

Request for Proposals (RFP)
for an
Environmental Scan and Software Development Recommendations
for the
Canadian Foundation for Healthcare Improvement (CFHI)

FILE #: RFP-2016-EPM-ESSD-0001

Timetable

Stages	Date	Time
Launch of the Request for Proposal (RFP)	December 14, 2016	4:00 PM
CFHI's offices are closed Monday, December 19 th , 2016 to Monday, January 2 nd and will re-open Tuesday, January 3 rd , 2017.		
Deadline to request clarification from Christine Quinn, christine.quinn@cfhi-fcass.ca subject heading "RFP for an Environmental Scan and Software Development Recommendations for CFHI"	January 5, 2017	4:00 PM
Last date on which all clarifications are issued by Christine Quinn, christine.quinn@cfhi-fcass.ca	January 11, 2017	12:00 PM
Deadline for letter of intent or expressions of interest	January 13, 2017	12:00 PM
Deadline for submission of electronic proposals via email at christine.quinn@cfhi-fcass.ca	January 30, 2017	4:00 PM
Deadline for submission of hard copies of proposals via mail, courier or hand delivered	January 31, 2017	4:00 PM
Completion date for evaluation of proposals*	February 8, 2017	4:00 PM
Meetings with all reviewers**	February 10 2017	TBD
Additional questions to finalists	February 13, 2017	4:00 PM
Responses received from finalists	February 14, 2017	4:00 PM
Selection of finalist*	February 15, 2017	4:00 PM
Notification of winning proposal*	February 17, 2017	4:00 PM

All times are in the Eastern Standard Time (EST).

***Provisional dates**

****Please note that this date is firm and cannot be changed. Selected vendors must be available at this time.**

Table of Contents

1.0 BACKGROUND AND CONTEXT	3
1.1 Overview of the Canadian Foundation for Healthcare Improvement (CFHI).....	3
1.2 Size and Location of CFHI's Operations.....	3
1.3 Overview of PREVIEW-ED©.....	4
1.4 Anticipated Outcomes.....	5
1.5 Deliverables and Activities	5
2.0 PROPOSAL SUBMISSION	6
2.1 Closing Date and Submission Location.....	6
2.2 Additional Information.....	6
2.3 Preparation of Proposals	6
2.4 Key Qualifications	6
2.5 Content of Proposal.....	7
3.0 EVALUATION CRITERIA	8
3.1 Rated Requirements.....	8
4.0 TERMS AND CONDITIONS OF THIS RFP	9
4.1 Obligations and Rights of CFHI	9
4.2 Grounds for Exclusion.....	9
4.3 Contract Award.....	9
4.4 Conditions of the RFP	9
4.5 Confidential Information	10
4.6 Status and Availability of Resources.....	10
4.7 Questions Relating to the RFP	10
4.8 Enquiries/Time Extension to the RFP Closing Date	10
4.9 Inspection/Acceptance.....	11
4.10 Language of the Proposal	11
APPENDIX A: BACKGROUND	12
APPENDIX B: PREVIEW-ED©	15
APPENDIX C: CONFIDENTIALITY AGREEMENT	16
APPENDIX D: STATEMENT OF AVAILABILITY OF TEAM MEMBERS	18
APPENDIX E: CFHI STANDARD PURCHASE OF SERVICE CONTRACT	19

1.0 BACKGROUND AND CONTEXT

1.1 Overview of the Canadian Foundation for Healthcare Improvement (CFHI)

The Canadian Foundation for Healthcare Improvement (CFHI) is a national, independent, not-for-profit organization, funded through an agreement with the Government of Canada dedicated to accelerating healthcare improvement and transformation for Canadians. CFHI collaborates with governments, policy-makers and health system leaders to convert evidence and innovative practices into actionable policies, programs, tools and leadership development. CFHI's work contributes to timely, appropriate, efficient and high-quality services that improve the health of Canadians.

CFHI was incorporated in 1997 as the Canadian Health Services Research Foundation (CHSRF), with a mandate to fund health services research and to promote the use of research evidence to strengthen the delivery of health services in Canada. By 2009, the organization had re-oriented its direction and programming, away from funding applied health services research, to focus on working directly with health systems across the country to support their implementation of meaningful and measurable healthcare improvements. Consistent with this evolution, the organization changed its name to the Canadian Foundation for Healthcare Improvement in 2012.

In the Federal Budget 2015 and Federal Budget 2016, CFHI received renewed federal funding of \$14 million and \$39 million, respectively. This commitment by the Government of Canada represents an investment in healthcare innovation that will improve care for patients and provide better value for taxpayers.

This funding renewal ensures that CFHI can continue to develop and spread innovative solutions to pressing healthcare challenges – including best practices in palliative care – and improve the delivery of healthcare services for all Canadians.

Mission

The Canadian Foundation for Healthcare Improvement identifies proven innovations and accelerates their spread across Canada by supporting healthcare organizations to adapt, implement and measure improvements in patient care, population health and value-for-money.

For more information, please visit the website at cfhi-fcass.ca.

1.2 Size and Location of CFHI's Operations

CFHI currently has a staff complement of approximately 47 full-time positions, most of whom are located at 1565 Carling Avenue, Suite 700, Ottawa, Ontario. With a new organizational strategy as a result of additional federal funding, CFHI is projecting a staff complement of approximately 75-80 full-time and part-time positions by end of 2017.

1.3 Overview of PREVIEW-ED©

The Challenge

The proportion of seniors 65 + years is growing faster than any other age group. By 2031, Canadian seniors will account for 22.8% of the population. In Ontario, 75,000 individuals age 65+ years live in long term care (LTC). A 2014 CIHI report showed that about 1 in 3 ED visits among seniors living in LTC is potentially avoidable. Approximately 23%-44% of older adults who are admitted to hospital suffer serious or fatal complications such as infections or falls. The most common reasons for these avoidable visits are urinary tract infections, pneumonia and falls. These conditions could be managed at the facility, by direct care staff, to avoid an ED visit altogether. Prior to the development of PREVIEW-ED©, a tool for non-regulated direct care staff to use to capture their observations and resident interactions and address common conditions that are predictive of unnecessary ED visits, did not exist. PREVIEW-ED© is a novel tool that helps staff in LTC detect early health decline among residents related to four conditions: pneumonia, urinary tract infections, dehydration and Congestive Heart Failure (CHF). Currently the PREVIEW-ED© tool is being rolled-out and used daily with all long term care residents in Fraser Health Authority in British Columbia. While the tool in its current form diverts residents from the ED, given it is paper based, it requires using a large amount of paper. A stand-alone electronic version of the tool would reduce paper, create greater efficiencies in communication amongst care staff including personal support workers, nurses and other allied health professionals and support long term sustainability. Please refer to Appendix A for more information on PREVIEW-ED©.

