Request for Proposal
Culture of Academic Medicine
Marketing and Design

Issued: July 22, 2021
Submission Date: August 15, 2021 by 11:59 pm ET

Delivery of Proposals:
Electronic proposals must be sent by email to: gparsons@afmc.ca and abarrette@afmc.ca
(Electronic proposals must be a single PDF document)
Attention: Gaelle Parsons, Project Manager and Annie Barrette Media & Government Relations Manager

Proponents are advised to email the Contact Person below to confirm interest in submitting a proposal.

Gaelle Parsons
Association of Faculties of Medicine of Canada
2733 Lancaster Road, Suite 100
Ottawa, ON K1B 0A9
613-730-0687 x [275]
gparsons@afmc.ca
Request for Proposal

Table of Contents

A. Introduction .................................................................................................................. 3
   Invitation to Proponents .............................................................................................. 3
   About the Organization ............................................................................................... 3
   Contact ......................................................................................................................... 3
   Contract ....................................................................................................................... 3
   No Guarantee of Volume of Work or Exclusivity of Contract ...................................... 3
   Agreement on Internal Trade ....................................................................................... 3
   Timetable* ..................................................................................................................... 4

C. Detailed Specifications ............................................................................................... 4
   Culture of Academic Medicine Project ....................................................................... 4
   Services Sought ............................................................................................................ 7
   Material Disclosures .................................................................................................... 7
   Proposal Submission Format ....................................................................................... 7

D. Proposal Evaluation .................................................................................................... 7
   Stages of Proposal Evaluation .................................................................................... 7
   Stage I – Mandatory Requirements, Submission and Rectification ............................... 8
   Stage II – Evaluation of Rated Criteria ........................................................................ 8
   Stage III – Evaluation of Pricing .................................................................................. 8
   Stage IV – Cumulative Score and Selection of Highest Scoring Proponent .................. 8
   Tie Score ...................................................................................................................... 8

E. Terms and Conditions of the RFP Process .................................................................. 8
   1. General Information and Instructions ....................................................................... 8
   2. Communication after Issuance of RFP .................................................................... 9
   3. Negotiations, Notification and Debriefing ............................................................... 10
   4. Prohibited Communications and Confidential Information .................................... 11
   5. Procurement Process Non-binding ......................................................................... 12
   6. Governing Law and Interpretation .......................................................................... 13

Appendix A – Service Requirements ............................................................................. 14
   Detailed List of Service Requirements (separate excel file) ........................................ 14

Appendix B – Material for Submission .......................................................................... 14

Appendix C - Rated Criteria .......................................................................................... 16

Appendix D - Acknowledgement Form .......................................................................... 17
   Terms & Conditions ....................................................................................................... 17
   Conflict of Interest ....................................................................................................... 17
A. Introduction

Invitation to Proponents
This Request for Proposals (“RFP”) is an invitation by the Association of Faculties of Medicine of Canada (the “AFMC”) to prospective proponents to submit proposals for the Culture of Academic Medicine Campaign marketing and design.

About the Organization
Founded in 1943, AFMC represents Canada’s 17 faculties of medicine and is the voice of academic medicine in this country. We act to support medical education, health research, and clinical care in our faculties of medicine. Canada’s faculties of medicine graduate over 2,800 MDs a year with an enrolment of over 11,600 undergraduate medical students.

Contact
For the purposes of this procurement process, the AFMC contact shall be Gaelle Parsons, Project Manager, gparsons@afmc.ca and Annie Barrette, Media & Government Relations Manager, abarrette@afmc.ca

Contract
Proponents will be evaluated according to the criteria included in section D. The selected proponent will be required to enter into negotiations for an agreement with the AFMC for the provision of the Deliverables (Appendix A). The term of the agreement will be for implementing the second iteration of a web tool.

No Guarantee of Volume of Work or Exclusivity of Contract
The AFMC makes no guarantee of the value or volume of work to be assigned to the successful proponent. The Agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The AFMC may contract with others for the same or similar deliverables to those described in the RFP or may obtain the same or similar deliverables internally.

