during the open application process. Answers will be posted publicly on the Burnaby PCN website ([www.burnabypcn.ca/priority-populations-clinic-RFQ](https://burnabypcn.ca/request-for-qualifications-burnaby-patient-medical-home-for-priority-populations/)). |

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# Summary of the Opportunity

On Friday, October 13th, the Burnaby Primary Care Network (PCN) released a Request for Qualification to fund the design and not-for-profit operations of a new clinic focused on primary care and health promotion for priority populations.

This clinic will operate as a patient medical home, becoming one of three services within the Edmonds Centre for Healthy Communities (CfHC) (the other two services are the Edmonds Allied Health Hub, and the Edmonds UPCC which are operated exclusively by a partnership between Fraser Health and Burnaby family doctors).   
  
The successful applicant will operate the clinic in conjunction with physician leadership from the Burnaby network of Family Physicians. Responsibilities will include: administrative oversight, management of the clinic, procurement of supplies and services, administrative staff supervision, and financial management and reporting. Clinical oversight will be provided by the physician leadership.  
  
The clinic will be co-designed with Burnaby FPs (in partnership with the Burnaby Division of Family Practice) and be operated as a node of the Burnaby network of family practice clinics. The clinic will offer the following services:

* Deliver longitudinal primary care to the four priority populations: newcomers and refugees, expectant/new parents and their babies, residents with complex mental health needs, and homeless and/or underhoused residents. This includes outreach services to the target populations where appropriate.
* Deliver outreach services to surrounding practices, ensuring that providers from surrounding practices can refer eligible patients to allied health services offered at the clinic.
* Operate the new maternity post-partum program within the clinic, in partnership with, and as an extension of, the Burnaby Maternity Clinic.
* Have medical residents and other clinical providers in training (clinical learners) working with appropriate preceptors (supervising provider) at the clinic.
* Manage the procedure room as a shared community service that Burnaby FPs can use and book into.

The successful applicant will bring expertise in the priority populations that will enable the unique health and wellness needs of these populations to be appropriately addressed by the clinic. Recognizing that a single not-for-profit applicant may not have expertise with all four priority populations, a multi-partner bid is a possibility among more than one not-for-profit, but there must be a lead not-for-profit organization from Burnaby that will sign the Funds Transfer Agreement (FTA).

# **Definitions used in this response template**

Please see [Appendix A](#_Appendix_A:_Definitions) for a list of the definitions used in this document.

# **The Terms and Conditions for responding to the Request for Qualifications**

* 1. RFQ Termination Date  
       
     Unless terminated earlier, or extended, the RFQ and its period of validity ends and is terminated on November 29, 2023 at 11:59pm (PST).
  2. Amendments and Addenda  
       
     It is the sole responsibility of the Respondents, Respondents and Respondents to check for Addenda and Amendments on the Burnaby PCN website ([www.burnabypcn.ca/priority-populations-clinic-RFQ](https://burnabypcn.ca/request-for-qualifications-burnaby-patient-medical-home-for-priority-populations/)).
  3. Submission of Responses After the Initial Intake Date and Time

Respondents may submit a Response at any time before the RFQ Termination Date.

Any Response received after the Initial Intake Date and Time will be subject to that Response having been submitted in the manner as outlined in this RFQ and will be evaluated within a reasonably short period of time after the Response is received, accounting for the PCN Steering Committee to reasonably and practicably convene a qualifications review committee to evaluate such Response.

* 1. Qualifications Review Committee  
       
     Responses will be assessed by a qualifications review committee.
  2. Review and Selection  
       
     Responses will be assessed in light of the qualification review criteria. The PCN will be under no obligation to receive further information, whether written or oral, from any Respondent.

Responses will be assessed by a qualifications review committee of the PCN. The qualifications review committee will evaluate Responses as described in section 4.

Respondents will be shortlisted by their evaluation score. The shortlisted candidates will be given the opportunity to meet with representatives from the PCN Steering committee to ask questions.

* 1. Responses

By submitting a Response, the Respondent agrees that such Response will be deemed to have been submitted with all due authorization of the Respondent and that the Respondent is agreeing to the terms and conditions of the RFQ.