CFHI Needs

CFHI is soliciting proposals to conduct an environmental scan of existing software applications used in residential care in British Columbia and Canada, along with a situational analysis of key Electronic Health Record providers working in residential care in Canada. The scan will establish a baseline and recommendations for development of a software application based on the current paper-based PREVIEW-ED© tool for Care Aide and Personal Support Worker documentation (See Appendix A). The processes resulting from this work should strengthen direct care staff communication with other members of the interprofessional health care team.

The entire project will consist of three overlapping phases; **the focus of this RFP is on Phase I:**

- **Phase one** (January – March 2017) includes an environmental scan and situational analysis of existing software applications; relevant best practices from other jurisdictions; and recommendations for software development. Technical specifications are described below.
- This will set the foundation for **phase two** (April – August 2017), analysis and generation of software development options, including identification of barriers and opportunities for implementation.
- **Phase three** (September – December 2017) will involve testing and implementation in Care Homes in Fraser Health (and possibly other jurisdictions if additional partners are identified).

Depending on the outcome of Phase I of this RFP, the work could be continued with the winning bidder for Phase II and Phase III subject to available funding, satisfaction with work done in Phase I and confirmed commitment to move forward with the additional phases.

1.4 Anticipated Outcome

The completed environmental scan and situational analysis will provide: the information necessary to determine key software application requirements; identify key stakeholders; include relevant documentation standards, privacy and data residency recommendations; and provide recommended directions to guide future development work in this area.

1.5 Deliverables and Activities

The primary deliverable is an environmental scan and situational analysis report on the use of computer-based applications in long term care (also known as nursing homes or residential homes). The report will summarize the key providers and current practices related to documentation, use of computer-based applications and Electronic Health Records in long term care across Canada. The report will identify emerging trends and challenges, outline unique long term care software applications and documentation specificities, and provide recommended strategic directions to advance development work in this area.

This report will include but is not limited to:

- Consultation with frontline long term care workers/users and management staff to assess their environment, use of Electronic Health Records, computer applications and other resident assessment/data gathering activities and possible opportunities amongst them;
- Availability of similar Electronic Health Records/computer-based applications used in Canada or elsewhere that would function in a similar manner to the PREVIEW-ED[®] tool;
- Identifying and synthesizing information on key strategies, policies and guidelines related to the use of computer-based applications and Electronic Health Records in long term care including documentation standards, privacy and personal health information legislation and data security (e.g. data hosted in Canada);
- Identifying and synthesizing information on key networks and organizations that have a mandate to support front-line care providers working in long term care, including relevant knowledge exchange networks in British Columbia and across the country;
- Recommendation of high level software requirements that address the following:
 - the capacity of long term care homes to support various technologies/formats (computer workstations, paper, tablets, phones), including
 - preferred technologies and technologies currently in use, and
 - IT environments and IT support available;
 - the possible need to integrate with other systems;
 - how and where the data will be hosted;
 - needs and considerations around responsive design/app development, e-form design and user interface;
 - reporting capabilities that will fulfill the data needs of the care homes; and
 - Based on the above, a recommendation for a custom solution *or* for an existing tool that can be easily customized to needs.



2.0 PROPOSAL SUBMISSION

2.1 Closing Date and Submission Location

The closing date and time for applicants to formally send a Letter of Intent or an expression of interest is no later than 12:00 pm EST on **January 13, 2017**. A complete email proposal must be submitted no later than 04:00pm EST on **January 30, 2017**. A complete formal written proposal must be submitted no later than 04:00pm EST on **January 31, 2017**.

All proposals must include the requirements in Section 2.5. A formal electronic and written proposal must be submitted by the deadlines mentioned above. Hard copies must be submitted by recorded delivery (official date and time stamp from reception) or hand delivered (including courier services) as well as electronically to the following address:

Christine Quinn, Senior Improvement Lead
Canadian Foundation for Healthcare Improvement
1565 Carling Avenue, Suite 700
Ottawa, ON K1Z 8R1
Tel: (613) 728-2238
Email: christine.quinn@cfhi-fcass.ca

The pages of the proposal must be numbered. Each package must contain one original, clearly marked "**Original**" and four (4) copies, each marked "**Copy**".

If there is a discrepancy between electronic and hard copy versions of the proposal, the hard copy will prevail.

2.2 Additional Information

No additional information, beyond the information included in this RFP and the possibility of requesting clarifications as indicated in the timetable above will be provided during the selection process.

2.3 Preparation of Proposals

Required content of the proposals is described in Section 2.5. Failure to provide complete information will be to the bidder's disadvantage.

If the bidder feels that the terms and conditions of this RFP will restrict it unnecessarily in any way, it should so state this in his or her proposal.

2.4 Key Qualifications

- It is essential that the elements contained in the proposal be stated in a clear and concise manner.
- Please do not use filler pages and unnecessary attachments.
- Each proposal will be evaluated solely on its own content.
- When preparing the proposal, please do so in conjunction with stated requirements against which the proposal will be evaluated.



- The proposal will be part of the Purchase of Service contract with CFHI.
- Knowledge and understanding of Canada and B.C.'s health care and social services sector, with a focus on Care Homes/long-term care;
- Knowledge and understanding of provincial and national privacy legislation and standards and corresponding documentation requirements;
- Knowledge of factors influencing competencies and standards for care aides and personal support workers in care homes/long term care;
- Experience conducting needs assessments and/or evaluations, especially computer programming-based projects;
- Experience in developing an environmental scan, situational analysis or comparable comprehensive research summary;
- Knowledge and understanding of long term care issues;
- Education and experience in health sciences, evaluation, adult education, or a related discipline preferred;
- Excellent written communication and presentation skills and demonstrated experience in consolidating research findings into a user friendly format using clear language.

