



REQUEST FOR PROPOSALS

Municipality of the District of Clare

Project Management Services – Clare Health Centre Expansion

September 26, 2022

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1. MUNICIPAL PROFILE

Settled in 1768 and incorporated in 1879, the Municipality of the District of Clare (“the Municipality”) remains Nova Scotia’s only municipal unit to conduct its business and offer its services in both official languages. With a land area of 852.55 km² and boasting a population of approximately 8,000 residents, the Municipality is governed by an eight-member council, with Yvon LeBlanc as its Warden and Stéphane Cyr as its Chief Administrative Officer.

Historically, the Municipality’s economy has been driven by both the fisheries and forestry sectors. While still solidly anchored in the fishery (lobster, scallops, ground fish), the region’s economy has grown to include other resource-based industries (i.e., agriculture), manufacturing, retail trade, healthcare and social services, and education.

The Municipality is home to some 150 small and medium-sized business, with its largest employers being Riverside Lobster International Inc., Comeau’s Sea Foods Ltd., A.F. Thériault & Son Ltd., Université Sainte-Anne, and Villa Acadienne. Key economic attributes include a bilingual labour pool, competitive labour costs, local access to specialized training, proximity to deep-sea ports and the US marketplace, and low-cost housing.

In terms of its financial position, the Municipality’s audited financial statements for the year ending March 31, 2022, show a liquid and financially stable organization with \$10,574,662 in revenue, an annual surplus of \$2,807,093 and net financial assets of \$4,240,140.

2. OVERVIEW – CLARE HEALTH CENTRE

The Municipality of the District of Clare is committed to the provision of quality primary care services in both official languages, as a means of fostering community vitality. The Clare Health Centre is a testament to this commitment.

In response to the growing concerns expressed by area residents surrounding the future of health care and the provision of local primary care in both official languages, municipal council, private sector leaders and key community stakeholders came together to build a modern health centre. The Clare Centre opened its doors in 2008 and is fully owned and operated by the Municipality.



Presently, the Clare Health Centre boasts a collaborative practice team comprised of 9 physicians, 1 nurse practitioner (NSHA employee), and 1 family practice nurse (NSHA employee), offering a variety of primary care services in both official languages. These services are supported by municipal employees including:

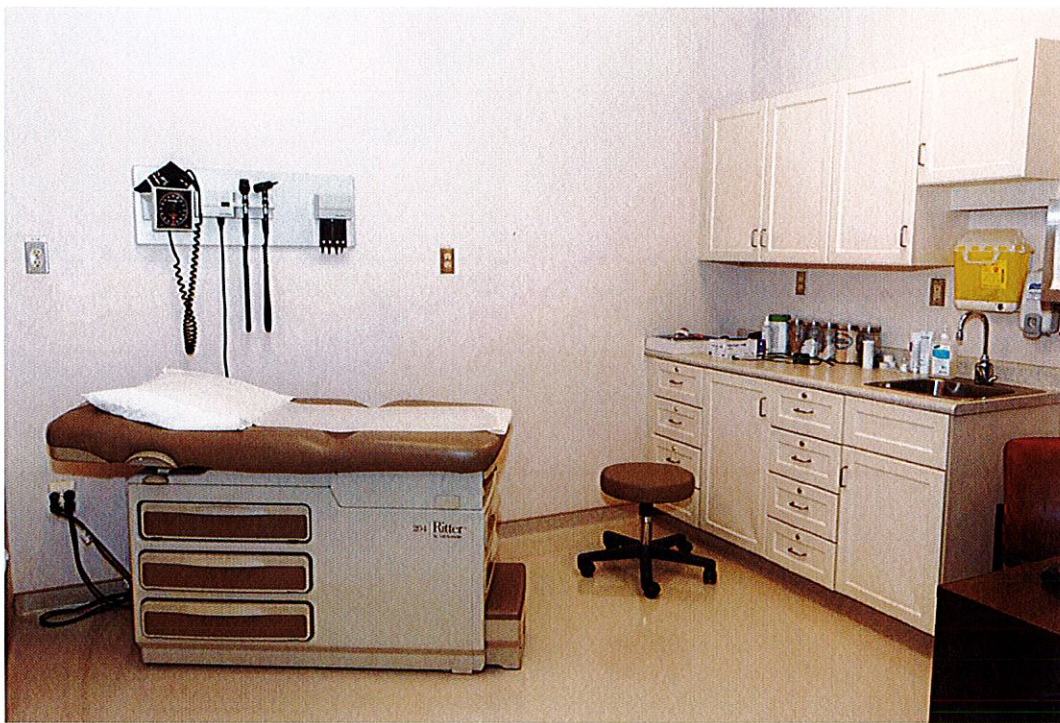
- 1.0 FTE Manager
- 4.0 FTE Office Administrative Positions
- 1.0 FTE Patient Attendant
- 1.0 Casual Office Administrative Position
- 3.0 Casual Patient Attendants
- 2.0 Casual Janitors

