

Partnerships British Columbia Request for Proposal

Process Redesign Services for the Development of the Business Case and Output Specifications for the Children's and Women's Health Centre of B.C. Redevelopment Project

Request for Proposal No. RFP CWHC Process Redesign Services

Issue date:

May 25, 2006

Closing location:

Partnerships British Columbia
2320 – 1111 West Georgia Street
Vancouver, B.C. V6E 4M3

Closing date and time:

Six (6) complete hard copies and three (3) copies on CDs (in printable format)
of each Proposal must be received by

10:00 a.m. Pacific Time on June 9, 2006.

Any Proposal received after the stated time will not be considered and
will be returned unopened, courier collect.

Contact person:

Catherine Silman
Project Liaison

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1.0 Executive Summary

Summary of the Requirement

The Children's and Women's Health Centre of B.C. ("CWHC") is a cornerstone of the B.C. health care system, providing a range of specialized and unique services and capabilities. It is the Provincial centre that provides tertiary and quaternary care for some of the sickest children and women in the Province, as well as providing a significant academic and research capability.

The redevelopment of the Children's and Women's Health Centre of B.C. represents a major investment in B.C.'s future health care system, supporting a vision of a provincial, national and international centre of excellence in children's and women's health care. As well as meeting immediate objectives and needs, the project offers an opportunity to examine the way clinical care is delivered, while at the same time strengthening clinical teaching and research capacity in the province.

An Outline Business Case was recently completed identifying an opportunity to redevelop the site with the following major project components:

- i. New children's diagnostic, treatment and inpatient facility incorporating the Sunny Hill Health Centre for Children.
- ii. New women's ambulatory care addition to the Women's Hospital.
- iii. Renovation of the existing Women's Hospital.
- iv. Demolition of most of the Shaughnessy Hospital buildings.
- v. Renovation of parts of the existing Children's Hospital to accommodate displaced support and administration services from the Shaughnessy buildings.

The proposed Project is the Provincial Health Services Authority's top priority in its 10-year Capital Plan.

The Process Redesign Consultant will work with the Partnerships BC CWHC Project Team, the CWHC Service Planning Teams, and the Functional Programmer to:

- a) validate and confirm vision and guiding principles for the Redevelopment Project;
- b) identify preferred service delivery model(s) for clinical, support and facility management programs which are part of the Redevelopment Project;
- c) provide information from process redesign and service delivery model development so that the Master Program and Functional Program can be prepared; and
- d) provide information from the redesign process necessary to prepare the Business Case and the Output Specifications for the CWHC Redevelopment Project.

The Process Redesign Consultant will be engaged by, and be accountable to, PBC.

The Process Redesign Consultant will be expected to work closely with the Functional Programming Consultant to insure that there is an integrated and coordinated approach

to develop the Business Case and Output Specifications within the project time line.

It is expected that the Process Redesign Consultant will bring the following to this Project:

- Demonstrated expertise in process redesign, best practices and service model redevelopment.
- Exceptional facilitation skills and ability to manage the consultation process with the Service Planning Teams.
- Local knowledge and experience with the CWHC.
- Experience with similar projects in other jurisdictions - national and/or international.
- Sufficient resources required to deliver the scope of the project, under a tight timeframe.

A Request for Proposal for a Consultant/Programmer to complete a Master and Functional Program for this Project has been issued concurrently with this RFP for Process Redesign. Both consultants are expected to work closely together to coordinate their work, make best use of Service Planning Team time, and provide all the information required to complete the Business Case and develop the Output Specifications for the Redevelopment Project.

2.0 Administrative Requirements

The following terms will apply to this RFP and to any subsequent Contract. Submission of a Proposal in response to this RFP indicates acceptance of all the following terms.

Request for Proposal Terminology

Throughout this Request for Proposal, terminology is used as follows:

“**Contract**” means the written agreement resulting from this RFP executed by PBC and the Contractor;

“**Contractor**” means the successful Proponent to this RFP who enters into a written Contract with the Province;

“**must**” or “**mandatory**” means a requirement that must be met in order for a Proposal to receive consideration;

“**PBC**” means Partnerships British Columbia Inc.;

“**PHSA**” means Provincial Health Services Authority;

“**Proponent**” or “**Process Redesign Consultant**” means a firm that submits, or intends to submit, a Proposal in response to this “Request for Proposal”;

“**Province**” means Her Majesty the Queen in Right of the Province of British Columbia;

“**RFP**” means Request for Proposal;

“**should**” or “**desirable**” means a requirement having a significant degree of importance to the objectives of the Request for Proposal;

“**the Project**” means the Children’s and Women’s Health Centre of B.C. Redevelopment Project.

3.0 Request for Proposal Process

3.1 Receipt Confirmation Form

Proponents are requested to fill out and return the attached Receipt Confirmation Form (Appendix C). All subsequent information regarding this RFP, including changes made to this document, will be directed only to those Proponents who return the form. Subsequent information will be distributed by the method authorized on the Receipt Confirmation Form.

3.2 Enquiries

All enquiries related to this RFP are to be directed, in writing (preferably email), to the Contact Person identified on the front page of this RFP. Information obtained from any other source is not official and should not be relied upon. Enquiries and responses will be recorded and may be distributed to all Proponents at PBC's option.