* 1. Expenses and Limitations

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Respondents are solely responsible for their own expenses in preparing a Response. The PCN Steering Committee will not be liable to any Supplier, Respondent or Respondent for any claims (in contract, tort or otherwise) including for costs or damages incurred in preparing a Response, any errors or technical difficulties associated with transmitting Responses by or email or hard-copy, or any other matter whatsoever.

* 1. The RFQ is not a Contract

The RFQ is neither an offer nor an agreement to purchase any Services from any Respondent. Nor is the RFQ an offer or an agreement to enter, or to select any Respondent to enter into a Contract. The PCN Steering Committee is not bound to enter into a Contract with any Responded.

Notice in writing to a Respondent that it has been identified as a Respondent will not give the Respondent any legal or equitable rights or privileges relative to the Services that a Respondent may render as a Contractor. Only if a Respondent and the PCN enter into a subsequent full written Contract will a Respondent acquire any legal or equitable rights or privileges. The PCN makes no representations whatsoever with respect to the number of Competition Notices or Contracts that may be issued under the RFQ.

* 1. Changes to Response Wording

The Respondent will not change the wording of its Response after the Response is submitted, and no words or comments will be added to the Response unless requested by the PCN Steering Committee for purposes of clarification. If the Respondent wishes to amend its submitted Response, the Respondent will need to withdraw the Response in accordance with below section 3.10 and submit a new Response.

* 1. A Response may be withdrawn at any time

A Respondent may withdraw its Response, or as the case may be, withdraw from the RFQ at any time by notifying the Official Contact in writing by email.

* 1. Modification of the RFQ

The PCN Steering Committee reserves the right to modify the RFQ at any time in the sole discretion including change the RFQ Termination Data, or cancelling the RFQ.

* 1. Terms and Conditions  
       
     See [Appendix B](#_Appendix_B:_Collection).
  2. Acceptance of Terms and Conditions

Submitting a Response indicates acceptance of all the terms and conditions set out in the RFQ and herein, including all appendices, Addenda and these RFQ process rules. A Response must be signed by a person authorized to sign on behalf of the Respondent. By submitting its Response, the Respondent is agreeing to the terms and conditions of the RFQ.

* 1. Submission of Responses
  2. For response submissions, including any changes to a Response or any withdrawal of a Response referred to in sections 3.9 and 3.10, the subject line of the email and any attachment should be clearly marked with the name of the Respondent, the RFQ opportunity ID and the opportunity description.
  3. The Respondent bears all risk associated with delivering its Response by electronic submission, including but not limited to delays in transmission between the Respondent’s computer PCN Steering Committee’s email system.
  4. The Respondent acknowledges that email transmissions may be unreliable. The Respondent is solely responsible for ensuring that its complete email Response submission and all attachments have been received. If the Respondent receives any email confirmation from the PCN that is associated with an email Response submission, despite the content of such email, any such email will not serve to confirm that a complete, sufficient, or timely Response or other related submission has been made by the Respondent or received by the PCN.
  5. An alternate submission method not initially permitted by the RFQ may be made available, at the PCN Steering Committee’s discretion, before the RFQ Termination Date and Time, and it is the Respondent’s sole responsibility for ensuring that a complete Response (and all attachments) submitted using an approved alternate submission method is received by the PCN before the RFQ Termination Date and Time. The PCN makes no guarantee that an alternative submission method will be available or that the alternate method available will ensure that a Respondent’s Response is received before the RFQ Termination Date and Timed.

* 1. Enquiries to the Official Contact

Enquiries related to the RFQ including any requests for information or clarification may only be directed in writing to the Official Contact using the email address identified. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses providing new information will be recorded and posted to burnabypcn.ca or otherwise distributed to Respondents. Despite the foregoing, the PCN may choose in its sole discretion not to respond, respond in whole or in part, or reformulate enquiries in whole or in part. The PCN may in its sole discretion choose whether to post any such enquiries (as reformulated if reformulated) and responses to burnabypcn.ca or otherwise distribute to Respondents.