Agreement on Internal Trade
Proponents should note that procurements falling within the scope of Chapter 5 of the Canadian Free Trade Agreement are subject to that chapter but that the rights and obligations of the parties shall be governed by the specific terms of each particular tender call. For further reference, please see
B. Timetable and Submission Instructions

Proponents should submit their proposals according to the following timetable and instructions.

**Timetable**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Date of RFP</td>
<td>July 22, 2021</td>
</tr>
<tr>
<td>Deadline for proponent’s questions related to RFP</td>
<td>July 29, 2021</td>
</tr>
<tr>
<td>Response from AFMC to questions related to RFP</td>
<td>August 5, 2021</td>
</tr>
<tr>
<td>Live Q&amp;A session (via Zoom)</td>
<td>August 6, 9:00-9:30AM ET</td>
</tr>
<tr>
<td>Submission Date</td>
<td>August 15, 2021</td>
</tr>
<tr>
<td>Rectification Date</td>
<td>August 25, 2021</td>
</tr>
</tbody>
</table>

*The RFP timetable is tentative only, and may be changed by AFMC at any time, subject to appropriate notice.

**Proposals Should Be Submitted on Time in Prescribed Manner by email to:**

Gaelle Parsons  
Project Manager  
gparsons@afmc.ca

Annie Barrette  
Media & Government Relations Manager  
abarrette@afmc.ca

Proposals are to be submitted by email on or before the Submission Date and Time. Proposals submitted after the submission date will be rejected.

**Withdrawing Proposals**

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To affect a withdrawal, a notice of withdrawal must be sent to the AFMC Contact by an authorized representative.

**C. Detailed Specifications**

**Culture of Academic Medicine Project**

Today in Canada, 43% of 2,902 medical students eligible for graduation in 2020 reported that they had been publicly humiliated at least once during their medical studies (2020 AFMC Graduation Questionnaire – National Report). Still present in our learning and clinical settings, the lack of respect causes emotional harm and interferes with the education, confidence, and motivation of learners and healthcare providers in general, affecting patient care ultimately. The Institute for Healthcare Improvement (IHI, 2021) advocates the importance of joy in work promoted by a safe environment. It increases staff collaboration and well-being, which is reflected in the quality of patient care.

In that context, the AFMC new strategic plan highlights our commitment to developing and promoting best practices and tools to cultivate respectful and supportive learning environments. In late fall 2020, AFMC received grant support from the CMA/Scotiabank Affinity Grant program to begin to address this critical issue over the next four years. This Grant will sponsor a program focused on advancing improvements in the learning, training and working environments within academic medicine. In order to be effective in advancing this work, we must explore how to improve the current culture of academic medicine and critically examine our learning, training and work environments – which includes all
administrative, research and clinical training settings. Addressing behaviors in learning and training environments within academic medicine will be one step toward improving equity, diversity and inclusivity within our healthcare system. We intend to provide enabling tools and resources that support all training settings as safe spaces, free of racism and mistreatment.

Through this program, we aim to deliver a behavioral change campaign that will lead to respectful, kind and compassionate learning and training environments for the health and wellness of all. The campaign will:

- Focus on Canadian academic medicine, which reaches across the academic health science network and beyond where teaching also takes place. The academic medicine environment includes medical trainees, educators, staff, patients and their learning and training environments. The learning environments are classroom, laboratories, research institutes, hospitals, clinics (out in community, even as far as rural and remote).
- Be based on ideals for a culture of respect, kindness and compassion articulated through a Culture of Academic Medicine Charter that will be created and will serve as the foundation for the national campaign. The campaign will model other successful behavioral change campaigns in our sector (e.g., Choosing Wisely). It will focus on changing individuals' behaviors as well as institutional approaches (e.g., institutional rules of engagement). Products and tools will be developed, and existing innovations will be scaled up. It will also leverage existing wellness week/month initiatives to showcase supports and encourage dialog. EDI and anti-racism will be at the core of the campaign development.
- Target:
  - Institutions – Medical schools, hospitals, research institutes, family practice clinics, etc.
  - Organizations – National and provincial organizations
  - Individual – Preceptors and Faculty
  - Individual – all learners, Medical students, residents and graduate students
  - Individual - Staff involved in the learning and clinical environment (administrative staff in faculties, hospitals, clinics, laboratories)
  - Individual – Patients
- Engagement of other health professions will not be a main focus for this first three years of the campaign however activities focused on building inroads and seizing opportunities to scale up the success of this campaign will be undertaken in the last year of the project.