3.3 Closing Date and Time

PBC will only evaluate Proposals that have been received on or before the Closing Date and Time at the Closing Location. Proposals must be submitted by prepaid courier or by hand, and are NOT to be submitted by facsimile or by any other electronic method. Proposals received after the Closing Date and Time will be rejected without being opened or evaluated. In case of a dispute over the date or time on which a Proposal was submitted, the receipt date and time as recorded at the Closing Location shall prevail whether accurate or not.

3.4 Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in PBC's opinion, give rise to a conflict of interest in connection with this Project.

3.5 Evaluation Committee

Evaluation of Proposals will be by a committee formed by PBC and may include representatives of PBC, other provincial organizations, the private sector and/or external advisors to the evaluation committee.

3.6 Evaluation and Selection

The evaluation committee will check Proposals against the mandatory criteria. Proposals not meeting all mandatory criteria will be rejected without further consideration. Proposals that do meet all the mandatory criteria will then be assessed

and scored against the desirable criteria.

3.7 Negotiation Delay

If a written Contract cannot be negotiated within five (5) days of notification of the successful Proponent, PBC may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent, or choose to terminate the RFP process and not enter into a Contract with any of the Proponents under this RFP.

3.8 Notification

At the conclusion of the RFP process, all Proponents will be notified.

3.9 Debriefing

Debriefing arrangements will be made for Proponents upon request. During such debriefing, confidential information will not be disclosed, and only the relative strengths and weaknesses of that Proponent's Proposal will be disclosed and discussed. Requests for debriefing can be made only after notification has been issued. PBC will make best efforts to schedule a debriefing session within thirty days of the receipt of a request.

3.10 Estimated Timeframes

The following timetable outlines the anticipated schedule for the RFP and contract process. The timing and the sequence of events resulting from this RFP may vary and shall ultimately be determined by PBC:

Event	Anticipated Date
Request for Proposal is issued	May 25, 2006
Request for Proposal closes	June 9, 2006
Proposal evaluation completed	June 15, 2006
Contract finalized	June 16, 2006
Initial project meeting	June 19, 2006

4.0 Proposal Preparation

4.1 Signed Proposals

The Proposal 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 this RFP. The Proponent should ensure its Proposal includes a letter or statement(s) substantially similar in content to the sample Proposal Covering Letter provided in Appendix A.

4.2 Irrevocability of Proposals

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its Proposal prior to the closing date and time. Upon closing time, all Proposals become irrevocable. By submission of a Proposal, the Proponent agrees that should its Proposal be successful, the Proponent will enter into good faith discussions to reach a mutually satisfactory agreement with PBC.

4.3 Changes to Proposal Wording

The Proponent will not change the wording of its Proposal after closing, and no words or comments will be added to the Proposal unless requested by PBC for purposes of clarification.

4.4 Working Language of the Province

The working language of the Province of British Columbia is English and all responses to this RFP must be in English.

4.5 Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a Proposal and for subsequent negotiations with PBC, if any. If PBC elects to reject all Proposals, PBC will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the Proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

4.6 Limitation of Damages

Further to the preceding paragraph, the Proponent, by submitting a Proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, and by submitting a Proposal, waives any claim for loss of profits if no agreement is made with the Proponent.

4.7 Proposal Validity

Proposals will be open for acceptance for at least 90 days after the closing date.

4.8 Firm Pricing

Prices will be firm for the entire Contract period unless this RFP specifically states otherwise.

4.8.1 Currency and Taxes

Prices quoted are to be:

- in Canadian dollars;
- inclusive of duty, where applicable; FOB destination, delivery charges included where applicable; and
- inclusive of Goods and Services Tax and Provincial Sales Tax.

5.0 Additional Terms

5.1 Sub-Contracting

Using a sub-contractor (who must be clearly identified in the Proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of these Proponents must be prepared to take overall responsibility for successful performance of the contract and this should be clearly defined in the Proposal.

Sub-contracting to any firm or individual whose current or past corporate or other interests may, in PBC's opinion, give rise to a conflict of interest in connection with this Project, will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of this RFP.

Where applicable, the names of approved sub-contractors listed in the Proposal will be included in the Contract. No additional subcontractors will be added or other changes made to this list in the Contract without the written consent of PBC.

5.2 Restricted Parties

PBC may, in its sole and absolute discretion, Disqualify a Respondent that uses in any manner, or who includes in its Qualification Response preparation, a Restricted Party. The onus is on the Respondent to ensure that they do not use or include any Restricted Party.

A Restricted Party:

1. is not eligible to advise any Respondents with respect to their participation in the Competitive Selection Process; and
2. must not participate as an employee, advisor, consultant or member of any Respondent or Team Member.

For the purposes of the Competitive Selection Process, a Restricted Party will be one who has, by virtue of a previous or current direct or indirect contractual relationship with PBC, either an actual conflict of interest, or an actual unfair competitive advantage. An actual conflict of interest occurs where a person owes a duty of good faith to two opposing parties, and is unable to act fairly as a result. An unfair competitive advantage will be determined on the specific facts of each situation, but may involve circumstances like:

1. Possession of material, non-public information regarding some aspect of the Project or the Competitive Selection Process.
2. Possession of material, non-public information that is subsequently disclosed, in advance of disclosure to other Respondents, where the prior possession of the information provides an unfair competitive advantage.

3. A clear opportunity, through previous or current relationships, to influence a material aspect of the Competitive Selection Process.

PBC has identified the following persons, firms or organizations as Restricted Parties.