2.5 Content of Proposal

Each proposal must include the following sections, along with the supporting narrative. It is very important that each section be addressed in sufficient depth to allow for a complete assessment of capacity and capabilities. Other elements may also be incorporated, as appropriate.

Each proposal must include the following sections, along with the supporting narrative. It is very important that each section be addressed in sufficient depth to allow for a complete assessment of capacity and capabilities. Other elements may also be incorporated, as appropriate.

Executive Summary

1. Brief overview (maximum 2 pages) of firm, must include as a minimum:
 - Description of legal status
 - Location of headquarters
 - Overview of organizational structure
 - Bidder contact information (name, organization, address, telephone, fax, email)
2. Understanding of CFHI Needs and proposed work plan (maximum 5 pages)
3. Experience of the firm (maximum 1 page) which would include:
 - Organization's experience related to not-for-profit and charitable organizations, the long term care sector and developing software applications
4. Project References (maximum 1 page)
 - A list of at least three relevant past/current clients that CFHI may contact
5. Sample
 - Sample of an environmental scan or comparable comprehensive research project report
6. Proposed Team (maximum 500 words/person)
 - For each team member including team lead, include:
 - Description of proposed role
 - Number of years of relevant experience along with relevant education

3.0 EVALUATION CRITERIA

3.1 Rated Requirements

Your proposal will be rated on the requirements as described in the box below. We would ask that you cross-reference each requirement with your proposal.

Rated Requirement	Cross-Reference (page #)	Weighting
Overview of the Company <ul style="list-style-type: none"> Description of how requested services fit in to the organization's general service offering 		5
Understanding of Needs <ul style="list-style-type: none"> Demonstrate a strong understanding of CFHI requirements Description of how each requirement will be addressed Description of how they would conduct an environmental scan and situational analysis that summarizes the key providers and current practices related to Electronic Health Records and the use of computer-based applications in long term care Description of why they are the best choice for CFHI 		20
Relevant Experience <ul style="list-style-type: none"> Description of how your firm's relevant experience will benefit CFHI 		15
References <ul style="list-style-type: none"> The appropriateness and relevance of your references 		10
Costs <ul style="list-style-type: none"> High Level Budget 		15
Project Methodology <ul style="list-style-type: none"> Describe proposed methodology Include requirements gathering, project steps, timelines, approval processes Work Plan and High level GANTT chart 		15
Conflict of Interest <ul style="list-style-type: none"> Identify and provide particulars of any business or personal relationship which may give rise to a legal or business conflict between your firm and CFHI, including: <ul style="list-style-type: none"> the existence of any dispute, claim or disagreement between you and CFHI 		10
Your assurance that you can meet all deadlines		10

The contract will commence on or before **February 15, 2017**. All work should be completed on or before **March 31, 2017**.

4.0 TERMS AND CONDITIONS OF THIS RFP

4.1 Obligations and Rights of CFHI

The issuance of this RFP and CFHI's receipt of any information or proposals will not, in any manner, obligate CFHI to perform any act or otherwise incur any liabilities. CFHI assumes no obligation to reimburse or otherwise compensate the candidate or recipient of this RFP for proposal preparation costs, or any other losses or expenses incurred in connection with this RFP.

CFHI reserves the right, in its sole discretion, to:

1. decide not to award any contract;
2. reject any proposal/all proposals without inviting the candidate(s) to submit a new proposal;
3. cancel this RFP process if it is deemed to be unsuccessful and re-issue a new process;
4. seek, in writing, clarification of, or additional information concerning proposals that are considered responsive, and to expect all companies to respond within 48 hours; and/or,
5. keep, for its records, all proposals and documentation submitted in response to this RFP.

Nothing in this Request for Proposals (RFP) will be construed as creating any obligation on the part of CFHI.

4.2 Grounds for Exclusion

CFHI reserves the right to exclude any candidate from participating in this RFP if:

- a) they are bankrupt, are having their affairs administered by the courts, have suspended any business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offense concerning their professional conduct by a judgment against which no appeal is possible;
- c) they have not fulfilled obligations relating to payment of taxes in accordance with legal provisions;
- d) they have been subject of a judgment for fraud, corruption, involvement in a criminal organization or any other illegal activity against which no appeal is possible; and/or,
- e) following another "Request for Proposal" launched by CFHI, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

4.3 Contract Award

Upon selection of a proposal(s) as a result of this RFP, CFHI will notify all candidates of the selection.

4.4 Conditions of the RFP

There will be no payment by CFHI for costs incurred for the presentation and submission of proposals in response to this RFP.

No amendments to proposals submitted in response to this RFP will be accepted after the proposal closing date and time.



Candidates may alter or withdraw their bids by written notification prior to the deadline for submission of proposals. No proposal may be altered or withdrawn after this deadline.

All submitted proposals must remain open for acceptance for a period of not less than 90 days after the closing date of the RFP.

4.5 Confidential Information

Candidates must accept and acknowledge that, in connection with their performance of the work under any resulting contract, they may have access to certain information, data and materials that are confidential to CFHI and which are identified as confidential or would be understood by the parties, exercising reasonable business judgment, to be confidential (“Confidential Information”). Candidates accept that they will not use, except to perform their obligations under any resulting contract, any Confidential Information. Candidates must agree to hold all Confidential Information disclosed hereunder in strict confidence and to prevent any unauthorized disclosure of such Confidential Information. Upon termination or expiry of any resulting contract, candidates will immediately return to CFHI all Confidential Information and all copies thereof in any form whatsoever. Team members of each candidate must sign a non-disclosure agreement, included in Appendix B of this RFP, to be included with each technical proposal.

4.6 Status and Availability of Resources

All proposals must be valid for a 90-day period. The candidate’s signature indicates that, should the candidate be authorized to provide the services under any contract resulting from this RFP, the persons proposed in its proposal will be available to begin the work required by CFHI at the time specified herein or agreed to with CFHI. The bidder will be required to sign a declaration of availability of all the team members, Appendix C of this RFP, covering the whole period of the contract. Changes to the team are subject to CFHI prior approval and the replacement must possess at least equivalent qualifications and experience as the replaced member. Also, in the course of the work, and on the basis of a written and justified request, CFHI can ask for a replacement if it considers that a member is inefficient or does not perform his or her duties under the contract.