Project Deliverables anticipated:

- Three-year, phased campaign promoting changing behaviors and improving the culture of academic medicine; three phases include: buy-in/awareness building; joining in; and advancing together
  - Toolkit for Individuals. The individuals' toolkits will consist of material, online modules and assets that will provide language and know-how to foster respectful, kind, and compassionate learning, training, and working environments. It will be rooted in improving equity, diversity, and inclusivity and anti-racism concepts which provide the tools to create compassionate, safe, and respectful interactions. When creating tools for individuals, we need to consider 2 dimensions (material/physical and psychosocial) with 4 components, 3 psychosocial (personal, social, and organizational) and 1 material/physical (physical and virtual spaces for learning, training, and working).
Toolkit for Institutions. The institutional toolkits are targeting all places that learning and practicing medicine takes place, for example Medical Schools, Hospital and clinics). It will consist of a checklist and guidance to encourage institutional and clinical setting adoption of transparent behavioral change approaches unique to their environment (e.g., institutional rules of engagement). It will also guide and support how to appropriately engage their team and staff as well as those engaging within their environment. A specific focus will include guidance on EDI and anti-racism policies. As an incentive for institution to engage, implement and enforce guidelines the campaign could provide an institutional certificate of achievement and recognition.

➢ Network of wellness focused leaders and champions across faculties of medicine with outreach to clinical practice settings.
➢ A series of sessions with institutional leaders to address challenges and seize opportunities that promote wellness and changing the culture of academic medicine
➢ Culture of Academic Medicine Charter - aspirational depiction of a kind, compassionate and respectful engagement within our academic medicine learning, training, and working environment today and in the future.
➢ Peer-reviewed, curated Wellness Repository that identifies exemplary resources for individuals and institutions that support creation of a safe and respectful learning environment. This repository will also link to other repositories as the CMA Wellness Hub, so we do not duplicate them.
➢ Fulsome evaluation to measure campaign impact, effectiveness and to inform sustainability

Anticipated Timeline:

• NOV 2020 – MAR 2022 - Design
  o NOV 2020 to April 2021: project design and plan development, partnerships, and outreach
  o MAY to JULY 2021: obtain team & consultants, set up fulsome project plan and define outcome expectations; identify stakeholders and sustainability strategy;
  o JULY to APRIL 2022: engage champions network, campaign design, Culture of Academic Medicine Charter Draft; Environmental Scan: Identification of challenges and opportunities
• APR 2022: Launch phase 1 campaign (Buy-in / Awareness Building)
  o Institutional session – buy-in and engagement focused enabling them to reach and engage their individual administrative staff, faculty, residents, graduates and students
  o Toolkit(s) design
• SEP 2022: Launch phase 2 campaign (Get involved)
  o Institutional session – Guide institutions on sustainable policy development and leadership commitment
• APR 2023: Launch phase 3 campaign (Advance Together)
  o Toolkit(s) and resources available
  o Impact metrics design
  o Institutional session - Symposium on Canadian Healthcare Culture (bring together institutions and change agents to highlight successes and discuss challenges and barriers. Invite other health professions to discuss scaling up success)
• OCT 2024: Lessons learned, impact reporting and next steps

Services Sought
AFMC is seeking proponents to create the brand, design and build content for a national three year, phased behavioral change campaign that will lead to respectful, kind, and compassionate learning, training and working environments for the health and wellness of all. Please refer to Appendix A - I, Detailed List of Service Requirements for details.

In a situation where one proponent cannot meet all the mandatory requirements in Appendix A - I, Detailed List of Service Requirements, this RFP may be awarded to more than one proponent as a result.

Material Disclosures
• This agreement is not exclusive; the AFMC reserves the right to purchase hardware, software, hosting and support from other vendors.

