

Request for Proposal

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

May 5, 2020

Request for Proposal No.: WCB2020-008

Submission Deadline : May 22, 2020 4:00PM AST

**Request for Proposal
Implementation of Workplace Safety Action Plan for Nova Scotia's Long Term
Care, Home Care and Disability Support Sectors**

Workers' Compensation Board of Nova Scotia

Request for Proposal No: WCB2020-008

Request for Proposal Issue Date: May 5, 2020

Responses to this Request for Proposal must be received by email

No later than May 22, 2020 at 4:00 pm AST

1. OVERVIEW

1.1 INTRODUCTION/BACKGROUND

Nova Scotia's health and community service sectors, when combined, are the province's largest single employer group and an important contributor to our economy. They play a vital role in the protection and enhancement of the health and well-being of Nova Scotia's citizens. As noted in the One Nova Scotia report, an effective, high quality health and community services system is a 'prerequisite to business growth and competitiveness in a modern economy'.

Challenges in the sector are exacerbated by a high rate of work-related injury and illness experienced by workers who provide care and support to Nova Scotians. This is a critical issue for the system as it creates significant cost pressures and leads to negative impacts on the health and wellness of workers. This in turn impacts the continuity and consistency of care and care providers' absenteeism, overtime/replacement costs and sick time.

Nova Scotia's publicly funded long term care, home care and disability support workforce is made up of close to 16,000 care providers that are involved in family and social services, home care, nursing homes/residential care facilities, and special care homes. Careful planning of this workforce is essential to ensure the province has a sufficient number, mix, and geographic distribution of care providers to meet the health needs of the population – now and years from now. Nova Scotia needs its care workers healthy, working and on the job.

Charting the Course, a Report and Recommendations for Workplace Safety for Nova Scotia's Home Care, Long Term Care and Disability Support Sectors

In 2018, after extensive research and consultation, guided by a multi-stakeholder committee, Charting the Course, a Report and Recommendations for Workplace Safety for Nova Scotia's Home Care, Long Term Care and Disability Support Sectors was completed and presented to the Deputy Minister of Health and Wellness, who accepted the Report's recommendations for change.

Since then, work has begun in two key areas of workplace injury risk in these sectors – safe handling and mobility and workplace violence. The remaining recommendations/initiatives are to be developed and implemented over the next few years.

1.2 PROJECT OVERVIEW AND OBJECTIVES

This project represents a multi-stakeholder, sector-wide response to the high number of work-related injuries and illnesses being reported by Nova Scotian health care and community services workers. The overall objective of this project is to complete the implementation of the 21 recommendations in the Charting the Course Report to achieve significant and sustainable improvements in the occupational health and safety outcomes for Nova Scotia's home care, long term care and disability support sectors.

The work on implementation is currently underway with program development and delivery in two key areas – safe handling and mobility and workplace violence. The Charting the Course report and other information is available at www.awarens.ca.

The WCB along with the Departments of Health and Wellness, Community Services and Labour and Advanced Education will lead the implementation of the Recommendations. Aware-NS, will play an important role in this work. In addition, sector employers (NSHA, continuing care and disability support employers) and related associations (i.e. HANS, Health Human Resources Sector Council) as well as labour unions, academic institutions, health profession regulatory bodies and professional associations all play a critical role in creating a culture of workplace health and safety and will be instrumental in the implementation of the action plan

The successful proponent team will be expected to work with the project co-leads to oversee the implementation process, to keep the project on track, and to provide an overall level of coordination, stakeholder involvement, and assurance of forward momentum, while working with project team to bring to completion.

1.3 PROJECT GOVERNANCE

As noted above, the continued implementation of the *Workplace Safety Action Plan for Nova Scotia's Home Care, Long Term Care and Disability Support Sectors* will be led through the collaboration with the Department of Health and Wellness, Labour and Advanced Education, the Department of Community Services, the Workers' Compensation Board of NS, AWARE-NS and a large number of additional stakeholders.

1.4 REPORTING

The development of the *Workplace Safety Action Plan for Nova Scotia's Health and Community Services Sectors*, will be guided by a steering committee made up of senior representatives from DHW, LAE, DCS, WCB, as well as an advisory group of Continuing Care employers, labour representatives and other organizations as required.

2. ADMINISTRATIVE REQUIREMENTS

The following terms will apply to this Request for Proposal and to any subsequent contract. Submission of a proposal in response to this Request for Proposal indicates acceptance of all the following terms.

2.1. INTRODUCTION AND SCOPE

2.1.1. *REQUEST FOR PROPOSAL TERMINOLOGY*

Throughout this Request for Proposal, terminology is used as follows:

- a) "Must", "mandatory" or "required" means a requirement that must be met in substantially unaltered form in order for the proposal to receive consideration;
- b) "Proponent" means an individual, consortium or a company that submits, or intends to submit, a proposal in response to this "Request for Proposal";
- c) "Successful Proponent", "winning bidder", or "contractor" means the successful Proponent to this Request for Proposal who enters into a written contract with the WCB;
- d) "the Board" or "WCB" means the Workers' Compensation Board of Nova Scotia on whose behalf this Request for Proposal is issued;
- e) "Should" or "desirable" means a requirement having a significant degree of importance to the objectives of the Request for Proposal.

2.1.2. ELIGIBILITY

Prospective proponents are not eligible to submit a proposal if current or past corporate or other interests may, in the WCB's opinion, give rise to a conflict of interest in connection with this project.

3. QUALIFICATIONS/ACTIVITIES/DELIVERABLES

VENDOR REQUIREMENTS

DHW, DCS, LAE and WCB are looking for a multifunctional team consisting of Senior Consultant (providing counselling on strategy and governance), Project Manager and Business Analyst (to provide day to day services outlined below) . The successful proponent must demonstrate that the proposed resources possess strong project management and group facilitation, engagement experience, as well as strong analytical skills. Experience working in or with health care, community services, the public sector, and occupational health and safety will be particularly valuable. Strong oral and written communication skills (information/data synthesis and report development/writing) are also requirements of this RFP.