1. Partnerships British Columbia Inc.
2. Compro Management Ltd.

This is not an exhaustive list of Restricted Parties. Additional persons, firms or organizations may be added to or deleted from the list during any stage of the Competitive Selection Process through an Addendum. Neither PBC nor any of its employees, advisors or representatives is liable to any Respondent for any claims, whether for preparation costs of the RFP, loss of anticipated profit, loss of opportunity or any other matter whatsoever, for any use or reliance on this list, or use or inclusion of Restricted Parties in any submission for the Competitive Selection Process.

5.3 Acceptance of Proposals

This RFP should not be construed as an agreement to purchase goods or services. PBC is not bound to enter into a Contract with the Proponent who submits the lowest priced Proposal, or with any Proponent. Proposals will be assessed in light of the evaluation criteria. PBC will be under no obligation to receive further information, whether written or oral, from any Proponent.

5.4 Definition of Contract

Notice in writing to a Proponent that it has been identified as the successful Proponent, and the subsequent full execution of a written Contract attached hereto as Appendix B, will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

5.5 Form of Contract

By submission of a Proposal, the Proponent agrees that, should it be identified as the successful Proponent, it is willing to enter into a Contract with PBC in accordance with the terms set out in Appendix B.

5.6 Liability for Errors

While PBC has used considerable efforts to ensure an accurate representation of information in this RFP, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by PBC, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

5.7 Modification of Terms

PBC reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time prior to entering into a Contract with the successful Proponent.

5.8 Ownership of Proposals

All documents, including Proposals, submitted to PBC become the property of PBC. They will be received and held in confidence by PBC, subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

5.9 Dispute Resolution

Each Respondent, by submitting a Submission, agrees that:

- a. the Proponent Representative identified in Appendix A – Receipt Confirmation Form must, within fourteen (14) days of any dispute arising in connection with this RFP, submit written notice to the Contact Person of such dispute;
- b. in no event will a dispute with one Proponent prevent PBC from proceeding with the Competitive Selection Process with another Proponent, and the sole remedy available to a Proponent in the event that a dispute is resolved in favour of such Proponent is damages, and then only if and to the extent permitted by the section “Limitation of Damages” of this RFP; and
- c. all disputes not resolved through negotiations between PBC and the Proponent, as applicable, within sixty (60) days of the date of the written notice to the Contact Person, will be:
 - i. where the Owner and the contractor agree, referred to and finally resolved by binding arbitration in accordance with the *Commercial Arbitration Act R.S.B.C. 1996 Chapter 55*; or,
 - ii. submitted to the appropriate judicial tribunal (litigation).
- d. the laws of the British Columbia govern the interpretation of this RFP.

5.10 No Lobbying

Proponents will not engage in any form of political or other lobbying whatsoever with respect to this RFP, or otherwise attempt to influence the outcome of the Competitive Selection Process. In the event of any such lobbying or communications, PBC, at its sole and absolute discretion, may at any time, but not be required to, reject any Response by that Proponent without further consideration, and either terminate that Proponent’s right to continue participating in the Competitive Selection Process, or impose such conditions on that Proponent’s continued participation in the process as PBC, at its sole discretion, may consider in the public interest or otherwise appropriate.

5.11 Use of Request for Proposal

This document, or any portion thereof, may not be used for any purpose other than the submission of Proposals.

5.12 Confidentiality of Information

Information pertaining to PBC and the Province obtained by the Proponent as a result of participation in this Project is confidential and must not be disclosed without written authorization from PBC or the Province.

5.13 Conflict of Interest

Completion of the contract may restrict the Proponent's future involvement with proponent teams in any selection process for some or all of the work related to the Children's and Women's Health Centre of B.C. Redevelopment Project.

Please note that a Proponent bidding for delivery of the Children's and Women's Health Centre of B.C. Redevelopment Project may be disqualified if the Process Redesign Consultant were to become a member of their team. An individual or organization would be considered to be a member of a proponent team if they have a direct financial interest in the success of a proposal or assist in the development of a proposal.

6.0 Project or Program Requirements

6.1 Background

The Children's and Women's Health Centre of B.C. is a cornerstone of the B.C. health care system, providing a range of specialized and unique services and capabilities. It is the Provincial centre that provides tertiary and quaternary care for some of the sickest children and women in the Province, as well as providing a significant academic and research capability.



The Children's and Women's Health Centre of BC is located at the Oak Street campus in Vancouver. There is a need to renew, and in some cases expand, the capacity at the site, provide a setting in which the best care can be delivered, and encourage the centre to build upon the national and international reputation for excellence that it has established.

In 1928, Vancouver's first Children's Hospital opened their doors and began to accept patients. In 1977, ground was broken on Oak Street, the future site of the B.C. Children's Hospital. In 1982, the new B.C. Children's Hospital was open for business. Also in 1982, the new Grace Hospital was officially opened on the same Oak Street site. The Grace Hospital included 120 adult beds, 94 bassinets and 15 delivery suites. It was established as the centre for tertiary obstetrical care for B.C.

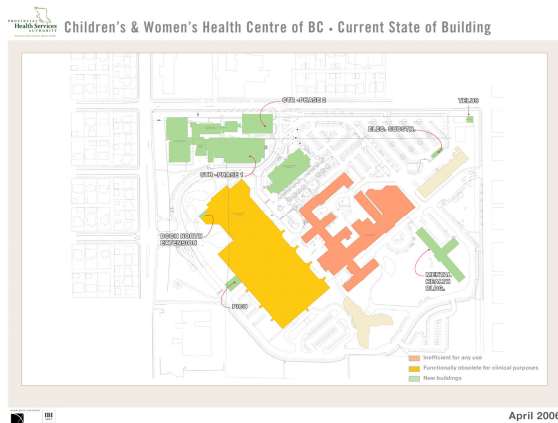
The Shaughnessy Hospital was closed in 1993, and the buildings were condemned. In 1994, the Women's Hospital and Health Centre was formed and the vacated Shaughnessy Hospital was used to accommodate new programs that were introduced on the Site. Today, some Children's Ambulatory services, Women's Ambulatory services, support services and Women's residential programs are located in the Shaughnessy Hospital.