4.7 Questions Relating to the RFP

Any questions concerning this RFP should be directed to **Christine Quinn, email: christine.quinn@cfhi-fcass.ca**, with the subject heading **“RFP for Environmental Scan and software development recommendations”** indicating the and title within the deadline indicated in the timetable mentioned above. Under no circumstances will CFHI staff be contacted directly throughout the RFP process.

4.8 Enquiries/Time Extension to the RFP Closing Date

It is the responsibility of the prospective candidates to obtain clarification of the requirements contained in this RFP, if necessary, prior to submitting his or her bid. All enquiries and other communications related to this RFP throughout the solicitation period and until contract award are to be sent via the address noted above. Enquiries during the solicitation period must be received as indicated in the table at the front of this RFP to allow sufficient time to provide a response. Enquiries relating to this RFP received after that time will not be answered.

To ensure equality of information among bidders, questions and answers will be forwarded to all prospective bidders simultaneously without revealing the source of the enquiry.

Please note that due to the timelines associated with this requirement, no time extensions for this RFP will be granted.

4.9 Inspection/Acceptance

All work to be performed and all deliverables to be submitted for the proposed project will be subject to inspection by and acceptance from CFHI.

4.10 Language of the Proposal

All written communications and proposals relating to this RFP process and resulting contract must be in English.

APPENDIX A: Background

The proportion of seniors 65 + years is growing faster than any other age group. By 2031 Canadian seniors will account for 22.8% of the population. Seniors living in long term care have a high risk of being admitted to hospital. A 2014 CIHI report showed that about 1 in 3 ED visits among seniors living in LTC is potentially avoidable. Approximately 23%-44% of older adults who are admitted to hospital suffer serious or fatal complications such as infections or falls. The most common reasons for these avoidable visits are urinary tract infections, pneumonia and falls. These conditions could be managed at the facility, by direct care staff, to avoid an ED visit altogether.

PREVIEW-ED® is a tool that helps staff in LTC detect early health decline among residents related to four conditions: pneumonia, urinary tract infections, dehydration and congestive heart failure (CHF). It measures the signs, symptoms and severity of nine indicators using a simple scale that allows the users to score each indicator and generate an aggregate score to quantify the change. Food and fluid intake (e.g. decreased appetite, refusing food and fluids and nausea) and mental state (e.g. new agitation, participates less in social activities and new confusion) are two of the indicators. The one-page tool takes between 8-15 seconds to administer by Personal Support Workers or Care Aides as part of their regular duties. The tool is typically completed at a designated time for documentation and communication with other members of the team.

Care Aides and Personal Support Workers comprise more than 70 percent of the staffing in LTC homes and provide the majority of the direct care. They are ideally positioned to notice the subtle nuances in the health status of a resident. If the resident's condition is normal for them, the tool score is zero. If the score is greater than zero, a registered staff member is informed. The registered staff assesses the resident and intervenes as needed, guided by an escalation path included with the tool. The escalation path also includes suggested scores at which registered staff should consider contacting a physician for advice or direction.

The Canadian Foundation for Healthcare Improvement (CFHI) has developed a partnership with Fraser Health and Interior Health focused on spreading the Practice Routine, Elder Variants Indicate Early Warning for ED (PREVIEW-ED®) tool to residential homes in the Fraser Health and Interior Health regions of British Columbia. Forty residential care homes across Fraser Health and three homes in Interior Health are participating in the first phase of the PREVIEW-ED® Spread Initiative, where the tool is being rolled-out and used daily. The second phase roll-out of PREVIEW-ED® will take place in 2017/18 across remaining residential care homes in both regions.

The PREVIEW-ED® tool is sensitive to four conditions:

- Urinary tract infections (UTI)
- Congestive Heart Failure (CHF)
- Pneumonia
- Dehydration

The PREVIEW-ED[®] tool helps:

- 1) Reduce avoidable ED transfers and associated increased distress related to the four conditions
- 2) Reduce the risk of iatrogenic* events
- 3) Reduce deterioration of mobility and cognition in residents of RC

***when a patient acquires an illness or injury from services provided by a medical provider.**

The paper-version of the PREVIEW-ED[®] tool and its associated processes are well-established, based on input from the five pilot sites, and has generated demonstrable results. It is currently being rolled-out in paper form across 40 Fraser Health care homes, reaching approximately 4000 residents daily. As an interim solution an Excel spreadsheet has been developed to auto-sum and record results, and auditing of the tool completion. The next stage of the PREVIEW-ED[®] tool evolution would see an electronic version designed and tested. The paper version of the form lends itself well to an electronic format since it has clearly defined processes, pathways and algorithms that can be used to develop programming that would generate a score and link to the appropriate escalation pathway.

There is a copyright on the PREVIEW-ED[®] tool; Fraser Health has a Memorandum of Understanding with the proprietor. The original innovation and proprietor is a lead faculty and coach supporting the current implementation of the tool in Fraser Health and would be involved in supporting the electronic tool development.

The Facts

- Referrals or admission to an ED or acute hospital can create discontinuity of care and pose threats to residents of RC, including distress, risk of iatrogenic events, and deterioration of mobility and cognition. Hospital transfers also account for a high proportion of total healthcare costs.
- Visits to the ED have been associated with increased risk of new acute infections and a longer length of stay could further compound this risk. In addition, the long exposure to an unfamiliar environment may be distressing for older seniors, many of whom also suffer from cognitive impairment. More than half of the potentially avoidable visits involved patients age 85 and older.
- Residents with dementia who are admitted to hospital do poorly. [Up to half of those admitted develop acute confusion](#) caused by delirium that is often unrecognized by doctors and nurses. Delirium doubles an elderly patient's risk of dying within a year of hospitalization.
- The PREVIEW-ED[®] Tool has been tested across four homes in Fraser Health, with 176 residents, and resulted in a 71% diversion from the ED for the four identified conditions.

The **PREVIEW-ED[®] Spread Collaborative** is an improvement initiative offered to residential care homes across Fraser Health and Interior Health to improve care for seniors living in these homes. Participating homes are implementing the PREVIEW-ED[®] screening tool to ensure that avoidable ED visits for the four tool sensitive conditions are prevented, improving care for residents and promoting the effective use of health care resources. CFHI, Fraser Health and Interior Health are working together to spread and evaluate PREVIEW-ED[®] across the regions in two phases.



