



REQUEST FOR STATEMENTS OF QUALIFICATIONS (RFSQ) No. 22-053

DATE: May 9, 2022

Project Title: Nanaimo Regional Hospital District Advocacy Strategy for Priority Capital Projects

The Nanaimo Regional Hospital District (NRHD) invites qualified and experienced firms to submit Statements of Qualifications to develop an advocacy strategy to assist the NRHD in maintaining the issue of priority healthcare infrastructure at the forefront of the provincial agenda, both in terms of improving healthcare by building key facilities in the region, and in seeking additional financial support for these significant capital projects.

A. Intent

This Request for Statements of Qualifications (RFSQ) is issued to determine the most qualified and experienced service provider that can meet the NRHD's requirements, expectations, and timeline.

The NRHD will review submissions received in response to this RFSQ and enter discussions with the top-ranked Respondent to negotiate the terms, scope, timeline, and cost based on the actual scope of work required (the Work). Should these negotiations fail to result in a contract for the Work, the NRHD may then elect to negotiate with the next highest ranked service provider and so on until an agreement is reached or the process cancelled.

In any event, the NRHD shall not be bound to enter a contract with any Respondent to this RFSQ and, at its sole discretion, may elect to collapse this process.

B. Background

About the Nanaimo Regional Hospital District (NRHD)

The NRHD is an independent entity and is governed by a Board of Directors. It shares the same boundaries, Directors, and administrative staff as the Regional District of Nanaimo. It has its own budget, and its sole purpose is to provide capital funding, including equipment, land, and physical structures, to Island Health in support of local healthcare facilities as set out under the [Hospital District Act](#).

Hospital Districts are required to approve a provisional budget on or before December 31 each year and adopt, by bylaw, an annual budget on or before March 31 each year. While regional hospital district funding varies to some extent across the province, typically the NRHD, like other hospital districts in BC, provides 40 per cent of funding for capital projects for local health facilities. The Province provides the remaining 60 per cent of the capital funding.

Island Health is responsible for delivering healthcare services on Vancouver Island. Island Health pools both Provincial and NRHD funding, along with other funding sources such as charitable foundations, to maintain, improve and build healthcare facilities.

More information about the NRHD and its budgets can be found online at rdn.bc.ca/hospital-district.

NRHD's Priority Projects

In April 2022, the NRHD confirmed its five major areas of focus for capital planning and advocacy are the Nanaimo Regional General Hospital (NRGH) patient tower replacement, new cancer centre, cardiac catheterization lab, new high acuity unit and a new long-term care facility in the region. These five projects are vital to improving access to essential healthcare services for residents north of the Malahat.

Financial Strategy

On April 12, 2022, the NRHD confirmed its financial strategy in support of the five priority projects as follows:

- Confirm with Island Health and the Ministry of Health its commitment to the top five priority projects, emphasizing their interrelated and regional nature.
- Build upon the unified support of community stakeholders in collaborating to realize these essential health amenities for the region.
- Commit to paying 40 per cent of the four projects other than the cancer centre and undertake long term planning to be solidly positioned to pay the NRHD share, including borrowing as necessary.
- Advocate for the Province to pay 100 per cent of the cancer centre costs.

The goal is to accumulate reserves to reduce reliance on debt and prepare the NRHD to meet its partnership funding obligations for these priority projects that are urgently needed. The tax requisition approved by the Board on March 8, 2022, demonstrates the intention to support commitment for its local contribution.

Developing an Advocacy Strategy

Having determined an overall financial strategy and associated impact to taxation, the NRHD Select Committee will now lead the development of an advocacy strategy for the projects. This will be an evolving and collaborative process, drawing on expertise from First Nations, health stakeholders and community leaders. The strategy will highlight the stark difference in the standard of healthcare between the south island region and central/north island regions and will emphasize why these projects must be a provincial priority to close this gap. If the Province approves these projects, the NRHD will be ready to proceed.