# How Responses will be Evaluated

## Assessment Criteria

In addition to the goals and requirements listed in the ‘Overview’ and ‘Requirements’ sections above, the following are the funding priorities and assessment criteria used in evaluating proposals:

1. Does the proposal demonstrate a deep organizational competency in one or more of the four target populations?
2. Is the not-for-profit operating out of Burnaby?
3. Does the proposal demonstrate a competency to manage the operations for a medical clinic of the proposed size? Prior experience delivering primary care clinic services would be an asset.
4. Does the proposal address an understanding of, and the means to remove, barriers to primary care access as part of the clinic?
5. Does the proposal demonstrate a willingness to operate the clinic as a valuable contributor and collaborator within the network of Burnaby family practices?
6. Does the proposal demonstrate a willingness and competency to impact systemic improvements with the help and expertise of community-based service providers?
7. Does the proposal demonstrate a willingness to operate the clinic as a component of the larger CfHC, and in so doing, demonstrate a willingness to work closely with the AH Hub and the Edmonds UPCC to deliver seamless, integrated medical and social services to the target populations?
8. Does the proposal demonstrate a willingness to operate the clinic in accordance with the proposed governance model?
9. Does the proposal demonstrate the leadership and ability to work in collaboration with key partners to ensure the effectiveness of the clinic?
10. Does the proposal demonstrate an understanding of the Burnaby PCN and willingness to work as part of a system of care.
11. Does the proposal demonstrate excellent organizational governance, fiscal and risk management?
12. Is there acceptance of the funding parameters?
13. Value add: does the not-for-profit have the ability to scale up or duplicate the clinic in another location?

The PCN’s evaluation of Responses includes:

### 4.1.1 Stage One: Evaluation of Mandatory Criteria

Responses not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process:

|  |  |
| --- | --- |
| **Mandatory Criterion** | |
| 1 | The organization must be a registered not-for-profit organization in the Province of British Columbia. |
| 2 | The lead organization must be from Burnaby, this also applies for multi-applicant responses |
| 3 | The successful applicant must agree to operate the clinic in partnership with Burnaby family physician network leaders (the Burnaby family physicians will focus on clinical operations). |
| 4 | The successful applicant must have a deep organizational competency in one or more of the four target populations listed in the Summary of the Opportunity section of this document. |
| 5 | The Response must be delivered in accordance with the delivery instructions |

### 4.1.2 Stage Two: Evaluation of Desirable Qualifications

Responses that meet all mandatory criteria will be further assessed against the desirable qualifications.

The PCN will first evaluate the Respondent’s qualifications and, if the Respondent passes that portion of the evaluation, the PCN will then evaluate Resource qualifications (if applicable).

The desirable qualifications for Respondents are identified in the Respondent Qualification Template. Desirable qualifications for Resources must be demonstrated in resumes of the employees of the successful not-for-profit organization. Respondents’ applications should demonstrate how their submission meets the Assessment Criteria outlined above.

The PCN will evaluate the Respondent’s response and assign points based on how well the response demonstrates that the Respondent or Resource, as the case may be, meets or exceeds the desirable qualifications.

The successful applicant’s response must score above a minimum threshold score for the applicant to be awarded the contract.

# How Responses should be organized

Responses should be organized as follows:

Respondents should take care to prepare and submit their Response in conformity with the mandatory criteria table in section 4.1.1., including providing the completed Respondent Qualifications Template (Appendix C). **Resumes must be submitted for each resource that is proposed.**

Unless specifically requested by the PCN Steering Committee, the Response should not include any additional attachments or appendices. In its evaluations the PCN Steering Committee may only consider material that is included in the Response. The PCN Steering Committee may not, for example, consider the content of a website or online document even if the URL or a hyperlink to it is provided in the Response.

All pages should be consecutively numbered.

# Appendix A: Definitions

Throughout this document, the following definitions apply (and the singular is interchangeable with the plural):

“Addenda” means all additional information regarding the RFQ including Amendments to the RFQ. The “Addenda” is located on the burnabypcn.ca website.

“Amendment” means a change to the RFQ that results in posting an updated version of the RFQ. The amendment will indicate whether a Respondent is required to submit a new Response to the RFQ. Amendments will be posted on the burnabypcn.ca website.

“burnabypcn.ca” means https://www.burnabypcn.ca/request-for-qualifications-burnaby-patient-medical-home-for-priority-populations/; or any replacement website.

“Closing Location” means, as applicable, the hard copy delivery location; or email address for the submission of Responses as indicated on the cover page of the RFQ on burnabypcn.ca.

“Competition Notice” means the PCN’s standard request for proposals solicitation document or such other custom solicitation document that is allowed by Core Policy for the PCN Steering Committee’s use.

“Contract” means a written contract between the PCN Steering Committee and a Respondent.

