



**Qalipu**  
FIRST NATION

Request for Proposals  
HEALTH AND WELLNESS STRATEGIC PLAN PROPOSAL

**Deadline for Submission:**  
**Friday, September 30, 2022 12:30pm**

## **Section 1: Terms and Conditions (Context Important)**

### **1.1 Issuing Department or Division**

Department of Health and Wellness

### **1.2 Synopsis or Service Requirement**

Through this request for proposals, the Qalipu First Nation (QFN) invites interested and qualified consultants to submit a proposal for the development of a sustainable strategic plan that will support QFN Health and Wellness for the next 10 years including the formation of a trilateral committee that will support the QFN Health and Wellness department.

### **1.3 Terms of Submission**

1.3.1 A copy of this RFP may be obtained by emailing the following person:

Mitch Blanchard, Director of Health and Wellness

Qalipu First Nation  
3 Church St.  
Corner Brook, NL  
A2H 2Z4mblanchard@qalipu.ca

1.3.2 In this document

- (a) bidder and consultant are used interchangeably. Both, however, refer to a person who has or intends to submit a proposal in response to this RFP.
- (b) *advertisement period* refers to the period this RFP is publicly advertised on Qalipu.ca and proposals are solicited from consultants.
- (c) *successful consultant* refers to the consultant who has been selected by the Band and to complete the project.
- (d) *contracted consultant* refers to the consultant who has entered into a contract with the Band to complete the project and becomes the prime consultant.

1.3.3 Bidders, at their own expense, must provide four (4) hard copies of the proposal, and a digital copy in PDF and MS WORD format on USB Drive. Documents must be sent via mail, personal delivery, or by courier to Mitch Blanchard (address listed above) before the end of the advertisement period. The envelope must be clearly marked “RFP – HEALTH AND WELLNESS STRATEGIC PLAN PROPOSAL, TO BE OPENED ONLY BY EVALUATION COMMITTEE”.

- 1.3.4 Consultant proposals must be structured in the same manner as this RFP. For greater certainty, the consultant is required to use the same headings, subheadings, and numbering system as presented in this RFP. Where a term or condition does not require the consultant to provide a response or document, the consultant may leave the heading/subheading from the proposal.
- 1.3.5 In addition to the requirements under s. 1.3.4, proposals must include the following:
- (a) A cover letter briefly summarizing the qualifications of the project manager, team members, sub-contractors, statement of work, methodology, and total fees (inclusive of all costs and taxes). The cover letter will be used to Provide a preliminary evaluation of proposals when there is a large response.
  - (b) Identification of project manager and team members along with a description of their respective roles and qualifications. The consultant must assure the Band that the project manager identified in the proposal will remain on the project until completion. In cases where the project manager changes due to circumstances beyond the contracted consultant's control, the contracted consultant must advise the Band immediately and enter into discussions with the Band to replace the project manager with someone of similar qualifications and qualities.
  - (c) Description of the project organization and management system in addition to company profiles of the primary consultant and sub-contractors.
  - (d) Methodology.
  - (e) A minimum of three reference letters from any applicable projects involving similar scope and scale.
  - (f) Time and task allocation of team members.
  - (g) A schedule of project activities in chronological order that shows each activity and its duration.
  - (h) Itemized project costs including fee structure, staff cost, overhead and other related expenses, including HST, as well as a suggested/preferred payment schedule. The proposal must include a statement signed by the most senior consultant with signing authority or, in the case of a firm/company/corporation, verification from the president/CEO that the consultant is capable of completing the work outlined in the consultant's proposal for the price/fees quoted. The statement must be located in the proposal immediately following the cover page.
- 1.3.6 Late, incomplete, or partial proposals or submissions including those sent by fax or e-mail, will not be accepted under any circumstances. The Band will ensure that all proposals or submissions

submitted before the deadline will remain sealed until the evaluation process begins.

- 1.3.7 The deadline for questions relating to the RFP is four (4) business days before the close of the advertisement period. Questions received after that deadline will not be considered. Where a question seeks to clarify a point in the RFP, the Band will distribute its response, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. In cases where a response to a consultant's question would provide the consultant with an unfair advantage, in the Band's judgment, the Band will provide the consultant with the opportunity to withdraw the comment. If the consultant decides to pursue the question further, the response provided by the Band will be distributed, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. Questions regarding this RFP must be directed, by email, to the following person:

CONTACT:

Mitch Blanchard

3 Church Street.

Corner Brook, NL

A2H 2Z4

## **Section 2: Terms and Conditions (Required Additional Information)**

- 2.1 The Band requires confirmation of the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder. This information must be explicitly stated in the proposal submitted by the primary bidder. Sub-contractors will be evaluated as part of the selection process and the Band must approve any changes in sub-contractors other than those specified in the submission.
- 2.2 The consultant is required to submit three reference letters from persons that received similar services from the consultant within the past five (5) years.
- 2.3 The contracted consultant is required to provide the contact at the Band with biweekly email updates regarding the project's progress.