The objectives of the PREVIEW-ED[®] Spread Collaborative are to:

- improve the quality and experience of RC residents, families and staff
- reduce avoidable ED visits of RC residents
- build individual and organizational capacity in designing, implementing, evaluating, sustaining and spreading innovations in health care



APPENDIX B: PREVIEW-ED[®]

PREVIEW-ED Tool[®]

Practical Routine Elder Variants Indicate Early Warning for Emergency Department

To be completed on each resident each day on day shift

Date: _____ Time: _____ Resident Name: _____

Room Number: _____ (Please Print)

Check this box if resident is not at the facility during your shift today and do not score.

Please score the resident on each indicator. Circle the signs and symptoms in the box that most closely resembles your assessment of the resident. Make only 1 selection per indicator.

Score →	4	3	2	1	0	1	2	3	4
Indicator ↓					Resident's Normal				
Food and Fluid intake			Refusing food or fluids (new)		0	Decreased appetite from normal	Reduced oral intake from normal	Nausea (new)	Vomiting
Mobility					0	Requires more assistance than normal to mobilize		New inability to weight bear	New fall
Activities of Daily Living		Complete dependence in ADLs (new)	Requires more assistance than normal with ADLs (new)	Participates less in ADLs (new)	0				
Mental State		New agitation, (verbal and/or physical)	Mood seems depressed (new)	Resistive to care (new)	0	Participates less in social activities (new)	New confusion/disorientation	New delusion and/or hallucination	Danger to self or others
Urinary System	No urine output	Decreased urine output (new)	New incontinence		0	Urine is cloudy	Painful, burning or urgency in urination (new)	Dark coloured and/or foul smelling urine (new)	Blood in urine
Respiratory	Shallow and/or rapid breathing (new)	New edema (swelling)	Less able to lay flat (new)		0	New cough	New cough with sputum and/or wheezing	New shortness of breath	Difficulty breathing (new)
Skin		Skin cool and/or damp to touch (new)	Skin more pale in colour than usual		0		Skin flushed and/or warm to touch (new)		New skin breakdown (ulcers)
Level of Consciousness	Responds only to painful stimuli (new)	Responds only to verbal stimuli (new)		Lethargic and/or lacking usual energy (new)	0	Change in sleep pattern (new)			Unresponsive (new)
Family/ resident Concern			Feels unwell (new)	Feels tired/weak (new)	0	Communicates less (new)		Family/ caregiver new concern of decline in resident health status	

Resident Score

Actions

Other issues/concerns not included in tool (line) _____

Report ASAP to Registered Staff

Indicator	Score
Food & Fluid intake	
Mobility	
ADL	
Mental State	
Urinary System	
Respiratory	
Skin	
Level of Consciousness	
Resident/family concern	
Total	

Initials of staff completing the score _____

If total score = 0	Care Aide files scoring sheet in file folder for appropriate date.
If total score = 1 or higher	Care Aide informs Registered staff ASAP. Registered staff assesses resident and takes appropriate action, including MD notification if necessary.
	Registered staff document score and action taken in progress notes.
	Registered staff enters score on 24 hour report sheet.
If total score = 3 or higher	Registered staff must notify physician.

Complete this section ONLY if the score is 1 or higher		Yes	No
Was the score communicated to a Registered staff member or Charge Nurse?			
Registered staff assessed resident & documented in chart?			
Was the physician notified regarding the score?			
Were orders or instructions received from the physician?			
Was the resident transferred?			
Date, time and destination of transfer			
Reason for transfer			

APPENDIX C: CONFIDENTIALITY AGREEMENT

In consideration of this sum of one dollar (\$1.00), the receipt and sufficiency of which I, _____, hereby acknowledge, I agree that as an agent or employee of contractor entity _____ (full legal name) ("Contractor"), performing professional services relating to the provision of professional services to the Canadian Foundation for Healthcare Improvement (CFHI) on behalf of the Contractor, I may learn or become aware of certain information (CFHI Confidential Information) that CFHI considers to be confidential to CFHI, regardless of whether it is marked as or otherwise indicated to be confidential and regardless of how it is received or transmitted to me. CFHI Confidential Information includes, but is not limited to, client and stakeholder names, client and stakeholder email addresses, passwords, individually identifiable information, internal communications, and business information and may exist in electronic, paper, oral or other forms. I will assume that all information that I receive or become aware of with respect to CFHI is confidential unless the appropriate person or persons at CFHI clearly informs me otherwise.

I agree that, except as clearly authorized within the context of the performance of my duties to provide professional services to CFHI, I will treat CFHI Confidential Information as strictly confidential and proprietary to CFHI and that, among other things, I will consequently at no time use, access, or disclose any CFHI Confidential Information to any other person including, but not limited to co-workers, family members, and friends for any purpose whatsoever outside my performance of professional services to CFHI. I understand and further agree that this obligation remains in force during the entire term during which I provide professional services to CFHI and continues to be in effect after such services terminate.

Upon cessation or termination of the provision of professional services to CFHI by me for any reason, or at any other time upon CFHI's request, I agree to promptly return to CFHI all copies of CFHI Confidential Information. If, at any time, I need to know or I am unsure of which information is CFHI Confidential Information, I acknowledge that the onus rests with me to promptly address my questions and concerns to the appropriate person or persons at CFHI.

The parties (I and CFHI) confirm that it is our wish that this Confidentiality Agreement as well as all other documents relating to this Agreement, including notices, be drawn up in English only. Les parties aux présentés confirment que c'est leur volonté que la présente convention de même que tous les documents, y compris les avis s'y rattachant, soient rédigés en anglais seulement.

I understand and agree that the terms of this Confidentiality Agreement concerning my obligations of confidentiality and the return of CFHI Confidential Information (and also any other terms which, by implication, are required to survive) will survive the termination of this Agreement.

If any provision of this Agreement is held by a court of competent jurisdiction to be illegal, invalid or unenforceable, I agree and understand that the remaining provisions will remain in full force and effect. No waiver by me or CFHI of any breach or any condition, covenant or term hereof will be effective unless it is in writing and it will not constitute a waiver of such condition, covenant or term except in respect to the particular breach giving rise to such waiver.