- Overall project management
- Support of program development process
- Support of program implementation process

- Support of governance model
- Business analysis including research best practice, establishing funding models, process change, performance measures, accountability frameworks
- Stakeholder engagement/facilitation
- Project communications

Core Activities and Deliverables: Project Coordination and Management

Complete, update and oversee a project plan for this work including but not limited to resources, time, cost, risks, etc. Ensure that the Project Co-Leads are updated on progress, issues, barriers, etc. by attending regular status meetings and submitting status reports as determined in consultation with the Project Lead. Participate in regular Project Team meetings (1-2 hours). Perform other duties identified and required by the Project Lead. All project deliverables are to be presented to the Project Lead and/or their designated representatives for review, approval and acceptance.

All deliverables are to be submitted in electronic format. All work must be performed to the satisfaction of the project sponsors. All work products are the property of the Department of Health and Wellness

4. RULES GOVERNING PROCUREMENT PROCESS

4.1. *DISQUALIFICATION*

It is essential that your submission thoroughly address each requirement identified in these instructions. Submissions will be disqualified and will not be reviewed or scored under the following circumstances:

- a) Incomplete;
- b) Received late;

Disqualified proponents will not be provided the reason for disqualification and will not be provided an opportunity for a full debrief on their submission.

4.2. *DEBRIEFING*

Unsuccessful proponents, that were not disqualified, may request a debriefing meeting following execution of a contract with the Successful Proponent.

4.3. *NEGOTIATION DELAY*

If a written contract cannot be negotiated within 30 days of notification of the Successful Proponent, the WCB may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a contract with the next qualified proponent or choose to terminate the Request for Proposal process and not enter into a contract with any of the proponents.

4.4. *WORK START DELAY*

Notwithstanding provisions of Section 4.3 above, the WCB may request Successful Proponent to extend the time for contract negotiation at its sole discretion. If the work start date is delayed due to prolonged contract negotiations the WCB may agree to:

- a. Enter into a written Letter of Intent to commence work based on successful contract negotiation to allow work to begin on time;
- b. Amend the work start date to commence at a time following contract signing.

4.5. *SUBMISSION OF APPLICATIONS*

4.5.1. *BID CONFIRMATION*

All proponents who intend to bid on the Request for Proposal are required to send, in writing, the company and contact name, email and contact information (phone number, address) to WCB prior to submission. If you have indicated your intent to bid, or you have received the Request for Proposal and do not wish or have decided not to bid, you are asked to submit to WCB a letter of "no bid".

4.5.2. *ENQUIRIES*

All enquiries related to this Request for Proposal are to be directed, to the following person(s), or his/her designate(s). Information obtained from any other source is not official and may be inaccurate. Enquiries and responses will be recorded and may be distributed to all proponents at the WCB's option to maintain a fair competitive environment.

WCB Contact:

Gil Rahinshtein
Workers Compensation Board NS – Corporate Development
5595 Fenwick Street, Suite 215
Halifax, Nova Scotia
B3J 2Y2
Telephone 902.491.8337
Email: Gil.Rahinshtein@wcb.ns.ca

WCB cannot guarantee a response to enquiries forwarded less than four (4) business days prior to the scheduled closure date of the RFP.

Any proponent finding any discrepancy in or omission from this RFP, in doubt as to the meaning of any provision(s) herein, or feeling that the RFP is discriminatory, shall notify WCB in writing within five (5) days of the scheduled opening of proposals. Enquiries and exceptions taken by proponents in no way obligate the WCB to change the RFP; however any interpretations given by the WCB and any changes made to the RFP will be reflected in addenda duly issued by the WCB.

4.5.3. PROPOSAL CHANGES AND AMENDMENTS

The Board has endeavoured to produce a complete and accurate RFP document. However, should changes be required, an amended document will be posted to the Provincial Tender site at: www.novascotia.ca/tenders

Updates may include corrections and/or changes to material in the RFP as well as amplification and clarification following bidder questions.

Potential bidders may forward an e-mail contact address to the WCB point of contact in Section 4.5.2, to receive any RFP updates as they are made available.

Notwithstanding any e-mail correspondence as noted above, proponents remain responsible to periodically verify the tendering site for updates, as the version posted on the Nova Scotia Tender site will be the authoritative version of the document at all times.

Should changes occur within five government business days of the close of the proposal, the proposal closing date may be extended at the Boards sole discretion, to allow for a suitable number of bid preparation days between the closing date and the issuance of the change.

4.5.4. DISPUTE RESOLUTION

If a proponent has a dispute in relation to this Request for Proposal or the review process, it may take advantage of the Board's Procurement Dispute Resolution Procedure, which is described as follows:

The purpose of this Procurement Dispute Resolution Procedure is to establish and implement a procurement dispute resolution process that complies with applicable trade agreements and ensures that any procurement related dispute is handled in an ethical, fair, reasonable and timely manner. This procedure applies when an aggrieved proponent in procurement elects to dispute the outcome of the procurement process.

Steps to be taken:

1. The aggrieved party is to file its bid dispute with the Board representative mentioned in Section 4.5.2, within 10 business days following the debriefing meeting or 90 days following the last date for filing proposals, whichever is earlier. The aggrieved party's filing should include:

- (a) The name and address of the proponent.
- (b) Identification of the Request for Proposal being protested.
- (c) Statement of the grounds for protest with enough detail to enable the Board to understand the nature and scope of the protest.
- (d) Supporting documentation.
- (e) Desired relief.
- (f) Designated contact during the bid dispute process.

2. The Board's representative will respond to the aggrieved party with a decision, within 15 business days of receiving the dispute notice.

3. If no resolution is achieved at the end of stage 2, above, the aggrieved party may escalate the matter by providing notice to the Board's Executive. Such notice:

- a. Will be set out in writing and sent within 15 business days of receipt of the response in Step 2, with a copy sent to the Board's representative identified in section 4.5.2 herein;
- b. Contain details of the unresolved issue(s) and the Parties' positions.

4. The Board's Executive or designate will respond to the aggrieved party with a decision, within 15 business days of receiving the dispute notice.

5. If the dispute is not resolved to the satisfaction of the proponent, following Step 4 above, the mutual dispute resolution process defined in Steps 1-4 above will end and the proponent may, at this time (at their own option and expense), pursue any type of legal remedy available to them.

6. For clarity, none of the Dispute Resolution provisions herein or any other provision of this RFP will prevent the Board from proceeding with evaluation and selection of Successful Proponent and/or from signing the contract for the services subject of this RFP with any of the proponents.

Delegation of Authority

During any level of the bid dispute process, if the specified contact is not available, he/she may assign a delegate. If no delegate has been assigned or the assigned delegate is not available at the time of bid dispute request, the process should proceed with the next level of authority according to this procedure.