## **Section 3: Terms and Conditions (General Terms)**

- 3.1 The Band is not bound to accept the lowest priced bid and may exercise the right not to select any of the proposals submitted under the RFP.

- 3.2 Preference will be given first to businesses fully or majority owned by Indigenous peoples.
- 3.3 The consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its sub-contractors, for all undertakings and deliverables related to the provision of services as specified in this RFP to the Band.
- 3.4 This RFP is the primary document and should a dispute arise between the RFP and the bidder's proposal then the RFP will supersede the bidder's proposal in any legal dispute.
- 3.5 The Band will be responsible to administer this RFP, award the contract to the successful bidder, and for the general supervision of the project's implementation.
- 3.6 Proposals submitted through this RFP must be valid for 90 calendar days after the advertisement period.
- 3.7 Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.
- 3.8 The contract executed by the Band and the successful consultant to complete this project will be governed by the laws of Newfoundland and Labrador.
- 3.9 All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants during this project shall be the property of the Band.
- 3.10 All potential bidders who have requested or are known to have obtained copies of this RFP will be notified of any changes, via email, should they occur after its publication.
- 3.11 The contract for this project, where awarded, will be granted by the Band based upon the results of the evaluation of submitted proposals. The Band will notify the successful consultant in writing. Those who are not successful will receive written notification within approximately ten (10) business days following the execution of the contract with the successful bidder.
- 3.12 The contract with the successful consultant will commence immediately upon the execution of the contract by the Band and the successful consultant. Ten (10) business days will be provided after the successful bidder has been notified to conclude final negotiations and execute the contract. Where a contract is not executed before the expiration of the aforementioned ten (10) business days, the Band reserves the right to commence negotiations and enter into a contract with another consultant.
- 3.13 Bidders may raise issues with this project and RFP that have been overlooked by the Band but are nonetheless critical to the successful completion of the project. In such cases, the bidder may tender

a recommended change to the CONTACT by email. The Band shall take the recommendation under advisement and issue, if deemed necessary, an amendment to this RFP. This RFP may be amended up to three (3) business days before the conclusion of the advertisement period.

- 3.14 The Band may, at its discretion, determine if a bidders conference is necessary. A bidders conference must take place at least 10 days before the closing of the RFP.
- 3.15 Before a contract is awarded, the Band will negotiate the final details of a contract to be signed by the Band and the successful consultant. The Band will enter into a contract with the successful consultant only. There will be no contracts entered into between the Band and any sub-contractors.
- 3.16 The contracted consultant shall designate a senior project manager who shall receive all communications from the Band on behalf of the contracted consultant. The contracted consultant shall also furnish the address, telephone and fax numbers and email address for the senior project manager.
- 3.17 All communications from the contracted consultant to the Band should be directed to the following person:

Mitch Blanchard

[mblanchard@qalipu.ca](mailto:mblanchard@qalipu.ca)

709-634-8046

## **Section 4: Statement of Work**

### **4.1 Background**

#### 4.1.1 QFN Health and Wellness

Qalipu First Nation (QFN) was officially formed September 22nd, 2011, through an agreement between the Government of Canada and the Federation of Newfoundland Indians (FNI). This agreement officially recognizes QFN as a band under the Indian Act, and with a membership of 24,000, it represents the largest landless band in Atlantic Canada. QFN is comprised of 67 traditional Mi'kmaq communities across Newfoundland with offices located in Gander, Grand Falls-Windsor, Glenwood, St. George's, Stephenville, and Corner Brook. This structure supports our widespread membership and communities.

QFN has experienced significant capacity growth since its formation. Over the past eleven years there has been continuous development of the operational structure of QFN's administration, which in turn supports the programs and services available to its members. The organization has been on a continuum of change since its existence. In the 2021 Chief and Council sanction, the Health and Wellness Department was

established. This was one of the corner stone in QFN Strategic Plan 2020 – 2029. Other strategic objectives included the following:

- Develop a strategy for the provision of Health Services and development of health programing and policies not identified within Non-Insured Health Benefits (NIHB).
- Improve program delivery and increase accessibility through current NIHB offerings.
- Develop partnership with the provincial department of health and the regional Health Authorities to improve the health and well-being of QFN members.
- Increase opportunities for wellness and holistic health programs for QFN members.