Much to their credit, the Centre's physicians also provide prenatal care, obstetric services, emergency coverage and operating room assists at the Yarmouth Regional Hospital. Furthermore, they are actively engaged with medical students, providing guidance and support through numerous activities and as primary preceptors for the family medicine residents in the Longitudinal Family Medicine Residency Program.

The lower level of the Clare Health Centre currently houses many Nova Scotia Health Authority (NSHA) services including Public Health, Mental Health/Addictions and Continuing Care.

Primary Care Population Demographics:

- Approximately 8,700 active primary care clients
- The Centre's physicians make regular visits to all the nursing homes and resident homes in the Municipality of the District of Clare
- On-call services are currently offered on Monday to Saturday for all clients of the Clare Health Centre as well as orphan patients of both the Municipality and surrounding communities. The average number of patients availing themselves of these on-call services is 30-35 per weekday and varies between 15-20 on the weekend (Saturday).



Satellite Clinics and Other Services:

Numerous health care providers routinely use the Centre's facilities to see clients from the region. These include the following services:

- Lab Collection
- The Digby Diabetes Centre
- Outpatient Nutritionist
- Cardiovascular Clinic
- Amplification Hearing Clinic
- Telehealth Unit (i.e., NS Rehabilitation Centre)

The ability of the Clare Health Centre to consistently accommodate these services has greatly contributed to reducing client travel time and facilitating access to primary care providers.

Other Services provided from the Clare Health Centre:

The following care services are also provided to area residents from the Clare Health Centre:

- Well Woman Visits
- Well Baby Visits
- Mirena Insertions
- Minor Surgery and Suturing
- Marine Medicals
- ABI Testing
- Memory Testing
- Lifestyle Coaching
- 24-hour Blood Pressure Monitoring
- Biopsies
- Driver Medicals
- Liquid Nitrogen Treatment
- Ear Wax Removal
- Yearly Flu Vaccine Clinic

3. PROJECT DESCRIPTION

The Clare Health Centre was established for the sole purpose of increasing access to primary care for Nova Scotians.

Since the Centre's inception in 2008, the Municipality has soundly demonstrated the necessary project management experience, technical expertise, and financial resources to successfully implement this project and ensure its continued operations. Case and point, the Municipality is regularly cited by MLAs and staff of both the Nova Scotia Department of Health and Wellness and the Nova Scotia Health Authority as a best practices model for community health centres and the delivery of primary care services.

Now in 2022, the Municipality remains steadfast in its commitment to the delivery of primary care services in both official languages and is actively seeking to grow its existing family practice team to include additional physicians and other health care professionals. This position is shared wholeheartedly by the Centre's current team of physicians. To this end, the Municipality currently has 4 residents at the Centre and has just recently welcomed 3 new physicians (2 of whom are bilingual) who have commenced their practices at the Centre in September 2022. The Municipality also has commitments from 2 other new physicians who will be commencing their respective practices at the Centre in the Fall of 2023 and who, in the meantime, will be doing locums and on-call engagements at the Centre.

Having determined that a simple redistribution of the existing space available to physicians is not feasible or in the best interest of the Centre's operations, the Municipality is looking at a physical expansion of the Centre to accommodate for the growth of its family practice team. This expansion will also allow the Municipality to further enhance the Centre's capacity as a bilingual learning institution, offering Acadian and francophone medical students the opportunity to further their careers in French in Nova Scotia.

To this end, the Municipality has engaged the services of a qualified architectural firm, DSRA Architecture Inc., to design the plans for this expansion (please see attached).

The proposed two-storey expansion is offset off the west corner of the existing structure. The upper level allows for a minimum of 5 new doctors offices, complete with two exam rooms per office, thus mirroring the current primary care delivery model employed at the Centre. The bottom floor is a combination of multi-use space / office space, to further the Municipality's ongoing doctor recruitment efforts and/or bolster its current service offerings.

The chosen design complies with the Accessibility Act of Nova Scotia in terms of its commitment to inclusion and accessibility. To this end, the inclusion of an elevator has been considered.

