

## **WCB2020-008 Implementation of Workplace Safety Action Plan for Nova Scotia's Long Term Care, Home Care and Disability Support Sectors**

### **Addendum #1**

**Issued May 7, 2020**

**Closing Date – no change**

**Opening Date – no change**

#### **RFP Requirement Inquiry**

Response to questions posed by a vendor asking for clarification on the RFP

**Question 1.** Are there specific BA requirements that you would like to identify to support evaluation?

#### **WCB Response:**

##### **BA activities and competencies:**

###### Activities (including but not limited to)

- facilitate, guide and build relationships with various stakeholders to ensure the project is executed in a timely, comprehensive and customer focus manner;
- provide on-going operational support, as required;
- Other initiative related activities, as required

###### Competencies

- Minimum five years of experience in BA capacity, functioning as a part of multifunctional team, preferably in health care, community services, public sector, and/or occupational health and safety
- Excellent interpersonal skills including leadership, decision making, facilitating, negotiating and building trust;
- Knowledge and experience with large scale multifunctional implementation initiatives;
- Strong analytical skills – including the ability to research and perform situational analysis
- Creative and Strategic thinking competence

- Effective communication and presentations skills with various levels of stakeholders;
- Problem management, coaching, and dispute resolution skills.

**Question 2.** Can we assume that WCB is seeking the equivalent of 3 FTEs? If so, would it be acceptable to propose a cross functional team of more than 3 resources that have the prerequisite skills that we can draw upon (facilitation, project management, strategy, governance, change management, financial analysis, etc.) depending on the project need, as long as the total cost does not exceed that of 3 FTEs?

**WCB Response:**

*'DHW, DCS, LAE and WCB are looking for a multifunctional team consisting of a Senior Consultant, Project Manager, and Business Analyst'* – WCBNS will accept proposals containing different team composition, as long as the team proposed have the required qualifications and the cost of the engagement will not exceed 3 FTE's equivalent.

## **WCB2020-008 Implementation of Workplace Safety Action Plan for Nova Scotia's Long Term Care, Home Care and Disability Support Sectors**

### **Addendum #2**

Issued May 14, 2020

**Closing Date – extended to May 29, 2020, 4pm, AST**

**Opening Date – extended to May 29, 2020, 4pm, AST**

### **Updated to Review Process - 9.1 Proponent Evaluation and Selection**

**The evaluation team will check proposals against the mandatory criteria. Proposals meeting all the mandatory criteria will then be assessed and scored against the criteria set out in the technical part of Section 9.1 of the RFP. Proponents failing to achieve a score of 59.99% in aggregate on the technical part (i.e. line items one and two of Section 9.1) will not be further considered. Proponents achieving a score of 60% and above on the technical part, will be short-listed and the WCB evaluation team may, with no obligation and its sole discretion, elect to request some of the proponents to conduct further Q&A/Presentation session with the WCB evaluation team.**

Thereafter, providing the result of reference check is satisfactory, the WCB's intent is to enter into contract negotiations with the proponent who has the best overall value. Subject to successful negotiation and execution of a contract this proponent will provide the required services.

RFP Requirement Inquiry

Response to questions posed by a vendor asking for clarification on the RFP

**Question 1:** Are there existing studies, estimates and progress reports that have been completed by previous consultants working on the implementation project that can be reviewed as part of a proponent's submission preparation?

**WCB Response:**

Any information that is available can be found on the AwareNS website, including the Charting the Course report, the research and consultation that led to the report and sector performance measures. Information on progress is included in the response to Question 5.

**Question 2:** Is there an expected timeframe established for the completion of all 21 recommendations?

**WCB Response:**

The plan was to have all recommendations underway over a five year time frame. Original Roadmap is attached (see Appendix A).

**Question 3&4:** Have there been any progress reports issued on the 21 Recommendations stemming from the 2018 study "Charting the Course"? Either in report form or presentation form.

To what extent are the consultants expected to create "new" implementation plans and project deliverables versus updating "existing" plans and timelines?

**WCB Response:**

There are no published progress reports available. There are highlights included in the AwareNS Annual Reports found on their website.

Progress to date -two recommendations (Workplace Violence and Safe Movement and Handling) are well underway – the program development is in the final stages and planning is just beginning to launch these programs into workplaces later this year - so support will be needed to launch/implement. In addition, work is ongoing in the recommendation on Safety Leadership. The work in this RFP will predominantly focus on new work, the remaining 19 recommendations (including Safety Leadership) and any other work required to support this initiative.

**Question 5:** Who are the members of the Steering Committee overseeing this project?

**WCB Response:**

The Steering Committee is currently made up of senior representatives from the Department of Health and Wellness, Department of Community Services, Department of Labour and Advanced Education and the WCB.

**Question 6:** Can you provide more details surrounding the expectations on counselling on strategy and governance? Are you looking to change the current model or provide coaching and direction to the project group on how best to strategize and prioritize action items in order to get buy-in or consensus from the advisory committee?

**WCB Response:**

As this is a multi-year project, that has already been underway for a couple of years, we want to regularly review the governance model to ensure we have the right oversight model, and the best model for stakeholder engagement through the Advisory Committee. At the Steering Committee level we are seeking counsel on strategy and stakeholder engagement as we want to ensure this work is progressing in the right sequence at the right time and is aligned with other work underway (or undertaken in the future) in the sector to improve injury prevention and return to work. At the project team level, we are seeking counsel on prioritizing and managing multiple projects.