Proposal Submission Format

The following format and sequence must be followed to provide consistency in Proponents’ responses and to ensure each proposal receives fair consideration. All pages should be consecutively numbered. The proposal should be a single compiled PDF with the exception of attaching Appendix A excel file.

a. Acknowledgement Form (see Appendix D) – which must be signed by a person authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to the RFP.

b. Table of Contents for proposal, including page numbers.

c. The body of the proposal, including pricing and all other required documentation as outlined in Appendix B. The proposal should address all factors identified in the evaluation criteria in the same order as they are described in the criteria. Failure to address all criteria will impair the proposal. The AFMC will not seek clarification of vague or incomplete information.

d. Separate excel file with completed responses as provided in Appendix A.

All costs must be presented in Canadian dollars, be all-inclusive, including applicable taxes.

Proposals must be submitted in English and are to be prominently marked with the RFP title, with the full legal name and return address of the proponent, and with the Submission Date.

D. Proposal Evaluation

Stages of Proposal Evaluation
The AFMC will conduct the evaluation of proposals in the following four (4) stages:
Stage I – Mandatory Requirements, Submission and Rectification

Stage I will consist of a review to determine which proposals comply with our requirements. Proposals failing to satisfy the requirements as of the Submission Date and Time will be provided an opportunity to rectify any deficiencies. Proposals failing to satisfy the mandatory requirements as of the Rectification Date and Time will be excluded from further consideration. Proponents may be invited to an inquiry session by the review committee to provide a demonstration of the service and to answer questions the review committee may have.

Proposals satisfying the mandatory requirements before the Rectification Date and Time will proceed to Stage II. Proposals failing to satisfy the mandatory requirements will be excluded from further consideration.

Stage II – Evaluation of Rated Criteria

Stage II will consist of a scoring by the AFMC of each qualified proposal on the basis of the rated criteria, excluding Pricing. Proponents should refer to Appendix C – Rated Criteria for a breakdown of the Rated Criteria. Proponents failing to meet the minimum threshold for any section will be excluded from further consideration in Stage III.

Stage III – Evaluation of Pricing

Stage III will consist of a scoring of the Pricing submitted. The evaluation of price will be undertaken after the evaluation of mandatory requirements and any rated requirements has been completed, and will only apply to proponents that have not been excluded in earlier stages. Proponents should refer to Appendix C – Rated Criteria.

Stage IV – Cumulative Score and Selection of Highest Scoring Proponent

At the conclusion of Stage III, all scores from Stage II and Stage III will be added and the highest-ranking proponent will be selected for contract negotiations in accordance with Section E. (Terms and Conditions of the RFP Process.)

In a situation where one proponent cannot meet all the mandatory requirements in Appendix A, this RFP may be awarded to more than one proponent as a result.

Tie Score

In the event of a tie score, the selected proponent will be determined by way of a coin toss.

E. Terms and Conditions of the RFP Process

1. General Information and Instructions

1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in the RFP. Where information is requested in the RFP, any response made in a proposal should reference the applicable section numbers of the RFP where that request was made.

1.2 Language of Proposals

Submissions should be made in English.
1.3 AFMC’s Information in RFP Only an Estimate

The AFMC and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in the RFP or issued by way of addenda. Any quantities shown or data contained in the RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general size of the work. It is the proponent’s responsibility to avail itself of all the necessary information to prepare a proposal in response to the RFP.

1.4 Proponents Shall Bear Their Own Costs

The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

2. Communication after Issuance of RFP

2.1 Proponents to Review RFP

Proponents shall promptly examine all of the documents comprising the RFP, and

(a) shall report any errors, omissions or ambiguities; and
(b) may direct questions or seek additional information

in writing by email on or before the proponent’s Deadline for Questions to the AFMC Contact. All questions submitted by proponents by email to the AFMC Contact shall be deemed to be received once the email has entered into the AFMC Contact’s email inbox. No such communications are to be directed to anyone other than the AFMC Contacts listed in this RFP. The AFMC is under no obligation to provide additional information.

It is the responsibility of the proponent to seek clarification from the AFMC Contact on any matter it considers to be unclear. The AFMC shall not be responsible for any misunderstanding on the part of the proponent concerning the RFP or its process.