Ensuring access to primary care for Nova Scotians is a priority of the Municipality of Clare. The Clare Health Centre is key to that effort. Support for its expansion is strong within the community and its residents, thus the impetus for this project.

4. SCOPE OF WORK

The Municipality wishes to contract the services of a qualified project manager or management firm to carry out the following:

Project Management Activities:

- Represent the Municipality during the construction and commissioning phases of projects.
- Organize project team meetings and issue minutes.
- In coordination with the Municipality, establish budgets and schedules.
- Monitor project costs against budgets.
- Provide monthly status reports to the Municipality.

Project Schedule and Cost Control:

- Monitor approved budgets, identify variances and work with the project team to develop solutions.
- Monitor the project milestone schedule, identify variances in actual progress compared to the plan and work with the project team to find resolutions.
- Obtain Architect(s) detailed schedule and monitor same.
- Obtain Contractor's detailed construction schedule and monitor progress.
- Work with the project team to resolve any schedule issues to ensure completion dates are achieved.

Construction Process:

- Support the Municipality in the procurement of construction services.
- Act as the Municipality's representative during the construction process and work with the construction team to resolve issues arising.
- Ensure construction activities are planned to minimize the impact to the health care professionals and municipal employees.
- Manage change control process.
- Participation in infection control procedures and standards.
- Review and recommend approval of invoices and change orders.

Close Out:

- Act as the Municipality's representative during the commissioning and close-out phase.
- Organize deficiency inspections with the Municipality and stakeholders. Manage resolution of identified deficiencies.
- Facilitate the assembly and turn-over of project record documentation and operations and maintenance materials.
- Follow up on contract deficiencies with the design team and contractors.
- Assist the Municipality in setting up processes to administer the warranty phase of the project.

5. REPORTING

The Municipality will be the contracting agency for this project and expects to be kept apprised of its progress. To that end, the independent project manager or firm will liaise regularly with the Municipality's Chief Administrative Officer throughout the completion of this engagement.

6. PROPOSAL SUBMISSIONS

All proposals submitted in response to this Request for Proposals must contain the following:

- The name and coordinates of the firm, including those of the contact person for this project.
- A biography of the project lead and all other team members (if applicable) including name, qualifications, and relevant experience.
- A detailed description of the methodology to be employed in completing the proposed engagement.
- A schedule of fees and expenses, including the rates of remuneration for individual team members and the estimated amount of time each member will devote to the project.
- A proposed timeline for completion of the project.
- A signed statement by the proponent acknowledging their understanding of the scope of this assignment.

Proposals must be easy to read and void of irrelevant information, complicated language, abbreviations, and uncommon terms.

7. EVALUATION PROCESS

The evaluation process will be carried out by the Municipality and will take into consideration the following:

- Proponent qualifications
- Experience with similar engagements
- Ability to adhere to stated project timelines
- Proposed budget

Proponents may be contacted during the evaluation stage for clarification and/or further inquiries. Please note, the proposal with the lowest bid will not necessarily be accepted.

The Municipality may take into account other considerations deemed to be in the best interest of this exercise.

8. INQUIRIES AND ADDENDA

Clarification of terms and conditions regarding the RFP document, the RFP process and all other inquiries shall be directed by email to:

Stéphane Cyr
Chief Administrative Officer
Municipality of the District of Clare
E-mail: cao@munclare.ca

It is the sole responsibility of potential proponents to check the following website to ensure that all available information, including any addenda issued, has been received prior to submitting a proposal: <http://novascotia.ca/tenders/home.aspx>

The decision to issue or not issue an addendum is entirely at the discretion of the Municipality. Any addendum will be incorporated into and become part of the RFP document. No amendment of any kind to the RFP is effective unless it is contained in a written addendum issued by the Municipality.

The deadline for inquiries concerning this RFP is 12:00 p.m. (AST) on October 9, 2022. The Municipality reserves the right not to respond to inquiries received after this deadline.

9. SUBMISSION DETAILS

Proposals must be received by October 11, 2022, at 3:00 p.m.

Proposals can be sent electronically (PDF Format) to the attention of:

Stéphane Cyr
Chief Administrative Officer
Municipality of the District of Clare
E-mail: cao@munclare.ca

The Municipality reserves the right to accept or reject any or all proposals.