In 2019, QFN initiated the work of creating a Comprehensive Community Plan (CCP). The purpose of creating a CCP for the Nation ensures a holistic and all-encompassing path forward for the Nation created by Nation’s membership. QFN involved the community members in every phase of creating this plan and consulted widely to ensure that their ideas were recorded accurately and reflected the future that they wish to see for Qalipu First Nation. While the CCP is still in the draft form, the health and wellness themes are but not limited to the following:

- Have a healthy population with lower rates of chronic illnesses by implementing disease prevention.
- Increase awareness of NIHB offering and the development of expansion of services under NIHB.
- Ensure members have access to culturally based and appropriate healthcare services.
- Have a Band owned Wellness and Addiction Centre providing culturally based services.

It is recommended that the QFN will develop a Health and Wellness Development Strategy plan that will compliment the CCP and current ten-year strategic plan. The QFN undertook several studies in this regard: the 2015 Qalipu First Nation Health Services Review Summary Report, the 2015 Healing Waters Health Needs Assessment in 2015, and several other reports related to QFN Community Health. It is evident from the 2020 QFN NIHB Operational Plan that there is interest in expanding Health Services to include chronic disease management programs (diabetes and cardiovascular health), gender-based violence, expanded partnerships for health service delivery to Qalipu members, housing, and improved mental health services. To advance QFN Health and Wellness we will need to develop a plan, form partnerships, and collaborate to gain knowledge on jurisdictions and policy with the province of Newfoundland and Labrador.

It is the vision and goal that the strategic plan will have long-term impacts that will lead to:

- Increased trilateral relationship building between the federal government, provincial government, and QFN.
- Increased capacity building that will allow QFN Health and Wellness programing to be developed, delivered, and managed.
- Improved program and service delivery to QFN membership from third party service providers.
- Improved participation of Indigenous design, delivery, and evaluation of health programs and services.
- Support of the development of a strategic plan that will set priorities, lead to sustainability, and ensure culturally safe program delivery by QFN for QFN members.
- Understanding of the need for a QFN Wellness and Addiction Centre and/or a QFN Health Clinic.
- Support of the devolution and transfer of health services to QFN from Indigenous Services Canada (ISC).
- Improve QFN and community social determinants of Health.

#### 4.1.2 QFN Capacity

Qalipu is a high performance First Nation band and often sets the benchmark for other organizations. QFN's capacity comes from its leadership, staff, policies, procedures, strategic planning, annual operating plans, and its continuous self-evaluations and program improvements.

#### 4.1.3 QFN Human Resources

Since its inception, QFN has strived to hire qualified staff from within its membership to support the administrative needs of the Band. The recruitment effort has provided QFN with a management team that are university educated and who also have extensive experience in managing their areas of responsibilities. The success of QFN to date is a direct result of this recruitment effort in addition to continuous education through staff development programs. This combination of education, experience, as well as a management turnover rate of approximately 3%, has contributed directly to QFN receiving a very positive evaluation through INAC's General Assessment reviews as outlined in section General Assessment.

#### 4.1.4 Infrastructure

QFN has six regional offices that offer community access to services and supports. These offices are located in Corner Brook (Head Office), Grand Falls-Winsor, Glenwood, Gander, (2) St. George's, and Stephenville. Four offices offer community space where cultural events, gatherings, meetings, and workspace can be shared with community free of charge. Qalipu will use its own infrastructure and support systems to deliver this project. Regional offices offer an excellent distribution and service centre across the province of Newfoundland.

#### 4.1.5 General Assessment

On an annual basis, Indigenous Services Canada prepares a report highlighting the strengths and risks of each First Nation nationally. As written by INAC, the General Assessment Workbook is used to assess the following risk factors: governance, planning, financial management, program management and other considerations. Information about recipients is compared to a series of benchmarks that describe different risk levels and the recipient is assigned a risk level according to the following categories: 'low', 'medium' or 'high.' QFN has been assigned a low rating for 2017-2018 with a score of 1.51 out of 56. For 2018-2019, 2019-2020, 2020-2021 QFN improved on its score to 1.0. In February 2022, QFN received a general assessment score of 0.0 making it the lowest General Assessment for First Nations in the country, and likely the first time a score a 0.0 given in the country.

#### 4.1.6 Financial Policies

QFN has two main financial accounting principles: QFN Financial Administration Law 2020 (FAL), and QFN Finance Policy. QFN uses financial accounting or financial management to plan, organize, and provide direction and controls on financial activities of the Band. This can include procurement, use of



funds, and applying generally accepted accounting principles (GAAP) to the financial resources of the Band. GAAP are the rules that apply to accounting that are set by the Chartered Professional Accountants. These rules and activities are the standard, benchmark, and best practices of financial accounting in Canada.