4.5.5. CLOSING DATE AND SUBMISSION INSTRUCTIONS

Electronic copy of the proposals, including financial section clearly articulating proposed resources hourly and daily rates (8hrs/day), amount of effort per resource and overall estimated cost for the term of this engagement must be sent by email to attention of the representative provided in Section 4.5.2 herein. Bids must be received by the closing date and time of May 22, 2020 at 4:00 pm AST.

All bids submitted by email are subject to verification by the Workers' Compensation Board of Nova Scotia to ensure that the Bid is a bona fide offer submitted by the person or company named in the Bid.

The proponents should endeavour to present their proposals in a succinct manner including only relevant content and value add offerings.

DISCLAIMER: The Workers' Compensation Board of Nova Scotia cannot ensure the confidentiality and security or error-free receipt of electronically-submitted Bids or Bid components, and cannot guarantee that the Internet connections will be available at all times up to the closing time for Bid submission. A Bidder submitting an Electronic Bid via email does so at its own risk and, upon submission of a Bid in this manner, indemnifies and hold harmless the Workers' Compensation Board of Nova Scotia from any and all claims for damages or loss arising in any manner based upon, occasioned by or in any way attributable to a Bidder's submission sent via email.

4.5.6. LATE PROPOSALS

Late proposals will not be accepted.

4.5.7. ADDITIONAL INFORMATION

Proposals may contain additional information. If alternative solutions or value added services are offered, please submit the information in the same format, as a separate proposal. **(*Not weighted in final decision)**.

4.5.8. NOTIFICATION OF CHANGES

Following posting of this Request for Proposal, any changes made to it by the WCB prior to closing will be posted on the Provincial Tender site at: www.novascotia.ca/tenders. It is the responsibility of all recipients/proponents to regularly check the bid board for changes.

4.5.9. CHANGES TO PROPOSAL WORDING

The proponent will not change the wording of its proposal after closing and no words or comments will be added to the general conditions or detailed specifications unless requested by the WCB for purposes of clarification.

The proponent may change a previously submitted proposal by withdrawal, amendment or submission of a replacement if done prior to the tender closing date and time. This information or request should be submitted in writing on company letterhead or equivalent and contain the signature of the individual submitting the original submission.

4.5.10. PROPONENTS' EXPENSES

Proponents are solely responsible for their own expenses in preparing, delivering or presenting a proposal and for subsequent negotiations with the WCB, if any.

4.5.11. PRICING

Proposals must be open for acceptance for at least 90 days after the closing date. Upon acceptance, fees will be firm for the entire contract period unless otherwise specified.

4.5.12. CURRENCY AND TAXES

Fees quoted are to be:

- a) In Canadian dollars;
- b) Exclusive of Federal/Provincial Sales Taxes.

4.5.13. COMPLETENESS OF PROPOSAL

By submitting a proposal, the proponent warrants that all components required to deliver the services requested have been identified in its proposal or will be provided by the proponent, at no additional charge if the proponent is awarded the services set out in this Request for Proposal.

5. ADDITIONAL TERMS & CONTRACTING

5.1. ACCEPTANCE OF PROPOSALS

The WCB reserves the right to modify or withdraw this Request for Proposal at any time at its sole discretion.

This Request for Proposal should not be construed as a contract to purchase goods or services.

The WCB is not bound to accept the lowest priced or any proposal of those submitted.

Proposals will be evaluated on the requirements only.

The WCB will not be obligated in any manner to any proponent whatsoever until a written contract has been duly executed relating to an approved proposal.

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

5.2. *CONTRACT*

Notice in writing to a proponent of the acceptance of its proposal by the WCB and the subsequent full execution of a written contract will constitute a contract for the goods or services, and no proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

The Successful Proponent, following satisfactory negotiations with the WCB, will be required to enter into a contract in the form attached hereto as Appendix "A" (or similar form as negotiated between the parties). All proponents should review Appendix "A" in its entirety. Particular attention should be paid to the sections titled Audit, Confidentiality, Liability and Termination as the final Agreement between the WCB and the Successful Proponent will contain this language.

Failure by the Successful Proponent to enter into an Agreement with the WCB containing substantially similar language as that contained in Appendix "A" may result in negotiation delay pursuant to section 4.3 of this Request for Proposal.

Insurance

The Successful Proponent will need to put into place, and maintain during the service term, certain insurance in accordance with the Board's standard requirements. This insurance generally includes the following types and amounts of insurance. The Board is willing to entertain sensible variations from the following list of insurances but the Successful Proponent should recognize that the Board's risk management requirements are unlikely to allow significant variations that materially affect the Board's risk.

(a) Comprehensive General Liability Insurance, including Products, Completed Operations, Premises Operations, Bodily Injury, Personal and Advertising Injury, Broad Form Contractual and Broad Form Property Damage liability coverages, on an occurrence basis, with a minimum combined single limit per occurrence of \$5,000,000 and a minimum combined single aggregate limit of \$5,000,000.

(b) Errors and Omissions Liability Insurance covering liability for loss or damage due to an act, error, omission or negligence, with a minimum limit per event of \$2,000,000.

(c) Professional liability insurance at amount not less than \$2,000,000.00

The insurance coverages described above:

- (i) will be primary with respect to Successful Proponent's operations and non-contributing with respect to any other insurance or self-insurance that may be maintained by Board;
- (ii) will include a waiver of subrogation for Comprehensive General Liability and a waiver of any insured-versus-insured exclusion regarding Board; and,
- (iii) to the extent any insurance coverage is written on a claims-made basis, it will have a retroactive date no earlier than the Commencement Date and, notwithstanding the termination of this Agreement, either directly or through 'tail' coverage will allow for reporting of claims until the period of the applicable limitations of actions has expired.

The Successful Proponent will use commercially reasonable efforts to cause its insurers to issue certificates of insurance evidencing that the coverages and policy endorsements required under this Agreement are maintained in force and that not less than thirty (30) days' written notice will be given to Board prior to any cancellation or non-renewal of the policies. Successful Proponent will in any event promptly notify Board of such modification, cancellation or non-renewal.

Term and Extensions

The Successful Proponent will be required to enter into a contract with the WCB for an initial one year and eight months term between June 1st, 2020 and December 31st 2021. WCB, at its sole discretion may extend the Agreement with Successful Proponent, without further tender, up to a maximum of two (2) consecutive one year extensions.