“Contractor” means a Respondent that has entered into a Contract.

“Initial Intake” means the initial intake and evaluation of Responses that are received before the Initial Intake Date and Time. After the Initial Intake Date and Time, Responses will be received on a continuous basis as further described in section 3.3.

“Initial Intake Date and Time” means the date and time set out on the cover page of the RFQ.

“Issue Date” means the date the RFQ was posted to burnabypcn.ca, and on the cover page to the RFQ.

“PCN Steering Committee” means the committee of the Health Authority, Division of Family Practice, Community Representatives and Family Physicians issuing this RFQ.

“RFQ” or “Request for Proposals” means this solicitation process described on burnabypcn.ca, including any attached or referenced appendices, schedules or exhibits and as may be modified in writing from time to time by the Primary Care Network.

“must” or “mandatory” means a requirement that must be met in order for a Response to receive consideration.

“Official Contact” means the individual set out on the cover page of the RFQ and named on the “opportunity details” menu tab for the RFQ serving as the official RFQ contact person for the PCN.

“PCN” means the Burnaby Primary Care Network as represented by the PCN Steering Committee.

“Qualified Resource” means a Resource that has been evaluated under this RFQ and meets the qualifications described in this RFQ and any condition set by the PCN Steering Committee for continuing to be considered qualified.

“Resource” means an employee or subcontractor of a Respondent that is proposed in the Response or, if Resources are not evaluated in this RFQ, a Resource proposed in response to a Competition Notice.

“Respondent” means a not-for-profit organization that submits a Response.

“Respondent Qualifications Form” means the Response Form that is used to solicit Respondent information for evaluation.

“Response” means a written response to the RFQ and includes the information and documentation, if any, required by the applicable Response Form(s) that is submitted by a Respondent, as the case may be (*see also* “Submission”).

“*Response Form*” means the Appendix C: Respondent Qualification Form, and any other document that is required to be submitted.

“should” or “desirable” means a requirement having a significant degree of importance to the objectives of this RFQ.

“Supplier” means a natural person or single legal entity (excluding its parents, subsidiaries, or other affiliates) with the legal capacity to contract that seeks to supply or supplies goods or services and includes, as the context may require, and Respondents.

“Termination Date” means the date (including any modifications thereof) that marks the termination and end of the period of validity for the RFQ as set out on the cover page of the RFQ and on burnabypcn.ca.

“You” and “Your” as used in the Submission Declaration and any pop-up advisories related to this RFQ has the same meaning as Respondent.

# **Appendix B****: Collection and Use of Personal Information**

Respondents and Respondents are solely responsible for familiarizing themselves with, and ensuring that they comply with, the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning any Resources. If this RFQ requests Respondents and Respondents to provide the PCN Steering Committee with personal information of Resources, the Respondents or Respondents will ensure that they have obtained written consent from each of those Resources before forwarding such personal information to the PCN Steering Committee. Such written consents are to specify that the personal information may be forwarded to the PCN Steering Committee for the purposes of responding to this RFQ and used by the PCN Steering Committee for the purposes set out in the RFQ. The PCN Steering Committee may, at any time, request the original consents or copies of the original consents from Respondents or Respondents, and upon such request being made, Respondents or Respondents will immediately supply such originals or copies to the PCN Steering Committee.

All Respondents, including any of their Resources, expressly consent to their respective names being published in a publicly facing manner on the Multi-Use List, if the PCN Steering Committee, in its discretion, decides to make such information public.