#### 4.1.7 Ten-year Grant Funding & Flex Approach

On March 14th, 2019, Qalipu signed a ten-year grant funding agreement with Indigenous Services Canada. The agreement marks a significant development for QFN which allows for a greater flexibility and autonomy of the Band. Receiving this grant will provide an opportunity for Band to increase capacity and make longer term plans. The new comprehensive funding agreement will allow the Band to design its own programs, carry money forward from year to year, and focus on creating a vision for the future that is driven by the people and communities it represents. This vision is captured in QFN Comprehensive Community Plan. This plan will help guide the way the Band create a shared vision that focus on governance, economy, employment, culture & language, education, infrastructure development, health, social wellness, as well as land and resources. As QFN forges its future long term, the Band has taken on responsibility of all administration functions which includes funding approaches. QFN Health and Wellness Department has also secured the flexible funding approach for five-year health planning regarding administration of Non-Insured Health Benefits (NIHB) including medical transportation and mental wellness.

#### 4.1.8 ISO 9001:2015 Certification – Quality Management Program

QFN has been successful in obtaining ISO 9001:2015 Certification for all Departments of the Band. The ISO Certification is a result of the Band's introduction of a Quality Management Program. It has taken several years to establish through analysis and developing processes and protocols to ensure the Band administration is performing at its highest potential for membership and other stakeholders. As well, it facilitates continuous improvement to existing programs and services. This is a significant achievement as it reflects the importance that is placed on accountability in operating the Band efficiently and effectively.

## **4.2 Mandatory Requirements**

QFN requires four (4) hard copies of the consultant's proposed approach to the development of strategic plan, with a digital copy in PDF and MS WORD format on USB Drive to be submitted. Section 1.3.3 details bidder's submission options.

## **4.3 Deliverables - Scope of Work**

The successful consultant will be responsible for:

### 4.3.1 Strategy Plan Development, including

- QFN literature and report review
- Jurisdiction, legislation, and policy summary
- PESTEL analysis
- Community consultation and validation
- Strategy Plan Report with priorities and sustainable built-in functions

4.3.2 Documentation related to the formation of trilateral committee for the purposes of facilitating the execution of the strategic plan, including:

- Terms of reference
- Advisory and input function
- Best practice and lessons learned

4.3.3 Presentation of Strategy Plan to:

- Qalipu First Nation Staff
- Chief and Council
- Video presentation/recording targeting community that can be posted on QFN website and or social medial.
- Provide digital copies of all presentations

## **Section 5: Consultant Qualifications**

The consultant must demonstrate that it has the following attributes:

- Experience in developing strategic plans
- Experience in the health and wellness field
  - Strong understanding of the social determinants of health
  - Strong understanding of programing and resource requirements
- Experience working with Indigenous organization
- Strong community engagement and data collection experience
- Experience with working with governmental organizations

## **Section 6: Consultant Methodology**

### **6.1 Project Management/Implementation**

The consultant must demonstrate the following in its proposal:

- Propose methodology to satisfy all elements of scope of work outlined in 4.3
- Documents confirming qualifications outlined in section 5
- Project schedule and timeline
- Client engagement plan
- Detailed budget

## **Section 7: Budget**

This is a fixed price contract. The bidder will provide budget as indicated in 6.1, outlining and breaking down each component that is outlined in section 4.3. The contract will be evaluated as indicated in section 8.

Each section and budget component (related to 4.3) may be evaluated individually. The final contract may remove one or more components of section 4.3 to meet budget constraints.

## **Section 8: Evaluation and Selection Framework**

- 8.1 The grading of proposals is an integral part of the RFP process. The Band has decided to describe the selection criteria so that all bidder/consultants can evaluate their chances of success, within reason, given the current competitive market conditions in the industry.
- 8.2 Figure 1 forms the basis of what the evaluation sheet will look like, subject to possible changes. There are nine attributes that will be judged and graded. Each attribute will be weighed in terms of its importance to the objectives of the RFP.
- 8.3 All proposals will be evaluated using specific criteria, attributes, and characteristics that have been generated by the Band. Criteria are based upon the detailed specifications of the scope of work, work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP.

Figure 1: Proposal Grading

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

Component	Rate X (1-10)	Weight	Total	Comments regarding strengths and weaknesses of this component, rationale for the score and general notes
Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment		1.5		
Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment		1.0		
Management of sub-contractors and their commitment to assignment		0.5		
Proven competence in similar work		1		
Sufficient Human Resources		.5		
Clarity of tasks and responsibilities		1		
Proposed liaison with client		1		
Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, and schedule		2.5		
First Nation Knowledge – Experience working with First Nations.		2.5		
Cost		1		
Total Score:				