Proposals may be negotiated with proponents, and if accepted, may form part of the negotiated contract.

5.3. *LIABILITY FOR ERRORS*

While the WCB has used considerable efforts to ensure an accurate representation of information of this Request for Proposal, the information contained in this Request for Proposal is supplied solely as a guideline for proponents. The information is not guaranteed or warranted to be accurate by the WCB, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposal is intended to relieve proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposal.

5.4. *ACCEPTANCE OF TERMS*

All the terms and conditions of this Request for Proposal are assumed to be accepted by the proponent and incorporated in its proposal. Proponents who have obtained the Request for Proposal electronically must not alter any portion of the document, with the exception of adding

the information requested. Any alterations of the Request for Proposal, other than provided herein will invalidate the proposal.

5.5. *FINANCIAL STABILITY*

The Successful Proponent may be required to demonstrate financial stability and may be required to register to conduct business in Nova Scotia.

5.6. *OWNERSHIP OF PROPOSALS, FREEDOM & CONFIDENTIALITY OF INFORMATION*

Information pertaining to this competition obtained by the proponent as a result of participation in this project is confidential and must not be disclosed without prior, written authorization from a Manager of the WCB.

The WCB is bound by the terms of s. 192 of the *Workers' Compensation Act*, S.N.S., 1994-95, c.10, the *Freedom of Information and Protection of Privacy Act*, S.N.S. 1993, c. 5, the *Personal Information International Disclosure Protection Act*, S.N.S. 2006, c. 3, the *Privacy Review Officer Act*, S.N.S 2008, c.42 and the *Electronic Commerce Protection Act*, S.C., 2010, c. 23 (and other legislation which may be enacted from time to time) with respect to the collection, use and disclosure of personal information, confidential or sensitive information, and other information.

To review the provisions of the above noted legislation, please visit:

<http://www.gov.ns.ca/legislature/legc//index.htm>

All documents, including proposals, submitted to the WCB become the property of the WCB and are subject to the provisions of the above named legislation. By submitting a proposal the proponent thereby agrees to public disclosure of its contents. Any information the proponent considers 'personal information' because of its proprietary nature should be **identified as such and** marked as "confidential", and will be subject to appropriate consideration as defined within the *Nova Scotia Freedom of Information and Protection of Privacy Act*.

5.7. *USE OF REQUEST FOR PROPOSAL/INFORMATION*

This document or any portion thereof will not be used for any purpose other than the submission of proposals.

5.8. *FUNDING*

Notwithstanding any other provision of this Request for Proposal, the contract contemplated by this Request for Proposal and the financial obligations of the WCB pursuant to that contract are subject to:

- a) There being sufficient monies available in the appropriation, to enable the WCB in any fiscal year or part thereof when the payment of money by the WCB to the Successful

Proponent falls due under the contract entered into pursuant to the Request for Proposal to make that payment.

6. REQUIREMENTS

6.1. OVERVIEW OF SCORED REQUIREMENTS

Proponents bidding on this RFP will be evaluated against the following requirements:

Req't #	Requirement
Proponent Profile	
This provides a general description of the firm, their current client base and depth of operations, as well as any general information related to their suitability for this work; specific experience in the health and community care industries.	
Project Overview (Required for all proposals)	
<u>The project objectives</u>	
Your vision for the project including any aspects that may go beyond those described in this document yet which are consistent with the WCB's overall mission;	
The project risks and state the potential impact if left unmitigated and specific risk mitigation plans you feel may be appropriate for each;	
The critical success factors;	
Communication requirements, including: <ul style="list-style-type: none"> • Who are the key stakeholders for this project? • Define your understanding of the stakeholders interests related to this project. • Who, how, what and when information should be communicated 	
A high level project schedule and work breakdown structure, including Gantt chart for the necessary activities to implement this project and any key assumptions to achieve this plan;	
Technical Knowledge & Experience for Facilitator	

<p>Strategic Planning & Development, particularly as it relates to both leading and facilitating the creation of cross departmental, multi-stakeholder strategies and action plans. Also refer to the resource(s)' experience in facilitating internal and external stakeholder input throughout the process.</p>
<p>Experience working with the Departments of Health and Wellness, Community Services or Labour and Advanced Education, Workers' Compensation Boards, Occupational Health and Safety organizations or other related organizations as well as experience working with the NS Health and Community Services Industry. Refer to any appropriate or relevant projects, the resource(s)' role, and comment on the related nature of the experience gained.</p>
<p>Experience bringing together key industry leaders and multiple government departments for consultation and engagement.</p>
<p>Facilitation and strategic consultation experience acquired. Reference at least three projects that were undertaken by the proposed resource and comment on the similarities or relevance of those projects to this project.</p>
<p>Identify any pertinent skills or accreditations of the proposed resource(s).</p>
<p>Technical Knowledge & Experience for Project Manager Role</p>
<p>Experience planning and managing large scale engagement project with multiple stakeholders and across government departments to create strategies and action plans. Also refer to the resource(s)' experience in managing the various facets of the project throughout the process.</p>
<p>Experience working with Departments of Health and Wellness, Community Services or Labour and Advanced Education, Workers' Compensation Boards, Occupational Health and Safety organizations or other related organizations. Refer to any appropriate or relevant projects, the resource(s)' role, and comment on the related nature of the experience gained.</p>
<p>Project management experience acquired. Reference at least three projects that were managed by the proposed resource and comment on the similarities or relevance of those projects to this project.</p>
<p>Identify any pertinent skills or accreditations of the proposed resource(s).</p>

Proponent submissions of interest in this opportunity will be evaluated against the requirements as provided in Section 9.1.

7. RFP PROPOSAL – PROPOSAL FORMATTING

7.1. *PROPOSAL CONTENT AND RESPONSE FORMAT*

In order to ensure the evaluation of proposals is conducted consistently for each proponent and to ensure each proposal receives full consideration, the following format and sequence must be followed:

7.1.1. *PROPONENT PROFILE*

A corporate profile must be submitted detailing the proponent's fields of expertise and emphasizing those relevant to the proposal. The proponent's corporate information must include:

The complete legal name of the proposing entity;

- a) A description of the corporate organization of the proposing entity. If the proposing entity is a team or any other multi-organizational structure, the corporate organization assuming accountability to the WCB on behalf of the proposing entity must be identified;
- b) The numbers of years in business for each company whose products and/or services are proposed in the proponent's response;
- c) A description of the proponent's general capability and experience to undertake a service offering of the size and scope of that contained in this Request for Proposal;
- d) A description of financial stability; and

7.1.2. *RESOURCE ELIGIBILITY*

Any and all resources proposed under this requirement must be eligible to work within Canada at the time this proposal is submitted to WCBNS. If resources are proposed without confirmation of such eligibility, the proposal may not be considered for evaluation under this requirement.