The AFMC commits to hosting one Live Q&A Session (via Zoom) on August 6, 2021 at 9:00 AM ET where interested proponents can meet the review committee and ask questions related to the RFP or project. To participate in the Live Q&A Session, please join by clicking the link below: https://afmc.zoom.us/j/6691229453?pwd=OUczcEFzOEt4NEY0QzVlbnBicHgvUT09

2.2 All New Information to Proponents by Way of Addenda

The RFP may be amended only by an addendum in accordance with this section. If the AFMC, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated to all proponents by addenda. Each addendum forms an integral part of the RFP.

Such addenda may contain important information, including significant changes to the RFP. Proponents are responsible for obtaining all addenda issued by the AFMC.
2.3 Post-Deadline Addenda and Extension of Submission Date
If any addendum is issued after the Deadline for Issuing Addenda, the AFMC may at its discretion extend the Submission Date for a reasonable amount of time.

2.4 Verify, Clarify and Supplement
When evaluating responses, the AFMC may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent’s proposal. The AFMC may revisit and re-evaluate the proponent’s response or ranking on the basis of any such information.

2.5 No Incorporation by Reference
The entire content of the proponent’s proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent’s proposal will not be considered to form part of its proposal.

2.6 Proposal to Be Retained by the AFMC
The AFMC will not return the proposal or any accompanying documentation submitted by a proponent.

3. Negotiations, Notification and Debriefing

3.1 Selection of Top-Ranked Proponent
The top-ranked proponent, as established under Section D. Proposal Evaluation will receive an invitation to enter into direct contract negotiations with the AFMC.

3.2 Timeframe for Negotiations
The AFMC intends to conclude negotiations within thirty (30) days commencing from the date the AFMC invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

3.3 Process Rules for Negotiations
Any negotiations will be subject to the process rules contained in this Section E. Terms and Conditions of the RFP Process and in the Terms and Conditions portion of the Acknowledgement Form and will not constitute a legally binding offer to enter a contract on the part of the AFMC or the proponent. Negotiations may include requests by the AFMC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the AFMC for improved pricing from the proponent.

3.4 Terms and Conditions
The terms and conditions found in Section E. Terms and Conditions of the RFP Process and in the Terms and Conditions portion of the Acknowledgement Form, are to form the starting point for negotiations between the AFMC and the selected proponent.
3.5 Failure to Enter into Agreement

Proponents should note that if the parties cannot execute a contract within the allotted thirty (30) days, the AFMC may invite the next-best-ranked proponent to enter into negotiations. In accordance with the process rules in Section E. Terms and Conditions of the RFP Process and in the Terms and Conditions portion of the Acknowledgement Form there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. With a view to expediting contract formalization, at the midway point of the above-noted timeframe, the AFMC may elect to initiate concurrent negotiations with the next-best-ranked proponent. Once the above-noted timeframe lapses, the AFMC may discontinue further negotiations with that particular proponent. This process shall continue until a contract is formalized, until there are no more proponents remaining that are eligible for negotiations or until the AFMC elects to cancel the RFP process.

3.6 Notification to Other Proponents

Other proponents that may become eligible for contract negotiations will be so notified at the commencement of the negotiation process. Once a contract is executed between the AFMC and a proponent, the other proponents may be notified directly in writing of the completion of this procurement process.

3.7 Debriefing

Proponents may request a debriefing after receipt of a notification of award. All requests must be in writing to the AFMC Contact and must be made within sixty (60) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

4. Prohibited Communications and Confidential Information

4.1 Prohibited Proponent Communications

The proponent shall not engage in any Conflict of Interest communications and should take note of the Conflict of Interest declaration set out in the Terms and Conditions portion of the Acknowledgement Form. For the purposes of this Section, “Conflict of Interest” shall have the meaning ascribed to it in the Terms and Conditions portion of the Acknowledgement Form.

4.2 Proponent Not to Communicate with Media or Other Parties

A proponent may not at any time directly or indirectly communicate with the media in relation to the RFP or any contract awarded pursuant to the RFP without first obtaining the written permission of the AFMC Contact. Similarly, a proponent may not at any time directly or indirectly communicate about the RFP or any contract in negotiation or awarded pursuant to the RFP with any other parties, for example through the company website or any other communication medium, without first obtaining the written permission of the AFMC Contact.