**Question 7:** How does the working group structure operate in terms of assigned resources from each sector versus government employees? Are there dedicated full time resource assigned to do the program development and design along with sector advisory resources?

**WCB Response:**

Working groups are led by full time dedicated subject matter experts at AwareNS who are responsible for program development. Working groups are made up of sector representatives (volunteers) and representatives of government departments.

**Question 8:** What has been the most significant challenges in working to deliver the first 2 recommendations on safe handling and mobility and workplace violence?

**WCB Response:**

Timeline to complete these two recommendations has been longer than originally anticipated.

**Question 9:** Have you completed any change readiness and organization risk assessments? Do you have a change management strategy in place for managing the implementation of the actions across all sectors? Can you share those plans with potential proponents/bidders?

**WCB Response:**

There is not currently a change management strategy in place. This work is just beginning as we look to implement the first two new programs.

**Question 10:** Do you currently have any change management resources assigned to this project to manage the implementation of the strategy and across all/some sectors?

**WCB Response:**

No.

**Question 11 &12:** Do you have any specific sectors like Nursing Homes for example who have implemented duty to accommodate or return to work practices? Have the Home Care or Disability sectors worked on implementing these and are there reports on this work?

**WCB Response:**

Most workplaces across all three sectors currently support stay at work and return to work following a workplace injury. There is a wide variety in programs, processes and resources dedicated to return to work across the sectors.

**Question 13:** How are each of the sector's held accountable for implementing the recommendations in the report? There are performance reports, however, are there outcome requirements as part of the funding they receive from government to implement the actions in their individual organizations. Do they all have equal decision- making authority on what the actions are or are they simply advisory to the government on the actions in the report?

**WCB Response:**

The sectors worked collaboratively with representatives of the government and the WCB to develop these recommendations, and are represented on the Advisory Committee which advises the project on priorities.

There are currently no formal accountability mechanisms in these sectors with regard to implementing the recommendations. This is an area of opportunity.

**Question 14:** Is there a commitment to do a large stakeholder engagement of the sector as part of the completion of some of the key recommendations or milestones?

**WCB Response:**

That has not yet been determined.

## **Addendum #3**

**Issued May 26, 2020**

**Closing Date – no change**

**Opening Date – no change**

### **RFP Requirement Inquiry**

Response to questions posed by a vendor asking for clarification on the RFP

**Question 1.** Section 7.1.4 References states “Three (3) references for proposed resources (preferably working as a team on the same project/initiative) must be provided and be valid within the last five years.” Can you please clarify if 3 references must be provided for each resource (which may be more than 3 in total (potentially max of 9 references), if there are not 3 projects that the proposed resources all worked on together) or if a total of 3 proponent references must be provided (giving preference to projects the proposed resources may have worked on as a team)?

**WCB Response:** 3 references for each of proposed resources. If those resources worked as a team on 3 engagements, then three references from those projects (1 reference per project) will be sufficient, otherwise it will be more than 3 references.

**Question 2.** Section 6.1 Overview of Scored Requirements includes “Technical Knowledge & Experience for Facilitator”. Should this be “Technical Knowledge & Experience for the Senior Consultant”? If so, are the requirements that are subsequently listed consistent with WCB’s expectations of the Senior Consultant?

**WCB Response:** Yes and Yes

**Question 3.** There are two sections guiding the content of the response: Section 7 RFP Proposal – Proposal Formatting and Section 8 Financial Proposal. Does WCB want the financial proposal included in same document as the RFP proposal, or do they want two separate documents? If the latter, do you also need the RFP Proposal and Financial Proposal in separate emails?

**WCB Response:** No, we are looking to receive two separate documents (one technical and one financial) Same email is fine.

# Appendix A: Workplace Safety Action Plan Roadmap

Workplace Safety Action Plan Roadmap [Read-Only] - PowerPoint

File Home Insert Design Transitions Animations Slide Show Review View Design Layout Tell me what you want to do... Share

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## Milestones and Deliverables – The Roadmap

	Apr 2018 – Mar 2019	Apr 2019 – Mar 2020	Apr 2020 – Mar 2021	Apr 2021 – Mar 2022	Apr 2022 – Mar 2023
<b>Ongoing Sector Activity</b> <ul style="list-style-type: none"> <li>S.A.F.E.R. Leadership Training</li> <li>Safe Handling &amp; Mobility (PACE) Training</li> <li>Workplace Violence Prevention</li> <li>Non-Violent Crisis Intervention</li> <li>SAW/RTW Promotion</li> <li>The Working Mind Program</li> </ul>		Safety Leadership Development Strategy WVP Program SHM Program	Standardized Risk Assessment Stay-at-Work/Return-to-Work Program	Information Best Practice Sharing & Integration Strategies Occupational Health and Safety Management System	Health and Safety Data Collection System Physical Space Design Standards Employee & Family Assistance Programming National Standard Psychological Health Adoption Deliver Standardized Safety Training Across All Sectors
			<b>Parallel Initiatives:</b> DHW Continuing Care Strategy / DCS Transformation/Ministers Expert LTC Panel Report/ Equipment Inventory & Loan Program / NSHA Information Transfer at Care Transitions Project		
			<b>Outcomes Measurement Framework Implementation</b>		

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Slide 1 of 1 English (United States) Notes Comments 75%