## Conflict of Interest, Unfair Advantage, Bias, and No Lobbying

1. By submitting a Response, the Respondent confirms that the current or past employment or other interests or relationships of the Respondent (including a Respondent’s subcontractors and named personnel, if any) do not create or lead to any actual, potential or perceived conflict of interest, unfair advantage, bias or reasonable apprehension of bias that would favor the Respondent (including a Respondent’s subcontractors and named personnel, if any) with respect to this procurement process. A Respondent may be disqualified if the Respondent’s (including a Respondent’s subcontractors and named personnel, if any) current or past corporate or other interests, may, in the PCN’s opinion, give rise to an actual or potential conflict of interest, unfair advantage or reasonable apprehension of bias that would favor the Respondent (including a Respondent’s subcontractors and named personnel, if any) and thereby import unfairness into the Procurement process. This includes, but is not limited to, involvement by a Respondent (including a Respondent’s subcontractors and named personnel, if any) in the preparation and administration of the RFQ or Competition Notices or a relationship with any employee, contractor or representative of the PCN involved in preparation of and administration of the RFQ, Competition Notices or participating on the evaluation committee or in the administration of a Contract.
2. If a Respondent is in doubt as to whether there might be a conflict of interest, unfair advantage or reasonable apprehension of bias, the Respondent should consult its own advisors and notify and consult with the Official Contact prior to submitting a Response.
3. A Respondent must not attempt to influence the outcome of the RFQ process by engaging in lobbying activities. Any attempt by the Respondent to communicate for this purpose directly or indirectly with any employee, contractor, or representative of the PCN, including members of the evaluation committee and any elected officials of the PCN, or with the media, may result in disqualification of the Respondent, and/or Respondent as the case may be.

## Reservation of Rights

In addition to any other discretionary rights or reserved rights, the PCN Steering Committee reserves the right, in its sole discretion to:

1. waive any non-material irregularity, defect, or deficiency in a Response;
2. request clarification(s) from a Respondent, or as applicable, a Respondent with respect to its Response, including clarification(s) with respect to its Response on non-material administrative matters (e.g., a matter that is not scored) or where Response provisions are ambiguous, without any obligation to make such a request to any other Respondent, or as applicable, a Respondent, and consider such clarification(s) in evaluating the Response;
3. reject any Response due to unsatisfactory references or unsatisfactory past performance under contracts with the PCN, or any material error, omission, or misrepresentation in the Response;
4. exclude a Respondent, or as applicable, a Respondent from participation in the RFQ, at any point in the RFQ process, or to exclude a Respondent from participation in a subsequent procurement associated with a Competition Notice issued under this RFQ, where there is supporting evidence, on grounds of one or more of the following:
   1. bankruptcy or insolvency;
   2. false declarations or misrepresentations;
   3. significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts with the PCN;
   4. final judgments in respect of serious crimes or other serious offences;
   5. professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Respondent or Respondent; or
   6. engaging in conduct prohibited by the *Competition Act* such as bid-rigging as described in section 47 of the *Competition Act*, or engaging in conspiracies, agreements or arrangements between competitors as described in section 45 of the *Competition Act*;
   7. failure to pay taxes; and
5. remove a Respondent’s eligibility, for failing to meet the requirements set out in this RFQ, or as may be communicated by the PCN Steering Committee from time to time. On request by such Respondent, the PCN Steering Committee will provide written reasons for the removal.

# **Appendix C: Respondent Qualifications Template**

## **Respondent Organization(s) Identification**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | | | | | |
| **Is more than one organization responding to this RFP for joint operations of the PPC?** | | | | | |
|  |  | **Yes** |  | **No** |  |
|  | | | | | |

|  |  |
| --- | --- |
| Respondent Organization Details *For multi-partner respondents, use this space to identify your Burnaby-based lead partner.* | |
| **Respondent’s Legal Name:** |  |
| **Respondent’s Website:** |  |
| **Respondent’s Primary Office Address:** |  |
| **Authorized Representative’s Name:** |  |
| **Authorized Representative’s Title:** |  |
| **Authorized Representative’s Email Address:** |  |
| **Authorized Representative’s Phone Number:** |  |

|  |  |
| --- | --- |
| 1.3 Additional Respondent Organization Details*Complete only if applying as a partnership. Leave blank if applying as a single organization.* | |
| **Respondent’s Legal Name:** |  |
| **Respondent’s Website:** |  |
| **Respondent’s Primary Office Address:** |  |
| **Authorized Representative’s Name:** |  |
| **Authorized Representative’s Title:** |  |
| **Authorized Representative’s Email Address:** |  |
| **Authorized Representative’s Phone Number:** |  |

## **Respondent Point of Contact**

|  |  |
| --- | --- |
| 2.1 Respondent Contact Information *For single organization respondents, complete if different from Authorized Representative. For multi-partner respondents, please indicate one contact who will communicate on behalf of the partners.* | |
| **Respondent Contact’s Name:** |  |
| **Respondent Contact’s Title:** |  |
| **Respondent Contact’s Email Address:** |  |
| **Respondent Contact’s Phone Number:** |  |
| **Respondent Contact’s Address:** |  |