I agree that this Confidentiality Agreement will be construed and interpreted in accordance with the laws in force in the Province of Ontario. I further understand and agree that the venue of any dispute arising under or in respect of this Agreement will be Ottawa, Ontario, Canada.

I understand and agree that the restrictions and obligations placed on me under this Confidentiality Agreement are reasonable and necessary to allow CFHI to protect its interests and that any failure, intentional or not, by me to comply with this Confidentiality Agreement in any manner could cause irreparable harm to CFHI and in respect of which CFHI cannot be compensated financially. I understand and accept therefore that CFHI and/or the Contractor may prevent me from violating this Confidentiality Agreement by any legal means available, including but not limited to, the immediate termination of my services by CFHI and the imposition of an injunction. I further understand and accept that I may be subject to criminal and civil penalties for any breach by me of this Confidentiality Agreement.

Candidate Signature

Date

Candidate Name (Please print)

Witness Signature

Date

Witness Name (Please print)

APPENDIX D: STATEMENT OF AVAILABILITY OF TEAM MEMBERS

Title: _____

I, the undersigned, hereby declare that all team members proposed are able and willing to work for the full contract period foreseen in the event that this proposal is successful.

Furthermore, if this proposal is successful, I am fully aware that if any team member is not available at the expected start date of services for reasons other than ill-health or force majeure, my proposal will be subject to exclusion from this RFP process.

Candidate Signature

Date

Candidate Name (Please print)

Witness Signature

Date

Witness Name (Please print)

APPENDIX E: CFHI STANDARD PURCHASE OF SERVICE CONTRACT

**PURCHASE OF SERVICE CONTRACT
BETWEEN
[NAME OF CONSULTANT/VENDOR/SUPPLIER]
AND THE
CANADIAN FOUNDATION FOR HEALTHCARE IMPROVEMENT**

[INSERT DATE]

[INSERT NAME OF CONSULTANT/VENDOR/SUPPLIER]

Attn: [INSERT NAME OF CONTACT]

[INSERT STREET ADDRESS]

[INSERT CITY, PROVINCE]

[INSERT POSTAL CODE OR ZIP CODE]

Reference: Contract #CS000XXX

Dear [INSERT MR./MS/DR. AND LAST NAME]:

It is my pleasure to offer you a purchase of service contract #CS000XXX with the Canadian Foundation for Healthcare Improvement (CFHI). The terms and conditions of this purchase of service contract are outlined below. Your signature in the space provided will indicate your acceptance of the contract on these terms and conditions.

The terms are as follows:

1. **SERVICES.** You will provide CFHI with services related to INSERT NATURE OF WORK as per the terms and conditions outlined in Schedule A – Statement of Work and Detailed Work Plan and Deliverables attached to and forming part of this contract.
2. **RESOURCES.** CFHI will provide you with the following:
 - Access to CFHI staff, as needed or as appropriate;
 - Any background materials needed to complete the work; and
 - [INSERT ANY OTHER RESOURCES WE MAY BE PROVIDING]
3. **TERM.** You acknowledge that the start date is [INSERT MONTH, DAY, YEAR] and the final completion date to fulfil all of the terms of this contract is on or before [INSERT MONTH, DAY, YEAR] provided that this contract may be terminated pursuant to Articles 13 and 15 of these terms and conditions at any time. It is understood that the term of this contract may be extended by mutual written agreement.
4. **PAYMENT.** You will be paid a per diem/hourly/comprehensive fee of \$XXXX.XX plus applicable taxes for consulting services to complete the work. The contract fee will be paid upon receipt of a **numbered** invoice and upon approval of the associated work. CFHI reserves the right to withhold or reduce any payment in the event that:

- a) any work has not been submitted by you in accordance with the requirements of the Scope of Work;
- b) the terms of this contract have not been satisfactorily performed; or
- c) any report or audit conducted under this contract indicates that your actual eligible expenditures for the work has been lower than the amount disbursed to you up to the time of such report or audit.

In the event of early termination of this contract by either party, CFHI will pay you for all services satisfactorily performed prior to the effective date of such termination in accordance with the work plan. For greater certainty, such costs will include all non-cancellable obligations made by you that have been contemplated by Schedule "A".

Any deviation from the quoted fee and/or timeline must be discussed in advance with and agreed to in writing by CFHI. You will not commence work until signed copies of this contract are received by CFHI, unless there is prior written approval from CFHI to proceed.

Any overpayment, unspent advance, or disallowed expenditure shall be repayable to CFHI, and until repaid, constitutes a debt due to CFHI. CFHI may deduct the said amount from any subsequent payment under this contract, or if no further payments remain to be made, or the said amount is determined after the termination or expiration of this contract, you shall, unless otherwise agreed, repay the amount within thirty (30) days written notice from CFHI. The repayment shall be made by cheque(s), or other agreed upon method, payable to CFHI and shall be sent to CFHI's Accounts Payable team identified in section 6.

5. **EXPENSES.** Any business expense contemplated by Schedule "A" must be approved by CFHI in writing in advance and submitted for reimbursement using the appropriate expense and authorization forms.

CFHI will pay you up to a maximum of \$XXXX.XX for the following expenses incurred during the duration of your contract provided that you furnish CFHI the appropriate receipts or other reasonable proof of expenses, and that they are in accordance with all CFHI policies and procedures approved by CFHI in advance:

- [INSERT LIST OF THE TYPE OF OUT OF POCKET EXPENSES WE WILL COVER IF ANY].

6. **NOTICES.** For the purpose of this contract, any notice, request, direction or other communication shall be deemed to be sufficient if sent by mail, email, courier, or facsimile, or delivered in person to the other party at the following addresses:



For the Canadian Foundation for Healthcare Improvement:

Regarding the scope of work for this contract:
CFHI contact
700 - 1565 Carling Avenue
Ottawa, ON K1Z 8R1
Telephone: 613-728-2238 ext. xxx
Fax: 613-728-3527
Email: name@cfhi-fcass.ca

For billing and/or questions regarding the administration of this contract:
Accounts Payable
700 - 1565 Carling Avenue
Ottawa, ON K1Z 8R1
Telephone: 613-728-2238
Fax: 613-728-3527
Email: accountspayable@cfhi-fcass.ca

All invoices and related correspondence must refer to contract #CS000XXX and must be addressed to the attention of Accounts Payable, or by email to accountspayable@cfhi-fcass.ca.