7.1.3. *RESOURCE PROFILES*

In proposing a resource for this requirement, responses should make it very clear how the proposed resources demonstrate the areas of expertise stipulated in Section 3. The resumes must be easy to cross reference to these requirements and must cover the full range of stated requirements.

7.1.4. REFERENCES

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. References provided will contain:

- a) Client Name: Name of client organization;
- b) Service Description: A description of the nature, scope and duration of the services provided to the client;
- c) Client Satisfaction: Proof of client satisfaction with the proponent's performance;
- d) Client Contact: The name, phone/fax numbers and e-mail address (if available) of any appropriate contact for the client organization. This individual must be available to be contacted during the evaluation period.

The WCB, at its sole discretion will verify each of the references and may include specific questions about the team being proposed.

7.1.5. SUBCONTRACTING

Utilization of sub-contractors for the purpose of this RFP is prohibited, therefore proposals offering such utilization will not be considered.

8. FINANCIAL PROPOSAL

This section will contain:

1. Hourly rate for each proposed resource
2. Daily rate based on 8 hours working day
3. Overall amount of effort per resource for the term of the engagement
4. Overall estimated cost of engagement (not to exceed)

Certification Block

Certification of the proposed pricing by an authorized representative of the Proponent's organization will include:

- a) Signature;
- b) Name;
- c) Title; and
- d) Date

9. REVIEW PROCESS

9.1. *PROPONENT EVALUATION AND SELECTION*

The evaluation jury will validate proposal against the evaluation criteria as follows:

Evaluation Criteria:

Requirement Description	Max. % of Overall Score
Proposed resources profile and industry experience	20%
Response to Requirements	60%
Financial Proposal	20%
TOTAL	100%

9.2. *AWARD OF CONTRACT*

The parties will enter into negotiations acting in good-faith. The negotiations will have a maximum allowed duration of thirty (30) days after notification of success.

APPENDIX "A" – SAMPLE CONTRACT

This Agreement made effective and entered into this XX day of XXXXXXXX, 2020.

BETWEEN:

WORKERS' COMPENSATION BOARD OF NOVA SCOTIA

(hereinafter referred to as "the Board")

OF THE FIRST PART

- and -

XXXXXX INC.

(hereinafter referred to as "the Service Provider")

OF THE SECOND PART

WHEREAS the Board requires the Service Provider to, among other things, provide project management/consulting services through a dedicated resource(s) to support the implementation of the Workplace Safety Report Recommendations for Nova Scotia's Home Care, Long Term Care and Disability Support Sectors ("the Report");

AND WHEREAS the Service Provider is able to provide these services upon the terms and conditions provided herein and specifically, as set out in the schedules attached hereto;

AND WHEREAS the work herein is collectively referred to as "the Project";

WITNESSETH THAT for consideration, including the mutual covenants and agreements herein contained, the parties hereto covenant and agree with each other as follows:

- **Project Manager – means** the professional individual contracted by the Board who will provide overall project guidance, leadership, advice, recommendations and support and act as the key liaison between the applicable parties as directed by the Board. The Project Manager will manage the project plan and ensure all deliverables are produced on time and on budget through to completion.
- **Project Team – means** the group of full-time and/or part-time internal and/or external resources assigned to work on the deliverables of the Project, all of who will help achieve the Project's objectives.

1. **SERVICES:**

- 1.1 The Service Provider shall, during the period commencing on the XXX and ending XXX provide services in accordance with the terms set out herein and the work outlined in Schedule "A" attached hereto.
- 1.2 The parties agree the services outlined herein will be provided by the Service Provider's assigned resources provided in Schedule "B" (Rates Schedule). If, for any reason any of the resources working on the Project who have been preapproved by the Board, is/are unable to continue to act in their capacity as identified herein during the term outlined in paragraph 1.1 of this Agreement, the Service Provider agrees to provide the Board (in advance) with a detailed explanation outlining the reason(s) why the individual(s) is/are unable to continue. The Board, in its sole discretion, shall determine whether the reasons provided are significant to warrant discontinuance of services and may request the Service Provider to provide a similarly qualified, knowledgeable, informed and skilled individual to fulfill the terms of this Agreement, or terminate the Agreement immediately in accordance with clause 3.4(iv) herein.
- 1.3 If the Board directs the Service Provider to replace any individual working on the Project in accordance with clause 1.2 above, the Service Provider shall do so immediately following consultation with the Board. If the Board is not satisfied with the qualifications or skill set of any proposed replacement, the Board can refuse the replacement and terminate this Agreement immediately in accordance with clause 3.4(iv) herein.
- 1.4 The Service Provider shall perform the work under the direction and always in accordance with the terms of this Agreement.
- 1.5 When anything is required to be done by the Board, it may be done by anyone duly authorized to act on the Board's behalf.
- 1.6 The work of the Service Provider will be overseen by the Board's XXXX (or designate).

- 1.7 The Service Provider warrants that unless otherwise agreed to in writing by the parties, services will be delivered in accordance with the Board's RFP number XXX and the Service Provider's submission in response dated XXX, copies of which are in the possession of both parties.
- 1.8 The parties agree that they can mutually modify the terms of this Agreement so long as any modifications are made in writing (in advance) and the parties are in agreement. Notwithstanding the foregoing, the Service Provider recognizes that the Board may, from time to time, adopt formal processes or recommendations that may apply to the services provided herein. While this Agreement is in effect, the Board warrants that any approved processes or recommendo the Service Provider in writing and will form part of this Agreement.
- 1.9 The parties agree that if issues arise under this Agreement that cannot be resolved by mutual communication, the parties will address such matters in the following manner:
- (a) Matters pertaining to the construction of the Agreement, amendments, interpretation of the Agreement, fees, or termination will be sent to the parties directed to receive notice under section 15 of this Agreement. Within 5 business days of the notice being received, a representative of each party will meet to determine whether a solution can be achieved;
 - (b) If no resolution to the challenges referred to in (a) above can be reached within 5 business days of the meeting also referenced therein, the parties will direct the matter to the heads of each of their organizations, or their designate, who will direct a representative to meet within 10 business days to further attempt to resolve the issues;
 - (c) Following (a) and/or (b) above, if no resolution has been achieved, the parties may refer the matter to mediation or arbitration (as mutually agreed) or attempt to resolve the matter by an alternate method upon the mutual, written consent of both parties.