The redevelopment of the Children's and Women's Health Centre of B.C. represents a major investment in B.C.'s future health care system, supporting a vision of a provincial, national and international centre of excellence in children's and women's health care. As well as meeting immediate objectives and needs, the project offers an opportunity to examine the way clinical care is delivered, while at the same time strengthening clinical teaching and research capacity in the province.

The proposed Project is PHSA's top priority in its 10-year Capital Plan.

An Outline Business Case was recently completed identifying an opportunity to redevelop the site with the following major project components:

- i. New children's diagnostic, treatment and inpatient facility incorporating the Sunny Hill Health Centre For Children
- ii. New women's ambulatory care addition to the Women's Hospital
- iii. Renovation of the existing Women's Hospital
- iv. Demolition of most of the Shaughnessy Hospital buildings
- v. Renovation of parts of the existing Children's Hospital to accommodate displaced support and administration services from the Shaughnessy buildings.



It is expected that redevelopment of the Oak Street Site will provide new and improved facilities and also offer an opportunity to consolidate programs that will result in:

- improved access to care by treating a higher number of patients in the same time period and at current costs;
- improvement to the wait list for health care services offered at the Site;

- a shorter duration of stay for patients on the Site;
- improved traffic flow on the Site,
- improved user friendliness of the Site;
- operating and clinical efficiencies;
- an environment in which families can provide support during treatment;
- the ability to attract and retain physicians and staff to the Site;
- infrastructure with the needed flexibility to accommodate changes in health care; and
- opportunities to leverage technology and information systems to ensure that the knowledge and expertise available at BC Children's and Women's Health Centre can be effectively disseminated to health facilities and providers throughout the Province.

6.2 Project Vision and Objectives

The redevelopment project vision and objectives have been developed by PHSA and staff of the Children's and Women's Health Centre of B.C. and have been approved by the Project Steering Committee.

VISION STATEMENT

The Vision Statement for the overall redevelopment project for the B.C. Children's and Women's Health Centre is:

"BC Children's and BC Women's: building a new campus of excellence and innovation in health care."

REDEVELOPMENT PROJECT OBJECTIVES

These project objectives were used to analyze service delivery and bundling options and will be used in the future to evaluate proposed detailed solutions.

1. Transfer existing programs out of physically and operationally sub-standard spaces into new facilities that are appropriately located on the Site to maximize efficiencies;
2. Consolidate existing programs into functionally effective units that allow for future program expansion and to encourage staff interaction;
3. Move Sunny Hill program to Oak Street Site for improved patient care, operational efficiency, and better integration with academic programs;
4. Create facilities that will support the delivery of improved models of care and, in particular, expand ambulatory care for both children and women within the provincial model of care;
5. Create facilities that will provide flexibility to support changes in health care models, including response to public health and environmental disasters, technological changes, and changes to the province's demographics;
6. Rebuild all facilities using patient and family-centered care principles;
7. Provide facilities to support the needs of staff, physicians, volunteers, learners, patients, and visitors;
8. Provide facilities that will assist the PHSA in the retention and recruitment of staff and physicians on the Oak Street Site;
9. Minimize the impact of construction on patients, staff, visitors of the site, and to the local community at large;
10. Provide space for clinical and academic research that support the core mandate of the health centre;
11. Build a health centre that is environmentally responsible (to a standard similar or equal to LEED Silver) and supports a safe and healthy work environment; and
12. Complete the project in a timely manner to minimize the construction escalation impact on the construction cost of the facility.

6.3 Introduction to the Project Partners

There are four key project partners: the Provincial Health Services Authority; B.C. Children's Hospital; B.C. Women's Hospital and Health Centre; and the Sunny Hill Health Centre for Children.

PROVINCIAL HEALTH SERVICES AUTHORITY

Provincial Health Services Authority is one of six health authorities in the province; the other five health authorities serve geographic regions of B.C. PHSA's primary role is to ensure that B.C. residents have access to a coordinated network of high-quality specialized health care services.

PHSA operates agencies including B.C. Children's Hospital, the B.C. Cancer Society, and the B.C. Transplant Society which provide services to the Province of B.C., while the Regional Health Authorities provide service to regions within B.C. Typically, PHSA manages facilities that provide tertiary and quaternary care; PHSA is also responsible for specialized provincial health services delivered across the province, such as trauma and chest surgery.

B.C. CHILDREN'S AND WOMEN'S HEALTH CENTRE

The B.C. Children's Hospital and B.C. Women's Hospital and Health Centre combined are referred to as the Children's and Women's Health Centre of B.C.

As a teaching hospital and major provincial resource, the Children's and Women's Health Centre of B.C. ("CWHC") has three main roles: patient care, education and research. CWHC's vision is to improve the health of children, youth and women by working with partners to ensure access to the best care, in the best setting.