4.3 Confidential Information of the AFMC

All information provided by or obtained from the AFMC in any form in connection with the RFP either before or after the issuance of the RFP

(a) is the sole property of the AFMC and must be treated as confidential;
4.4 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the AFMC. The confidentiality of such information will be maintained by the AFMC, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed on a confidential basis, to the AFMC’s advisers retained for the purpose of evaluating or participating in the evaluation of their proposals. If a proponent has any questions about the collection and use of personal information pursuant to the RFP, questions are to be submitted to the AFMC Contact.

5. Procurement Process Non-binding

5.1 No Contract A and No Claims

The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (a) the RFP shall not give rise to any “Contract A”–based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and (b) neither the proponent nor the AFMC shall have the right to make any breach of contract, tort or other claims against the other with respect to the award of a contract, failure to award a contract or failure to honour a response to the RFP.

5.2 No Contract until Execution of Written Agreement

The RFP process is intended to identify prospective vendors for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service shall be created between the proponent and the AFMC by the RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

5.3 Non-binding Price Estimates

While the pricing information provided in responses will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the responses and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or contract award.

5.4 Disqualification for Misrepresentation

The AFMC may disqualify the proponent or rescind a contract subsequently entered if the proponent’s response contains misrepresentations or any other inaccurate, misleading or incomplete information.

5.5 References and Past Performance

The AFMC’s evaluation may include information provided by the proponent’s references and may also consider the proponent’s past performance on previous contracts with the AFMC or other institutions.
5.6 Inappropriate Conduct

The AFMC may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, and such inappropriate conduct shall include but not be limited to the following: (a) the submission of quotations containing misrepresentations or any other inaccurate, misleading or incomplete information; (b) the refusal of the supplier to honour its pricing or other commitments made in its proposal; or (c) any other conduct, situation or circumstance, as solely determined by the AFMC, which constitutes a Conflict of Interest. For the purposes of this Section, “Conflict of Interest” shall have the meaning ascribed to it in the Section E. Terms and Conditions of the RFP Process and in the Terms and Conditions portion of the Submission Form.

5.7 Cancellation

The AFMC may cancel or amend the RFP process without liability at any time.

6. Governing Law and Interpretation

6.1 Governing Law

The terms and conditions in this Section E – Terms and Conditions of RFP Process (a) are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision); (b) are non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and (c) are to be governed by and construed in accordance with the laws of the province or territory within which the AFMC is located (Ontario) and the federal laws of Canada applicable therein.
Appendix A – Service Requirements

Detailed List of Service Requirements (separate excel file)
Design, brand and launch a National 3 years, phased, behavioral change campaign that will lead to respectful, kind, and compassionate learning, training, and working environments for the health and wellness of all.

Appendix B – Material for Submission

A. Company Information and Team Capacity
   • Full Legal Company Name and mailing address
   • RFP Main Contact Information
   • Company Website
   • Relevance/Experience in an NPO setting
   • Warranty, Maintenance/support including size of team/response guarantees
   • Customer service/ Experience, Qualifications, & Certifications*
   • Company References**
   • Resumes of key team members, developers and project managers who will be involved in the process

B. Service Overview and Timeline
   • Overview of services offered
   • Completed Appendix A – separate excel file
   • Timeline for delivery of services (broken down into phases of delivery)
   • Additional services available (if relevant)

C. Pricing
   Please break down costs by phases according to the descriptions in Appendix A. Total pricing, inclusive of all elements listed herein, will be considered under the pricing formula for evaluation.
   • Phase 1a. Research and Planning Costs
   • Phase 1.b Brand Design
   • Phase 1.d Website / App Design and Development
   • Phase 2.a Campaign Promotion
   • Annual Maintenance Costs

*Experience, Qualifications, & Certifications
Please provide a description of your company and an outline of the goods and services your company has previously and/or is currently delivering. This section should highlight any experience the proponent might have in the higher education, healthcare, and medical education sectors. Also provide a sample of a service level agreement (SLA) that you would expect to use as a template in the event you are selected.