2. PAYMENT

- 2.1 The parties agree services will be billed in accordance with Schedule "B" (Rates Schedule) and on the following assumptions:

General Assumptions:

- Billing will be based on 8 hour day or part thereof
 - All monies are in Canadian funds.
 - HST of 15% will be billed in addition to the above prices.
 - All work will be conducted within Halifax Regional Municipality. Travel time to and from the Board's offices for Service Provider resource will not be billed. If the actual work takes less time than the estimates provided, the Board will be billed actual time.
 - Rates shall remain valid for the duration of this Agreement.
- 2.2 Notwithstanding anything herein contained, unless otherwise agreed to in writing, the total amount payable to the Service Provider under this Agreement shall not exceed \$XXX in Canadian funds (excluding taxes) and no work in excess of this limitation shall be undertaken during the term of this Agreement.
- 2.3 The Service Provider shall maintain appropriate accounting records for the services provided under this Agreement and shall make available to the Board such accounting records for audit purposes as the Board may require (see Article 6 for greater clarity). The Service Provider will be responsible for all tax and income related remittances.
- 2.4 The Service Provider shall invoice the Board on a monthly basis as services are completed in accordance with the terms of this Agreement. Success of the services is based on fulfilment of the responsibilities by the Service Provider as outlined in Schedule "A" attached hereto. The Board agrees to affect payment of approved invoices within thirty (30) days of receipt. The Service Provider agrees that all invoices will include the Service Provider's logo and contact information, a detailed breakdown of the hours spent within each monthly period in order for payment to be authorized and forwarded to the Service Provider by the Board.

3. TERM OF AGREEMENT/TERMINATION

- 3.1 Term of this Agreement shall be as defined in Paragraph 1.1 herein.
- 3.2 This Agreement may be terminated by the Board giving 14 calendar days' written notice of termination to the Service Provider.
- 3.3 In the event the Board elects to terminate this Agreement under this provision, the obligations of the Board to make payments to the Service Provider shall continue for services performed up to and including the date of termination but do not continue beyond that time period. The Board will also continue to be obligated to make payment on outstanding invoices for services performed up to and including the date of termination of this Agreement.

- 3.4 Notwithstanding Article 3.2, the Board may terminate this Agreement by written notice to the Service Provider to take effect immediately:
- (i) in the event that the Service Provider becomes insolvent or bankrupt or makes an assignment for the benefit creditors or receivers appointed of its business, or voluntary or involuntary petition in bankruptcy is filed or proceedings for the reorganization or winding up of the Service Provider are instituted;
 - (ii) on the breach by the Service Provider of its obligations under this Agreement;
 - (iii) on the wilful misconduct or neglect of duty by the Service Provider or any of its servants, agents, or employees;
 - (iv) on the inability of Service Provider resources to complete the services under this Agreement and failure by the Service Provider to provide acceptable replacement(s) in accordance with paragraphs 1.2 and 1.3 above.
- 3.5 Completion by the Service Provider of the services outlined in article 1 or termination of the Agreement by the Board in accordance with article 3.2 or 3.4, shall in no way relieve or be deemed to relieve the Service Provider from any ongoing duties, obligations or liabilities which may arise from this Agreement, including but not restricted to those set forth in articles headed Confidentiality, Rights in Data, Audit and Liability.
- 3.6 Upon request of the Board, the parties may extend the term (and the payment if necessary) under this Agreement by giving written notice of an intent to do so on or before the termination date defined in Paragraph 1.1 of this Agreement. Notwithstanding the foregoing, unless otherwise agreed between the parties, extensions cannot go beyond a total of four years from the initial start date set out in Paragraph 1.1.

4. COPIES

- 4.1 In the event of termination of this Agreement or of the completion by the Service Provider of the services outlined in article 1, the Service Provider shall deliver to the Board all materials including, but not restricted to, all research, reports, papers, tapes, slides, films, photographs, audio-visual material, and all input data or other information submitted to the Service Provider or developed by the Service Provider in the performance of this Agreement, whether in draft or completed form. Notwithstanding the foregoing, the Service Provider shall have access to, or maintain copies of, any such confidential information as is necessary to support its work papers in accordance with applicable professional standards.

5. CONFIDENTIALITY & SECURITY

- 5.1 The Service Provider acknowledges that the Board is bound by the terms of s. 192 of the *Workers' Compensation Act*, S.N.S., 1994-95, c.10, the *Freedom of Information and Protection of Privacy Act*, S.N.S. 1993, c. 5, the *Personal Information International Disclosure Protection Act*, S.N.S. 2006, c. 3, the *Privacy Review Officer Act*, S.N.S 2008, c.42, and Canada's Anti-Spam Legislation (CASL) titled: *An Act to Promote the Efficiency and Adaptability of the Canadian Economy by Regulating Certain Activities that Discourage Reliance on Electronic means of Carrying out Commercial Activities and to amend the Canadian Radio-Television and Telecommunications Commission Act, the Competition Act, the Personal Information Protection and Electronic Documents Act and the Telecommunications Act*, S.C., 2010, c. 23, and agrees to abide strictly by the terms of these and any other applicable laws respecting the collection, use and disclosure of personal information, confidential or sensitive information, and other information, including information touching on claims for compensation and claimants' right to privacy, that the Service Provider could become exposed to in the provision of services under this Agreement.
- 5.3 The Service Provider further agrees that:
- (a) no information arising, obtained or compiled in connection with the performance of this Agreement will be released to any third party without the prior written consent of a manager of the Board;
 - (b) any information arising, obtained or compiled in connection with the performance of this Agreement by the Service Provider shall be used solely for the purpose of performing this Agreement and shall not be used for any other reason whatsoever;
 - (c) the improper or unauthorized use or release of any information arising, obtained or compiled in connection with the performance of this Agreement, as determined by the Board, by the Service Provider shall be a basis for immediate cancellation of the contract by the Board;
 - (d) the Board will immediately be informed of any request to the Service Provider for release of information involving this Agreement;

(e) the Service Provider will notify the Board prior to storage or a request for release of Board information outside of Canada.