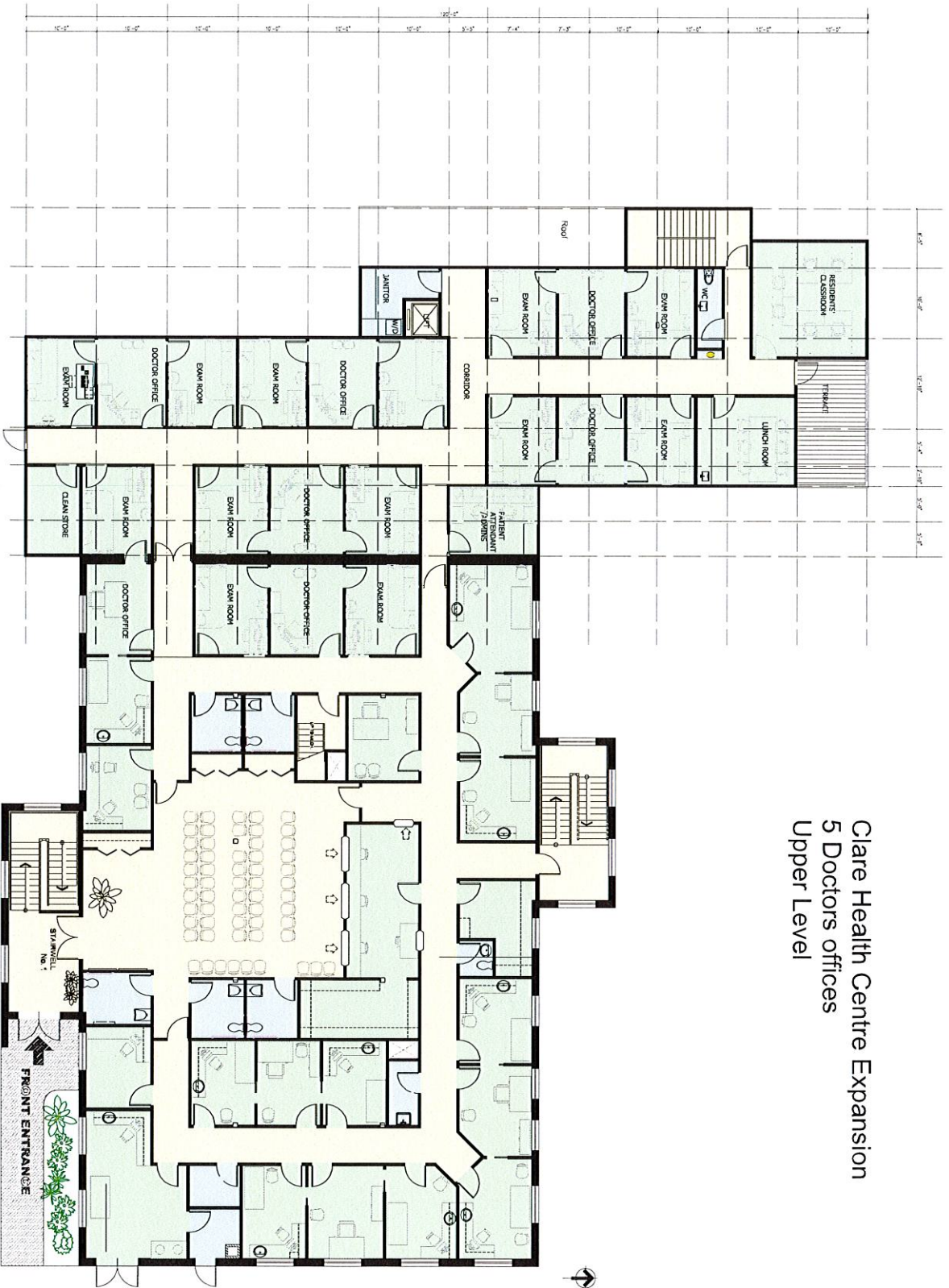
A confirmation email of receipt must be obtained from the Municipality by the respondent otherwise, the proposal has not been received.

Amendments to a proposal may be submitted electronically prior to the closing time, marked with the proponent's name and the RFP title and number. Proposals already delivered may be withdrawn by written notice only, provided such notice is received at the office prior to closing time.

All costs associated with the preparation and submission of the proposal, including any costs incurred by the proponent after closing time, will be borne solely by the proponent.

By submitting a proposal, the proponent acknowledges and agrees that the Municipality will not be responsible for any costs, expenses, losses, damaged (including damages for loss of anticipated profit) or liabilities incurred by the proponent as a result of submitting a proposal.

Clare Health Centre Expansion 5 Doctors offices Upper Level



Clare Health Centre Expansion
5 Doctors offices
Lower Level