## **Respondent Organization’s Mission, Goals, and Objectives**

|  |
| --- |
| 3.1 Tell us about your organization’s mission, goals, and objectives *Identify key purposes of your organization that relate to the values and goals of the PPC. How do your organizational objectives line up with PCN Steering Committee’s vision for the clinic as outlined in the RFQ? (limit to 1000 words)* |
|  |

|  |
| --- |
| Which of the identified priority populations does your organization support? *Describe your experience with the priority populations, specifying what kind of supports you provide and how your expertise aligns with the goals of the PPC. Please rate your organization’s experience working with each of the four priority populations on a scale from 1 – No experience to 5 – Extensive Experience. Please elaborate as appropriate. (limit to 1000 words)* |
|  |

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| For multi-partner respondents, how do your organizations align or complement each other in your mission, goals, and objectives? What are your agreed upon mechanisms for working together? *Please provide insights into the strategic value of this partnership and why it would be beneficial to the operation of the PPC. Please indicate the nature of your agreement on how each of partners in this multi-partner response are going to work together around the PPC. What will be your respective roles and responsibilities? (limit to 1000 words)* |
|  |

## **Relevant Organizational Experience & Knowledge**

|  |
| --- |
| 4.1 What prior experience does your organization have that is relevant to the operations of a primary care medical clinic? *Describe your experience as it relates to the operations of the PPC. Please include concrete examples. Also outline your organization’s role in prior primary care initiatives and the scale of those initiatives. (limit to 500 words)* |
|  |

|  |
| --- |
| 4.2 Please describe the skills of the staff that will be contributing to the operation of the clinic. Please provide their resumes. *Describe the experience of the staff that will be contributing to the operation of the clinic and the role that you are anticipating they will play in the operation of the clinic. Please provide resumes of these resources as a demonstration of their qualifications.* |
|  |

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| 4.3 What is your understanding of the mandate, approach, and governance structure of the Burnaby Primary Care Networks? *Please comment on the role of the Burnaby PCN, its vision for Burnaby patients, and how its partnership approach manifests in PCN activities and governance. Please be as specific as you can about the roles of different partners, the structure of PCN governance, and how leadership from governing bodies is transformed into action. (limit to 500 words)* |
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| 4.4 What prior experience does your organization have in operations under a shared governance structure? *Describe your organizational experience with governance structures where many stakeholders are represented. We are looking for evidence of experience in working with complex governance structures such as the one proposed for the PPC. How have you fostered transparency and accountability with governing bodies in an operator role? Please confirm your willingness to work in a shared governance model. (limit to 1000 words)* |
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## **Organizational Capacity**

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| 5.1 What is your organization’s current capacity to take on the operations of the PPC? Are you already operating any facilities on an ongoing basis? Indicate your organization’s ability to expand its operations. *With this section, we would like to get a sense of your current capacity level for day-to-day administration and operations of programs/clinics and whether you can demonstrate room in your capacity to take on the PPC under the terms and conditions outlined in the RFQ and this response template. Please include details such as the size of your team, the number of clients you serve, and the size of any spaces you currently run. Please make a statement about your organization’s ability to expand its operations to take on the PPC. (limit to 1000 words)* |
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| 5.2 For multi-partner respondents, describe the roles and responsibilities of each partner and how you envision working with each other as joint operators. *Please be specific about each partner’s role and what you foresee would be the most significant advantages and challenges of working under a joint operations agreement between your organizations. (limit to 1000 words)* |
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| 5.3 What is your organization’s capacity to create an environment for culturally safe, stigma-free service delivery? *Describe your existing practices and protocols around equitable operations and service delivery. Provide examples that demonstrate your organization’s competencies and describe how they relate/transfer to the PPC. (limit to 500 words)* |
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## **Respondent Organization’s Vision for the PPC**

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| 6.1 Describe your vision for the PPC going forward. *How do you envision a model of integrated care being enacted in the PPC? Also, describe key features of a PMH that you believe are important in order to optimize the delivery of care for the identified priority populations. (limit to 1000 words)* |
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| 6.2 If successful, how would your organization envision addressing social determinants of health through the PPC? What do you see are the opportunities to merge medical and social supports through this PPC? *Addressing social determinants of health is an important part of people’s overall health and well-being. Describe how your organization would support social determinants of health if you were chosen to operate the PPC. (limit to 1000 words)* |
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