B.C. Children's Hospital

B.C.'s Children's Hospital is the province's major treatment, teaching, and research centre for child health care. The 242-bed facility, which was opened in 1982, serves patients from birth to age 16 throughout the Province of British Columbia. The hospital handles more than 100,000 patient visits each year and offers a wide range of outpatient programs

The B.C. Children's Hospital also manages B.C. Children's Ambulatory Care programs. The Province's current model of health care reflects a shift to ambulatory care programs. There is a provincial need to expand ambulatory care programs, which translates into a larger facility need.

B.C. Women's Hospital and Health Centre

B.C. Women's Hospital & Health Centre, an agency of the Provincial Health Services Authority, is the only facility in B.C. devoted primarily to the health of women, newborns, and families. In all work, B.C. Women's Hospital and Health Centre strives to provide excellence in care, research and teaching. As an academic health centre, B.C. Women's Hospital and Health Centre is affiliated with the University of British Columbia, Simon Fraser University, and other education and research institutions.

B.C. Women's Hospital and Health Centre is a major teaching and research centre for maternity studies. Students from many areas of health care, including medical students, residents, future nurses and midwives, gain experience through their work here. Research plays a vital role in maternity care. Ongoing research projects provide an opportunity to help make pregnancy and childbirth safer and more rewarding for all mothers and their babies.

The services currently provided by B.C. Women's Hospital and Health Centre are summarized below:

- *Health Services:* B.C. Women's Hospital and Health Centre has many health centre-based or community outreach programs addressing specific health issues for B.C. women. Programs include services for women with disabilities, Asian women, women recovering from substance dependency, women and children with HIV, women experiencing mental health problems related to their reproductive cycle, and survivors of sexual assault. There are other services to support breast health, continence health, and bone health. There is also support for health care providers dealing with abuse against women.
- *Pregnancy, Birth and Newborns:* B.C. Women's Hospital and Health Centre is one of Canada's busiest maternity centres. It's the local maternity hospital for Vancouver women and a resource for any B.C. woman with a high-risk pregnancy. The services offered include hospital care, a wide range of maternity services including prenatal care and diagnosis, prenatal classes, and newborn care, as well as abortion and reproductive education services for women experiencing an unintended pregnancy.
- *Aboriginal Health:* There are onsite and outreach programs to improve the health of aboriginal women and their families.
- *Medical Genetics:* Medical Genetics provides assessment, diagnosis and genetic counselling for pregnant women, children and adults, and their families.
- *Youth Program:* A Youth Program is dedicated to improving the health of young people with pre-existing medical problems.

B.C. Women's Hospital and Health Centre also manages B.C. Women's Ambulatory Care programs. The Province's current model of health care reflects a shift to ambulatory care programs. There is a provincial need to expand ambulatory care programs, which translates into a larger facility need.

SUNNY HILL HEALTH CENTRE FOR CHILDREN

Sunny Hill Health Centre for Children is a tertiary care, teaching, and research facility, operating as a provincial rehabilitation and assessment centre. Sunny Hill offers a wide range of services for children birth to 19 years who have complex disabilities. Services are offered on an inpatient, outpatient, or outreach basis, and include consultation, assessment, treatment, and follow-up. Areas of specialization include multiple developmental and physical disabilities, acquired brain injury, hearing and vision, fetal alcohol syndrome, pervasive developmental disorders (autism), feeding and swallowing, augmentative communication, and position and mobility. Sunny Hill Health Centre for Children is a component of the BC Children's Hospital.

6.4 Strategic Context

The Children's and Women's Health Centre of B.C. is a strategic provincial health system resource, providing a range of specialized and unique services for the province's

children and women. Investment in these facilities offers an opportunity to meet multiple strategic objectives consistent with the restructuring and redesign of the B.C. health system to meet the challenges of the future.

B.C. CHILDREN'S HOSPITAL

Major drivers for the B.C. Children's Hospital upgrade include:

- the need to provide clinically functional, appropriate space for Children's in-patient and ambulatory programs and services;
- the opportunity for modern facilities that meet best practice standards of care to facilitate the provision of care in the right setting (increasingly allowing same day surgeries and medical care) and to attract and retain the best clinicians and health care professionals;
- the need to promote a safe environment, both for the patients (i.e. communicable diseases and reduced clinical errors) and for staff;
- the opportunity for facilities that are flexible and adaptable to future changes in health care models; and
- the opportunity to design new facilities to support more cost effective care models, especially using family centered care principles that are not possible in the existing buildings due to space constraints.

B.C. WOMEN'S HOSPITAL AND HEALTH CENTRE

Major drivers for the renewal of B.C. Women's Hospital and Health Centre (including the Women's Ambulatory Care programs) include:

- population growth, aging and increased life expectancies;
- a significant growing demand for a range of women's ambulatory programs due to the aging population in BC; and
- the need to provide clinically functional, appropriate space that facilitates best practices in care, the ability to attract and retain clinicians and health care professionals, and provides more cost effective care models.

PROVINCIAL HEALTH SERVICES AUTHORITY

The PHSA has identified B.C. Children's and Women's as its top priority for capital investment as part of its ten-year capital plan.

The following buildings and contained programs on the Oak Street campus are not part of the redevelopment Project, and are not included in the Scope of Work:

- Child and Family Research Institute
- CMMT building
- Brock Fahrni Pavilion
- Jean Matheson Pavilion (BC Adolescent & Women's Mental Health)
- Steam Plant and Operations Building

PROJECT BUDGET

The overall Project budget is in the order of \$600 million subject to what sub-Projects are approved and when.