When submitting an invoice to CFHI, please ensure that your GST/HST registration number is clearly identified. If you do not have a GST/HST registration number, CFHI reserves the right to request your Social Insurance Number and to issue the appropriate T4A slip at the end of the year.

For the Contractor:

Contractor Name
Address
Telephone:
Email:

7. **WARRANTY.** You warrant to CFHI that you will perform your activities in a professional manner in compliance with the highest professional and ethical standards and that the services will be of the kind and quality required under this contract. You further warrant that no programs and materials forming part of the services will infringe on the Intellectual Property of any third party.
8. **PENALTY.** A penalty equivalent to 10% of the fee will be assessed against the value of the contract for a delay in the completion of the project within the timelines outlined in Schedule "A", provided CFHI has met its obligations to support the work. An additional penalty equivalent to 4% of the fee will be assessed against the value of the contract for each subsequent month for which the project is not completed up to a maximum of six (6) months. If the contract has not been completed within six (6) months of the timelines outlined in Schedule "A", the contract will be deemed null and void. The penalty will be assessed against the total cost of the contract, unless you have obtained prior written approval for the delay from CFHI, the provision of which will not be unreasonably withheld by CFHI.



9. **INDEPENDENT CONTRACTOR.** You and CFHI agree that you are an independent contractor with respect to the services provided pursuant to this contract. Nothing in this contract will be considered to create the relationship of employer and employee between the parties. Neither you nor any employee or agent of your firm will be entitled to any benefits accorded CFHI employees by virtue of the services provided under this contract. As an independent contractor, you are responsible for overtime hours required to fulfill the scope of this contract. CFHI will not be responsible for the deduction and/or payment of any applicable withholding taxes. You will be responsible for making the appropriate employee and employer remittances for yourself and your employees including federal taxes, CPP, EI, vacation pay and any other benefit payments. It is also understood that you are responsible for and will ensure that you comply with all federal and provincial legislation related to being an independent contractor including any changes and/or revisions that may occur during the course of this contract with respect to the status of your business relationship with CFHI.
10. **CONFIDENTIAL INFORMATION.** Except as may be required to be disclosed by law, all information obtained during the course of this contract, will be held in confidence by you. You will keep secret all information relating to the business, products, processes, know-how, trade secrets, inventions and developments of and the equipment used, developed or sold by CFHI or any of its customers or any person, firm or corporation with whom CFHI has business relations. Subject to your obligation to retain documentation pursuant to your professional obligations, upon termination or expiry of this contract with CFHI, you will promptly deliver to CFHI any and all data, manuals, notes, records, plans or other documents held by you relating to the business, products, processes, know-how, trade secrets, inventions, developments and equipment of CFHI or any of its customers or any person, firm or corporation with whom CFHI has business relations
- In addition, you will be bound by the CFHI Privacy and Access to Information Policy as disclosed on the CFHI web site at <http://www.cfhi-fcass.ca/Libraries/Policies/Privacy-and-Access-to-Information-Policy-E.sflb.ashx>.
11. **INDEMNITY AND LIABILITY.** You will indemnify, defend and hold harmless CFHI, its directors, officers, members, agents and employees, from and against any and all claims, losses or liability, arising from the performance of this contract, including injuries, sickness, disease or death, or damage to property occasioned by a negligent act, omission or failure of any of your employees, agents or other persons for whom you are responsible at law.
12. **CHOICE OF LAW AND JURISDICTION.** It is agreed that the laws of the Province of Ontario shall apply to this contract and that any dispute arising hereunder shall be heard by the Courts of the Province of Ontario that shall have non-exclusive jurisdiction with respect thereto.
13. **TERMINATION CLAUSES.** It is agreed that either party may terminate this contract at any time for convenience by providing the other party with thirty (30) days written notice of termination. CFHI reserves the right to terminate this contract immediately on written notice for cause. Any such termination will be subject to Section 4 above.



Notwithstanding any other provisions of this contract, the amount of funding to be provided to you, pursuant to this contract, is subject to there being an Appropriation of Funds by the Parliament of Canada to CFHI. In the event that CFHI funding is amended or terminated, or if funding levels are reduced or cancelled, CFHI may reduce or terminate any further payments to be made under this contract. Where funding to CFHI is reduced or terminated, CFHI shall provide you with at least thirty (30) days written notice of the reduction or termination and will reimburse you for any eligible expenditures incurred up to the date upon which the reduction/termination is to take effect.

14. RIGHT TO WORK PRODUCT.

14.1 **Definitions.** In addition to other terms which may be defined herein, the following terms, whether in singular or plural form, as appropriate, will have the meanings set forth below:

“CFHI Background IP” means Intellectual Property owned by CFHI or its licensors that has been provided to you by CFHI for purposes of this contract;

“Foreground IP” means Intellectual Property that arises or is developed in the performance of the consulting services, including without limitation any deliverables, or that is otherwise created pursuant to this contract and regardless of whether identified in this contract including its Schedules;

“Intellectual Property” means all patents, applications for patents, discoveries, inventions, trade secrets, know-how (including but not limited to technical data, all results, intermediate, unexpected, final or otherwise, designs, drawings, blueprints, specifications, instruction manuals, procedures, assembly methods, facilities, prices, catalogues, and lists of contractors), confidential information, works of authorship, including computer programs and software, industrial design, topographies, mask works, and all intellectual property rights and other recognized in any jurisdiction in any of the foregoing;

“Third Party Property” means tangible property or Intellectual Property owned by a third party; and

“Your Background IP” means Intellectual Property that is not Foreground IP and that you can show was developed prior to or independently of this contract including its Schedules.

14.2 **Ownership of Foreground IP.** CFHI will own all right, title and interest in and to all Foreground IP and you hereby irrevocably assign all Intellectual Property in the Foreground IP and any data, records, inventions, reports and other Intellectual Property that has been prepared, created, written or recorded in association with the consulting services, to CFHI. You will obtain from all individuals involved in the development of the Foreground IP an express and irrevocable waiver in favour of CFHI of any and all moral rights arising under the Copyright Act (Canada) as amended (or any successor legislation of similar force and effect) or under similar legislation in other jurisdictions or at common law that you or such individuals, as authors, have with respect to the Foreground IP. You represent, warrant and covenant that you have obtained all necessary assignments from any contractors in order to convey the rights assigned to CFHI in this contract.