This approach to developing an advocacy strategy will include the development of a strategic framework, refined key messages, identification of lead spokespersons, and a process for developing a community awareness campaign, with different leaders identified for various stages of the strategy.

The development of an advocacy strategy will leverage expertise from various stakeholders and community leaders as well as the NRHD and will be supported by the data from healthcare leaders, information from other stakeholders and experts, ongoing staff research and Island Health advice.

Partners and Stakeholders

Potential stakeholders in this endeavour include Island Health, Medical Staff Associations, the Nanaimo Medical Staff Engagement Society, Donna Hais (owner, R.W. (Bob) Wall Contracting and Community Liaison, Medical Staff Association), Nanaimo and District Hospital Foundation, Nanaimo Division of Family Practice, First Nations Health Authority, First Nations, Regional Districts, neighbouring municipalities, Vancouver Island University. It is anticipated this list will evolve.

C. Contemplated Scope of Work and Timeline

The successful proponent will work with the NRHD Select Committee Directors to ensure they and the NRHD Board are in the most effective position to engage meaningfully with MLAs, First Nations, and other intergovernmental partners to advocate for these projects and to develop a strong voice to deliver a unified message to government.

The goal is to maintain the urgent issue of priority healthcare infrastructure at the forefront of the provincial agenda, both in terms of improving healthcare in the region by building the necessary facilities, and in seeking additional financial support for these significant undertakings.

Specifically, the successful proponent will:

- Design and deliver a series of facilitated sessions to the NRHD Select Committee and staff to develop an advocacy strategy.
- Work with NRHD Select Committee and staff in building linkages with partners and stakeholders to build a cohesive message and leverage expertise and advocacy power. This will involve liaising with community leaders and stakeholders as required.
- Work with NRHD Select Committee and staff in developing a plan to connect with the broader community north of the Malahat, including municipalities, regional districts, First Nations, Medical Services Associations, the Nanaimo and District Hospital Foundation and others, including those described above, in capturing their interest and determining what role each will play in advocacy and building community awareness.
- Work with the NRHD Select Committee and staff in developing a plan for effective messaging to government.
- Provide the NRHD Select Committee and staff with advice and background preparation as needed to advocate with the Province and health partners.
- Develop a plan for raising community awareness about the role of the NRHD and importance of having financial and advocacy strategies in place to support the key healthcare capital projects.
- Develop and produce communications content to support the advocacy strategy and community awareness plan.

It is recognized that longer-term advocacy work may evolve over time and may turn into a multi-part project. The first part would involve delivering at least two facilitated workshops in spring 2022 to begin developing the strategy, messaging to government, partner and stakeholder linkages and a communications plan for enhancing public awareness.

Due to the fact 2022 is a local government election year, there will be a period between mid-August and November 2022 where public-facing work will be limited. It is anticipated that an advocacy strategy, key messages, and a public awareness plan will be developed before the election period, allowing intergovernmental and stakeholder engagement to take place.

D. Statement of Qualifications and Evaluation

The statement of qualifications should be no longer than five (5) single sided pages in length (not including cover page, cover letter and appendices). Please include the following:

- Qualifications and areas expertise of the Firm and nominated Project Manager. Please include CV/Resume of the Project Manager and explain how this individual will provide value for the NRHD. Describe your Firm's approach to work.
- Experience of Firm and nominated Project Manager in previous relevant work. Provide short descriptions of similar projects and assignments completed by both the Firm and nominated Project Manager.
- A statement of your firm's ability to complete the work within the timeframe described.

Statements of Qualifications (the "SOQ") will be evaluated by the Nanaimo Regional Hospital District based on the above. Any or all SOQs will not necessarily be accepted.

E. Submission Date and Time

Statements of Qualifications should be received on or before 3:00:00 p.m. local time on the 20th day of May 2022. The NRHD reserves the right to accept late submissions.

F. Questions and Submissions

Questions and submissions should be directed to:

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