7.0 Requirements and Project Scope

7.1 Terms of Reference

The Process Redesign Consultant will be engaged by, and be accountable to, PBC. The Process Redesign Consultant will be expected to work closely with the Functional Programming Consultant to ensure that there is an integrated and coordinated approach to develop the Business Case within the project time line, although PBC has overall responsibility for drafting the business case documentation.

The Process Redesign Consultant will work with the PBC CWHC Project Team, the CWHC Service Planning Teams and the Functional Programmer to:

- a) validate and confirm vision and guiding principles for the Redevelopment Project;
- b) identify preferred service delivery model(s) for clinical, support and facility management programs which are part of the Redevelopment Project;
- c) provide information from process redesign and service delivery model development so that the Master Program and Functional Program can be prepared; and
- d) provide information from the redesign process necessary to prepare the Business Case and the Output Specifications for the CWHC Redevelopment Project.

7.2 Basic Requirements

It is expected that the Process Redesign Consultant will bring the following to this Project:

- Demonstrated expertise in process redesign, best practices and service model redevelopment.
- Exceptional facilitation skills and ability to manage the consultation process with Service Planning Teams.
- Local knowledge and experience with the CWHC.
- Experience with similar projects in other jurisdictions - national and/or international.
- Sufficient resources required to deliver the scope of the project, under a tight time frame.

The Process Redesign Consultant is expected to:

1. Document the current model of service delivery as a baseline:
 - Prepare a document describing the current model of service delivery, including target population, goals/expected outcomes, service mix, utilization, resources required to support service delivery, etc.

- Identify gaps and opportunities for improvement in the current service delivery model that must be addressed prior to developing the Master and Functional Programs and the Output Specifications.
2. Identify three to five major trends and innovations for each major service delivery area that will affect future service delivery, using sources such as:
 - National and selected international best practice sites.
 - Documents and internet resources.
 - Practice and service delivery leaders in BC, Canada and selected relevant jurisdictions.
 3. Work with Service Delivery Planning Teams to develop the future model of service delivery at the level of detail required as input to the Master and Functional Programs and Output Specifications:
 - Develop goals/expected outcomes for major components.
 - Identify efficiencies that will be realized by using the new service delivery model to improve:
 - outcomes
 - utilization
 - consumer satisfaction
 - resource use
 - service delivery integration.
 - Develop workload and utilization projections¹ which incorporate factors such as changes in practice, demographic shifts and role of CWHC.
 - Identify and quantify the people requirements and process changes (e.g. Human Resources, Patient Management, Information Management and Staff Processes) that are necessary in order to develop the Master and Functional Programs and Output Specifications.
 - Provide input into development of operating cost estimates.
 - Identify the impact of the future service delivery model on equipment and information technology.
 - Identify the support and logistical services required to support the future model of service delivery.
 4. Work with the Functional Programmer to identify the implications of the future service delivery model for the Master and Functional Programs (adjacencies, operating costs, space requirements, etc).
 5. Work with the PBC CWHC Team to develop Output Specifications and complete the Business Case.

¹ Demand modelling and analysis work to date has been done by Jason Goto at Analysis Works, who can be contacted at 604-739-7363.

Exclusions

Out of scope activities include:

- Developing the Master and Functional Programs
- Pre-Construction Operating Estimates
- Equipment and IT Analysis
- Risk and Financial Analysis
- Procurement Analysis and Plan
- Project Communications
- Project Costing

7.3 Project Schedule

The Project timetable (subject to change) is to complete the Business Case by September 12, 2006.

Activity	Date
RFP Posted	May 25, 2006
Proposals Due	June 9, 2006
Evaluation of Proposals	June 13-14, 2006
Successful Proponent Selected	June 15, 2006
Contract Finalized	June 16, 2006
Initial Project Meeting	June 19, 2006
Meetings With Service Delivery Planning Groups	June 26 – August 3, 2006
Present Draft of Process Redesign Report to Project Team	August 24, 2006
Review and Revise Process Redesign Report	August 25 – September 12, 2006
Submit Final Process Redesign Report	September 12, 2006
Provide Input to Master and Functional Program and Output Specifications	September 13, 2006 to February 28, 2007

8.0 Proposal Requirements

8.1 Proposal Requirements

A Proposal should clearly include the following:

- A brief statement of the Proponent's credentials;
- A description demonstrating an understanding of the requirements of the Project;
- A clearly articulated review and analysis methodology proposed to address the scope of services as defined above in Section 7 "Requirements and Project Scope". This should include a discussion of the rationale for the approach;
- An outline of any issues identified in consideration of the structure and risk of a Project of this nature;
- A discussion of any unique expertise or perspective the Proponent may bring to the Project, and an outline of the Proponent's experience in similar undertakings, including specific examples of healthcare Projects for which the Proponent has directly provided process redesign advice;
- The name of the Principal or Partner with the overall responsibility for the Project, and the names and qualifications of all professionals working on the Project;
- Name, address, telephone and email contact information of two references; and
- Any circumstances which could give rise to a conflict of interest (real or perceived).

8.2 Fee Proposal

The Proposal must include a fee Proposal for the work that details:

- A fixed fee Proposal for the scope of services as defined in Section 7 "Requirements and Project Scope".

8.3 Proposal Format

The following format and sequence should be followed in order to provide consistency in Proponent responses, and ensure each Proposal receives full consideration. All pages should be consecutively numbered.

- Proposal covering letter, in the form provided in Appendix A, and signed by the person or persons authorized to sign on behalf of, and bind the Proponent to, statements made in the Proposal.
- Table of contents including page numbers.
- A brief (one or two page) summary of the key features of the Proposal.