- 14.3 **Your Background IP.** You own all right, title and interest in and to Your Background IP. You represent, warrant and covenant that there is none of Your Background IP included in any of the Foreground IP provided to CFHI as of the date hereof. To the extent that you wish to include any of Your Background IP in any Foreground IP produced after the date hereof, you must obtain the written approval of CFHI in each case and you hereby grant to CFHI, an irrevocable, perpetual, world-wide, non-exclusive, paid-up license, with the right to use, reproduce, transmit and otherwise fully exploit such of Your Background IP as part of the Foreground IP, with the right to assign or sublicense the foregoing rights to any third party.
- 14.4 **CFHI Background IP.** CFHI and its licensors retain all right, title and interest in and to CFHI Background IP. CFHI hereby grants to you a license to use and reproduce CFHI Background IP solely for purposes of providing the consulting services to CFHI and for no other purpose.
- 14.5 **Third Party Property.** You will not include any Third Party Property in any deliverables provided hereunder unless CFHI has given prior written approval and you have obtained the necessary licenses from the third party for such use by CFHI and CFHI has approved such licenses. Foreground IP shall not require the use or exploitation of any Third Party Property unless the Third Party Property is readily commercially available at reasonable rates and the use of any such Third Party Property and the licenses applicable to such Third Party Property have been approved by CFHI in writing.
- 14.6 **Your Use.** You will maintain all CFHI Background IP in confidence and will not provide it to any third party and will not use it except to provide the consulting services to CFHI.
- 14.7 **Further Assurances.** You will do such things, execute documents and provide other reasonable assistance as requested by CFHI or its designee to give effect, protect and enforce the rights herein, including, without limitation, to register any available patent, copyright or other legal protection for the Foreground IP.
15. **RULES AND REGULATIONS.** As an independent contractor, you will observe all rules, regulations and policies of CFHI with respect to conduct and the health, safety and protection of persons and property while on the premises of CFHI. You will comply with all applicable government laws, ordinances, rules and regulations applicable to the services or the performance of services.

You agree to adhere to the CFHI Accessibility for Ontarian's with Disabilities policy found on the CFHI web site at <http://www.cfhi-fcass.ca/AccessibilityPolicy.aspx>.

You agree to abide by the CFHI Conflict of Interest Policy as disclosed on the CFHI web site at <http://www.cfhi-fcass.ca/sf-docs/default-source/policies/Conflict-of-Interest-E.pdf>. In addition, you agree to complete and return the Personal and Conflict of Interest Disclosure Statement that is attached to this contract and ensure that it stays up-to-date for the duration of this contract.



In accordance with the CFHI Code of Conduct Policy, as disclosed on the CFHI web site at <http://www.cfhi-fcass.ca/Libraries/Policies/Code-of-Conduct-Policy-E.sflb.ashx>, CFHI expects you to maintain a level of personal conduct that will not reflect negatively on yourself or on the integrity of CFHI. CFHI will not tolerate, ignore or condone workplace harassment and other forms of inappropriate behaviour. Therefore, if, in the opinion of CFHI, your conduct compromises the integrity of CFHI and it is determined that you have engaged in inappropriate behaviour, misconduct or harassment, this contract will be terminated immediately for cause upon written notice to you.

- 16. GOVERNMENT OF CANADA REPORTING REQUIREMENTS.** As a result of CFHI's Contribution Agreement with the Government of Canada, CFHI must ensure that the terms of this contract mirrors the basic elements of the Contribution Agreement between CFHI and the Government of Canada including:
- 16.1 a description of the responsibilities of the parties, financial and otherwise, including clear expectations as to the results expected through carrying out the activities of this contract (detailed in Schedule A: Statement of Work, Detailed Work Plan and Deliverables);
 - 16.2 the right of CFHI to monitor and review the activities under this contract through site visits or other means, as well as conduct inspections of financial records or an audit to confirm compliance with this contract and the appropriate use of funds;
 - 16.3 the right of CFHI to share with the Government of Canada copies of reviews, evaluations and audit reports of you with respect to the funding as they relate to the activities under this contract;
 - 16.4 the right of Canada to access the documents and your premises for the purposes of monitoring compliance with this contract;
 - 16.5 a requirement that you keep all records, information, databases, reports and all other documentation related to this contract and associated expenditures and costs, for a period of six (6) years from the expiration or termination of this contract;
 - 16.6 a provision for CFHI to make known Canada's role in the funding provided to you as appropriate or required;
 - 16.6 a requirement for you to repay to CFHI any funds to which you are not entitled, including payments made in error, overpayments and costs that were not eligible for reimbursement; and
 - 16.7 a requirement for you to ensure that any research project involving humans includes a research protocol that is consistent with the principles set out in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans and that appropriate records be kept and a copy provided to CFHI if requested to do so.
- 17. SURVIVAL OF PROVISIONS.** The provisions of Section 7, 9, 10, 11, 12, 14, 16 and this Section 17 will survive and continue after expiration or termination of the contract.

18. **COMPLETE AGREEMENT.** This contract, along with its Schedules, as amended from time to time, represents the entire agreement between the two parties and supersedes all prior negotiations, representations, or agreements written or oral. This contract may be amended only by written instrument signed by both parties.

If the foregoing is acceptable to you, please sign and return one of the enclosed contracts.

Thank you.

Sincerely,

Kaye Phillips
Senior Director
Canadian Foundation for Healthcare Improvement

I have been given a copy of this purchase of service contract and have read and understand its terms. I hereby accept the terms and conditions of this contract outlined above.

Dated this _____ day of _____, 201__.

Name of Contact
Name of Company

Schedule A: Statement of Work, Detailed Work Plan and Deliverables

The Canadian Foundation for Healthcare Improvement has engaged [INSERT NAME OF COMPANY] to provide consulting services related to [INSERT DESCRIPTION]. Below is a general outline of the consulting services that will be provided during the duration of the contract.

Overview

The Consultant will serve to provide the following functions:

[INSERT LIST OF FUNCTIONS/DUTIES].

General Functions

The detailed work plan that incorporates the major deliverables is as follows:

[INSERT DELIVERABLES AND TIME LINES]