**Company References
Please provide three (3) references from clients who you have obtained similar goods or services to those requested in the RFP in the last two (2) years. Proponents with more relevant experience and better customer feedback will be awarded more points. (For each reference, please include: Company Name, Address, Contact Name, Telephone Number, Date Work Undertaken, short description of the nature of the assignment)
Appendix C - Rated Criteria

The following is an overview of the categories and weighting for the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for categories C.1 and C.2 will not proceed to the Stage III of the evaluation process (evaluation of pricing).

<table>
<thead>
<tr>
<th>Rated Criteria Category</th>
<th>Weighting (Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>C.1 Company Information</strong></td>
<td></td>
</tr>
<tr>
<td>• Capacity to work and provide services in both languages (French and English)</td>
<td>10</td>
</tr>
<tr>
<td>• Years in business</td>
<td>1</td>
</tr>
<tr>
<td>• Proven track record in delivering similar project(s)</td>
<td>4</td>
</tr>
<tr>
<td>• Has worked for non-profit organizations and/or medical education field</td>
<td>3</td>
</tr>
<tr>
<td>• Available for maintenance/support (appropriate SLA)</td>
<td>10</td>
</tr>
<tr>
<td>• Qualifications, references, and credit rating</td>
<td>2</td>
</tr>
<tr>
<td><strong>C.2 Service Requirements &amp; Timeline</strong></td>
<td>130</td>
</tr>
<tr>
<td>• Meets requirements in Appendix A - Detailed List of Service Requirements</td>
<td>100</td>
</tr>
<tr>
<td>• Suitability of timeline for delivery</td>
<td>30</td>
</tr>
<tr>
<td><strong>C.4 Pricing</strong></td>
<td>100</td>
</tr>
<tr>
<td><strong>C.5 Suitability</strong></td>
<td>40</td>
</tr>
<tr>
<td>• Overall suitability of the product for services sought</td>
<td>40</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td>300</td>
</tr>
</tbody>
</table>

Relative Pricing Formula

Pricing will be scored based on a relative pricing formula using the rates as defined under C3 (Pricing). Under the relative pricing formula, each proponent will receive a percentage of the total possible points allocated to price for the particular category it has bid on by dividing that proponent’s price for that category into the lowest bid price in that category. For example, if a proponent bids $120.00 for a particular category and that is the lowest bid price in that category, that proponent receives 100% of the possible points for that category ($120/120 = 100%). A proponent who bids $150.00 receives 80% of the possible points for that category ($120/150 = 80%), and a proponent who bids $240.00 receives 50% of the possible points for that category ($120/240 = 50%).

Lowest rate  
-------------  x  Total available points = Score for proposal with second-lowest rate
Second-lowest rate

Lowest rate  
-------------  x  Total available points = Score for proposal with third-lowest rate
Third-lowest rate
And so on, for each proposal.
Appendix D - Acknowledgement Form

Terms & Conditions
Check the boxes below and sign this form to acknowledge and agree to the following terms. Include this form with your submission materials.

Acknowledgment of Non-binding Procurement Process
☐ The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the AFMC and the selected proponent have executed a written contract.

Ability to Provide Deliverables
☐ The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. The proponent represents and warrants its ability to provide the Deliverables required under the RFP in accordance with the requirements of the RFP for the Rates set out in Appendix B, Section C: Pricing, and has provided a list of any subcontractors to be used to complete the proposed contract.

Non-binding Price Estimates
☐ The proponent has submitted its Rates in accordance with the instructions in the RFP under Section E: Terms and Conditions of the RFP Process. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its quotation or its eligibility for future work.

Conflict of Interest
For the purposes of this section, the term “Conflict of Interest” means

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the AFMC in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

(b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the proponent’s other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.
If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP. Otherwise, if the statement below applies, check the box.

☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Disclosure of Information

☐ The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the AFMC to the AFMC’s advisers retained for the purpose of evaluating or participating in the evaluation of this proposal.

Acknowledgement

☐ As an authorized representative, I confirm that I have read and understood the terms and conditions and I have met the submission requirements of the RFP.

____________________________________  ______________________________________
Signature of Witness  Signature of Proponent Representative

____________________________________
Name of Witness

____________________________________
Name and Title of Proponent Representative

Date  
I have the authority to bind the proponent