(f) the Service Provider will use adequate safeguards to protect information arising, obtained or compiled in connection with the performance of this Agreement from inadvertent disclosure and will inform the Board immediately of any accidental or unauthorized use or disclosure of personal information; further, if the Service Provider is an entity regulated by the *Personal Information Protection Electronic Documents Act* S.C. 2000, c. 5 (PIPEDA), unless specifically exempted by the Governor in Council of Canada as per Part I of PIPEDA and written proof of exemption is provided to the Board, the Service Provider acknowledges and agrees that in connection with the performance of this Agreement:

(i) The Board will not be responsible for payment of any portion of a fine issued under the authority of section 10.1 of PIPEDA on the Service Provider for its failure to either: (a) report a breach of security safeguards (“breach”) to the Federal Office of the Privacy Commissioner (OPC) or affected individuals of a breach that poses a real risk of significant harm as defined in section 10.1(7) of PIPEDA (b) maintain a record of all breaches;

(ii) The Service Provider will indemnify the Board for reasonable expenses (including legal fees) incurred by the Board as a result of either an individual or the OPC being notified of a breach attributable to the Service Provider;

(iii) The Service Provider will indemnify the Board for any judgments or awards issued against the Board (via the establishment of any privacy torts or otherwise), jointly with and/or severally from the Service Provider, which judgments or awards ultimately result from a breach attributable to the Service Provider;

(iv) The Service Provider agrees it has appropriate policies and protocols in place with respect to: (a) security of Board information; (b) retention of records relating to any potential or suspected breaches; and (c) reporting of any potential or suspected breaches; and if requested by the Board, will provide the Board with such policies and protocols and/or breach reports provided to the OPC by the Service Provider as attributable to the services performed under this Agreement in the manner and timeframe requested;

(v) Notwithstanding any of the above, the Service Provider will notify the

Board immediately (**and prior to notifying the OPC or a potentially affected individual**) of any potential breach or any breach that could potentially give rise to a real risk of significant harm to provide the Board an opportunity to: (a) determine whether the breach does pose, or potentially poses a real risk of significant harm to the Board or affected individuals **and** (b) mitigate the risk so that the potential or real risk of significant harm does not exist/occur and the need for the Service Provider to report the breach to the OPC and/or affected individuals in the first place is eliminated.

- 5.3 If required, the Service Provider will enter into separate confidentiality agreements with other organizations participating/involved in this initiative (i.e., NS Department of Health and Wellness). The Board will be indemnified and held harmless from any and all liability associated with such other Agreements.

6. AUDIT

- 6.1 Both parties acknowledge and agree that they will, respectively, maintain appropriate accounting records as are applicable to the fees and expenses charged for the services anticipated under this Agreement and shall make available to the other party such records for audit purposes as that other party may reasonably require.
- 6.2 Upon receipt of a written request from the other party, (or its contracted service provider for internal or external audit purposes), the party subject to such an audit, shall within 10 (ten) business days, provide the other party copies of files, data, correspondence, books and other records prepared or obtained in the performance of this Agreement for the purpose of conducting an audit of the fees and expenses charged for the Services. The information shall be made available for up to 2 (two) years after expiration or termination of this Agreement.

7. RIGHTS IN DATA

- 7.1 All research, reports, papers, material, audio-visual material and information forming part of or produced in the performance of this Agreement (and specific to the Board) and all copyrights thereto, and all patents, trademarks and industrial designs arising therefrom, are the property of the Board, and are hereby assigned by the Service Provider to the Board. The parties agree the intellectual property rights in pre-existing materials and information belonging to the Service Provider shall remain with or vest in the Service Provider and shall not be shared with any party by the Board unless prior written consent of the Service Provider is obtained. The Service Provider shall not divulge, release or publish any such research, reports, papers, material, audio-visual material or information which form the final product delivered to the Board, or any part thereof, without first having obtained the written consent of the Board.

7.2 The Board reserves the right to publish or release in whole or in part, to publish an amended version and not to publish or release at all, or to use or not use as the Board may deem fit, any research, reports, material, audio-visual materials, or information produced in the performance of this Agreement which form or are part of the final product delivered to the Board by the Service Provider with the exception of any third party software. The Service Provider, however, upon full and final payment, shall grant to the Board a non-exclusive, royalty-free, worldwide, perpetual, non-transferable license to use, for the Board's internal business purposes, any Service Provider technology contained in the final product or information delivered to the Board.

8. INDEPENDENT CONTRACTOR

8.1 It is understood and agreed that this Agreement is a contract for the performance of a service and that the Service Provider is engaged as an independent contractor and neither the Service Provider, its Consultants, etc. (or assigns), shall be deemed to be employees, servants or agents of the Board.

9. LIABILITY

9.1 The Board shall not be liable for any injury or damage (including death) to any person or for the loss of damage to the property of the Service Provider in any manner based upon, occasioned by or in any way attributable to the Service Provider's services provided under this Agreement unless such injury, loss, or damage is caused solely and directly by the negligence of an officer or servant of the Board while acting within the scope of their employment.

9.2 The Service Provider shall use due care in processing the Board's work. The Service Provider shall not be liable for any indirect or consequential damages related to the services performed under this Agreement unless caused by the Service Provider's negligence.

9.3 The Service Provider agrees to indemnify and hold harmless the Board from any and all claims for damages or loss arising in connection with the services performed under this Agreement by the Service Provider or its servants or agents.

9.4 The Service Provider agrees to have in place and maintain liability insurance and to provide proof of such coverage to the Board upon request. Such coverage will be for an amount not less than \$5,000,000.00 (five million dollars) per occurrence inclusive, which will include coverage for occurrences of bodily harm, personal injury, property damage and breach of confidentiality. Additionally, the Service Provider will have in place and maintain professional liability insurance in an amount not less than 2,000,000.00. The Service Provider will provide the Board with copies of all such

insurance in writing within 14 days of a request from the Board. The Service Provider will provide the Board with ten (10) days advance written notice of cancellation or material change to this policy of insurance.

9.5 The Service Provider undertakes that it has a current safety program in place and has complied with its obligations under the *Occupational Health and Safety Act* and *Workers' Compensation Act* of Nova Scotia and that it will only retain the services of preauthorized subcontractors (if subcontractors are preapproved by the Board) with the same level of compliance.

9.6 The Service Provider warrants it has all necessary permits, insurance, licenses, designations or the like that may be necessary for the Service Provider to undertake the services herein, and that all such permits, insurance, licenses, designations or the like will remain in good standing for the term of the Agreement.

10. PERFORMANCE

10.1 The Service Provider shall faithfully, honestly, and diligently provide services during the period of this Agreement.

11. TITLE AND ACCEPTANCE

11.1 Except as otherwise provided in this Agreement, title to the product defined herein and in Schedule "A" attached hereto or any part thereof, shall vest in the Board upon delivery to and acceptance by the Board. Upon any payment being made on account of materials, parts, work in process, or finished work, title to the goods and services so paid for shall vest and remain in the Board, and the Service Provider shall be responsible therefore, it being understood and agreed that such vesting of title in the Board shall not constitute acceptance and shall not relieve the Service Provider of its obligations to perform the work in conformity with the requirements of this Agreement.

12. PRODUCTS TO BE DELIVERED

12.1 Under this Agreement the Service Provider will deliver the services as referred to in Schedule "A" attached hereto to the Board, and these services shall conform to the format and standards established by the Board during the course of the Agreement and conveyed to the Service Provider by notice.

12.2 No work shall be considered complete until it has been accepted and approved in writing by the Board.

13. FORCE MAJEURE

13.1 The Service Provider shall not be liable for failure to provide the services outlined in the Schedules attached hereto if such failure is due to causes beyond its reasonable control if, and only if, the Board is notified within five (5) days in writing of the existence of such a failure, its causes and the reasons for its being beyond the reasonable control of the Service Provider.

14. ASSIGNMENT

14.1 The Service Provider shall not assign or sublet this Agreement or any part thereof without the written permission of the Board obtained in advance.

15. NOTICES

15.1 All notices under this Agreement shall be deemed duly given; upon delivery, if delivered by hand; or three days after posting if sent by registered mail, receipt requested; to a party hereto at the address set forth herein or to such other address as designated by a party by notice pursuant hereto. Nothing in this section shall prevent notice from being given by any other means.

The Board:

(or such other individual designated by the Board)

The Service Provider:

(or such other individual designated by the Service Provider)

16. TIME SHALL BE OF THE ESSENCE

16.1 Time shall be of the essence of this Agreement, provided that the time for completing any of the work that has been or is likely to be delayed by reason of Force Majeure may be extended at the Board's discretion if the other terms of this contract are satisfied.

17. ENTIRE AGREEMENT

17.1 This Agreement and the Schedules attached hereto or referred to herein as well as any extensions, addendums or amendments made thereto, constitute the whole Agreement between the parties unless otherwise stated herein or duly modified in writing and signed by both parties; further, no representation or statement, unless expressed in the foregoing manner, shall be binding upon either party.

18. GOVERNING LAWS

18.1 This Agreement shall be construed and interpreted in accordance with the laws of the Province of Nova Scotia and the parties hereby irrevocably submit to the jurisdiction of the courts of the Province of Nova Scotia.

19. CONSENT TO BREACH NOT WAIVER

19.1 No term or provision hereof shall be deemed waived and no breach excused, unless such waiver or consent shall be in writing and signed by the party claimed to have waived or consented. Any consent by any party to, or waiver of, a breach by the other, whether expressed or implied, shall not constitute a consent to, a waiver of, or excuse for any different or subsequent or a continuation of the same breach unless expressly stated.

20. PARTIAL INVALIDITY

20.1 If any term or provision of this Agreement shall be found to be illegal or unenforceable, notwithstanding, this Agreement may, at the Board's option, remain in full force and effect and such term or provision shall be deemed removed from the Agreement.

21. DEFINITION OF SERVICE PROVIDER

21.1 References to the Service Provider shall include employees, servants and agents of the Service Provider, independent contractors to the Service Provider and employees, servants, agents and independent contractors of assignees if the Agreement or its performance is assigned.

22. POLICIES

22.1 The Service Provider will, and will ensure any resource providing service under this Agreement will read, understand and comply with any applicable practices, procedures and policies of the Board as they may be, from time to time conveyed to the Service Provider.

23. BOARD PREMISES ACCESS & SUPERVISION

23.1 The Service Provider acknowledges that access to Board premises will not be required to perform services under this Agreement. Access to other premises which may be required will be arranged directly between the Service Provider and the

applicable organization. The Service Provider will indemnify and hold harmless the Board for any liability whatsoever in relation to the Service Provider performing services under this Agreement on other premises.

24. AUTHORITY

24.1 The signatories of this Agreement hereby personally warrant that they have the full power and authority to enter into this Agreement on behalf of their respective principals and that the person signing this Agreement on behalf of each has been properly authorized and empowered. Each party further acknowledges that it has read the Agreement, understands it, and agrees to be bound by it.

25. OFFERS OF EMPLOYMENT

25.1 Each party to this Agreement, throughout the term of the Agreement and for a period of six (6) months thereafter, hereby undertakes that, without the prior written approval of the other party, it shall not induce any employee(s) of the other party to terminate his or her employment with the other party.

26. SPECIAL CONDITIONS

26.1 The Service Provider agrees to maintain appropriate workers' compensation coverage throughout the term of this Agreement and to ensure any agents used by them are also covered by workers' compensation and to pay all workers' compensation assessments as they become due.

27. EFFECTIVE DATE

27.1 This Agreement shall take effect as if it has been executed by both parties on the XX of XX, 2020

IN WITNESS WHEREOF the Board and the Service Provider have caused this Agreement to be executed by their respective officers duly authorized in that behalf on the dates hereinafter set forth.

WITNESSED BY:

DATED AT Halifax, Nova Scotia

this _____ day of _____ 2020

XXXX, Workers' Compensation Board of Nova Scotia

WITNESSED BY:

DATED AT Halifax, Nova Scotia

this _____ day of _____ 2020

_____ 

XXXXX

Successful Proponent

SAMPLE

SCHEDULE "A" - STATEMENT OF WORK



Department of Health and Wellness
Department of Labour and Advanced Education

Department of Community Services

External Consulting Support

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

Statement of Work

May XX, 2020

SCHEDULE "B"