- The body of the Proposal, including the Proponent's responses to each of the issues, in the order in which they are presented in Section 8.1 "Proposal Requirements", and include a fee Proposal consistent with Section 8.2.

9.0 Evaluation

The RFP Evaluation Committee will check Proposals against the mandatory criteria. Proposals not meeting all mandatory criteria will receive no further consideration during the evaluation process. Proposals meeting the mandatory criteria will be evaluated against the desirable criteria. References of the Proponent may be contacted.

PBC reserves the right to request clarifications or other additional information from any Proponent after the time of Closing, and for that purpose, to enter into discussions with Proponents separately.

PBC will review and evaluate the Proposals according to its own judgement of its best interest, and reserves the right to select the Proposal from a Proponent that PBC judges able to best meet the Project's objectives.

9.1 Mandatory Criteria

The following are mandatory requirements. Proposals not clearly demonstrating that they meet them will receive no further consideration during the evaluation process.

Mandatory Criteria
a) The Proposal must be received at the Closing Location by the specified Closing Date and Time.
b) The Proposal must be in English and must not be sent by facsimile.
c) Six (6) complete hard copies and three (3) copies on CDs (in printable format) of each Proposal.
d) The Proposal must be signed by a person authorized to sign on behalf of the Proponent.

9.2 Desirable Criteria

Proposals meeting the mandatory requirements will be evaluated further and PBC will consider, but not be limited to, the following desirable criteria:

- ability to meet the RFP schedule outlined above;
- assessment of the Proponent's demonstrated understanding of the issues, proposed methodology, and scope of the analysis;
- assessment of relevant experience;
- consideration of potential conflicts of interest; and,
- price.

PBC will select the Proponent that, in its sole discretion, is best able to meet the Project's objectives.

9.3 References

PBC's intent is to enter into a Contract with the Proponent that PBC judges able to best meet the Project's objectives. References of the Preferred Proponent may be contacted. PBC will not enter into a Contract with any Proponent whose corporate references, in PBC's sole opinion, cannot be verified against the information provided in the written Proposal.

Appendix A Proposal Covering Letter

Letterhead or Proponent's name and address

Date

*Catherine Silman
Partnerships BC
2320 – 1111 West Georgia Street
Vancouver, BC
V6E 4M3*

Dear Sir/Madam:

Subject: **Partnerships BC Request for Proposal
CWHC Process Redesign Consultant
*List any amendment nos. and dates***

The enclosed Proposal is submitted in response to the above-referenced RFP. Through submission of this Proposal we agree to all of the terms and conditions of the RFP.

We have carefully read and examined the RFP and have conducted such other investigations as were prudent and reasonable in preparing the Proposal. We agree to be bound by statements and representations made in this Proposal and to any agreement resulting from the Proposal.

Yours truly

Signature

Name: _____

Title: _____

Legal name of Proponent: _____

Date: _____

Appendix B Form of Contract

See attached separate file.

Appendix C Receipt Confirmation Form

Project Title: *Process Redesign Consultant for the
Children's and Women's Health Centre of B.C.
Redevelopment Project*

Closing date: **June 9, 2006**
Request for Proposal No.: **RFP CWHC Process Redesign
Consultant
Partnerships British Columbia**

To receive any further information about this RFP please return this form to Catherine Silman:

Mail: Partnerships British Columbia
2320 – 1111 West Georgia Street
Vancouver, BC V6E 4M3

Or: Fax: (250) 356-2222

COMPANY: _____

STREET ADDRESS: _____

CITY/PROVINCE: _____ **POSTAL CODE:** _____

MAILING ADDRESS IF DIFFERENT: _____

PHONE NUMBER: _____ **FAX NUMBER:** _____

CONTACT PERSON: _____

E-MAIL: _____

UNLESS IT CAN BE SENT BY FAX, FURTHER CORRESPONDENCE ABOUT THIS RFP SHOULD BE SENT BY:

COURIER COLLECT.

PROVIDE COURIER NAME AND ACCOUNT NO: _____

MAIL

SIGNATURE: _____

TITLE: _____



Service Contract (General)

PARTNERSHIPS BRITISH COLUMBIA INC. ("PBC", "we", "us", or "our" as applicable) at the following address: 3rd Floor, 707 Fort Street PO BOX 9478 STN PROV GOVT Victoria British Columbia Postal Code: V8W 9W6 Tel No.: (250) 356-5855 Fax No.: (250) 356-2222	PBC CONTRACT NO: PROJECT EXPENSE CODE: WCB NO.:	PROJECT NO: FILE NO.: GST Registration No.: 12558 8400 RT
	AND (the "Contractor", "you", or "your" as applicable) at the following address: Postal Code: Tel No: Fax No: Email Address:	

FOR GOOD AND VALUABLE CONSIDERATION (THE RECEIPT AND SUFFICIENCY OF WHICH IS HEREBY ACKNOWLEDGED BY EACH PARTY), THE PARTIES AGREE TO THE TERMS OF THE AGREEMENT SET OUT ON THE ATTACHED PAGES OF THIS DOCUMENT AND IN THE SCHEDULES OUTLINED BELOW (THIS "AGREEMENT"):

SCHEDULE A – SERVICES

Term: Start Date: End Date:

SCHEDULE B – FEES AND EXPENSES

Fees: Expenses:
 Maximum Amount: Billing:

THE FOLLOWING ARE SCHEDULES TO THIS AGREEMENT, IF ATTACHED:

- SCHEDULE C – APPROVED SUBCONTRACTOR(S)*
- SCHEDULE D – INSURANCE*
- SCHEDULE E – PRIVACY PROTECTION*
- SCHEDULE F – CONFIDENTIALITY AGREEMENT*
- SCHEDULE G – ADDITIONAL TERMS*

SIGNED AND DELIVERED on the _____ day of _____, _____ on behalf of PBC by its duly authorized representative Signature: _____ Print Name: _____ Signature: _____ Print Name: _____	SIGNED AND DELIVERED on the _____ day of _____, _____ by or on behalf of the Contractor (or by its authorized signatory or signatories if the Contractor is a corporation) Signature(s): _____ Print Name: _____
--	---

READ TERMS ON THE ATTACHED PAGES OF THIS DOCUMENT AND IN THE SCHEDULES OUTLINED ABOVE

TERMS OF SERVICE CONTRACT (GENERAL)

CONTRACTOR'S OBLIGATIONS

1. You must provide the services described in Schedule A (the "Services") in accordance with this Agreement. You must provide the Services during the term described in Schedule A (the "Term"), regardless of the date of execution or delivery of this Agreement.
2. Unless the parties otherwise agree in writing, you must supply and pay for all labour, materials, facilities, approvals and licenses necessary or advisable to perform your obligations under this Agreement, including the license under section 14.
3. Unless otherwise specified in the Agreement, you must perform the Services to a standard of care, skill, and diligence maintained by persons providing, on a commercial basis, services similar to the Services.
4. You must ensure that all persons you employ or retain to perform the Services are competent to perform them and are properly trained, instructed, and supervised.
5. We may from time to time give you reasonable instructions (in writing or otherwise) as to the performance of the Services. You must comply with those instructions but, unless otherwise specified in this Agreement, you may determine the manner in which the instructions are carried out.
6. You must, upon our request, fully inform us of all work done by you or a subcontractor in connection with providing the Services.
7. You must maintain time records and books of account, invoices, receipts, and vouchers of all expenses incurred in relation to this Agreement, in form and content for a period satisfactory to us.
8. You must permit us at all reasonable times to inspect and copy all accounting records, findings, software, data, specifications, drawings, reports, documents and other material, whether complete or not, that, as a result of this Agreement, are
 - a) produced by you or a subcontractor (the "Produced Material", which includes any material in existence prior to the start of the Term or developed independently of this Agreement, and that is incorporated or embedded in the Produced Material by you or a subcontractor (the "Incorporated Material"), or
 - b) received by you or a subcontractor from us or any other person (the "Received Material").In this Agreement, the Produced Material and the Received Material is collectively referred to as the "Material".
9. You must treat as confidential all information in the Material. You must execute the Confidentiality Agreement attached as Schedule F, and not permit the disclosure of any information in the Material without our prior written consent except pursuant to Schedule F.
10. You must make reasonable security arrangements to protect the Material from unauthorized use, disclosure or disposal.
11. If you receive a request for access to any of the Material from a person other than us, and this Agreement does not require or authorize you to provide such access, you must advise the person to make the request to us.
12. We exclusively own all property rights in the Material which are not intellectual property rights. You must deliver any Material to us immediately upon our request.
13. We exclusively own all intellectual property rights, including copyright, in
 - a) Received Material that you receive from us, and
 - b) Produced Material, other than any Incorporated Material.Upon our request, you must deliver to us documents in form satisfactory to us waiving in our favour any moral rights which you (or your employees) or a subcontractor (or its employees) may have in the Produced Material, and confirming the vesting of the copyright in the Produced Material, other than any Incorporated Material, in us.
14. Upon any Incorporated Material being embedded or incorporated in the Produced Material, you grant us a non-exclusive, perpetual, irrevocable, royalty-free, worldwide license to use, reproduce, modify and distribute that Incorporated Material to the extent it remains embedded or incorporated in the Produced Material.
15. You must comply with the Privacy Protection Schedule attached as Schedule E.
16. You must maintain and pay for insurance on the terms, including form, amounts, and deductibles, outlined in Schedule D, if attached, as modified from time to time by us.
17. You must apply for and, immediately on receipt, remit to us any refund or remission of federal or provincial tax or duty available with respect to any items which we have paid for or agreed to pay for under this Agreement.
18. You must comply with all applicable laws.
19. You must indemnify and save harmless us and our employees, officers, directors and agents from any losses, claims, damages, actions, causes of action, costs and expenses that we or any of our employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends, which are based upon, arise out of or are a result of an act or omission by you or by any of your agents, employees, officers, directors, or subcontractors in providing the Services.
20. You must not assign any of your rights under this Agreement without our prior written consent.
21. You must not subcontract any of your obligations under this Agreement other than to persons listed in Schedule C without our prior written consent. No subcontract, whether consented to or not, relieves you from any obligations under this Agreement. You must ensure that any subcontractor you retain fully complies with this Agreement in performing the subcontracted obligations.
22. You must not provide any services to any person in circumstances, or engage in any activity, which, in our reasonable opinion, could give rise to a conflict of interest between your duties to that person or your personal, business or financial interests, and your duties to us under this Agreement including without limitation your duties to perform the Services in the best interests of the client.
23. You must not do anything that would result in personnel hired by you or a subcontractor being considered our employees.
24. You must not commit or purport to commit us to pay any money unless specifically authorized by us in writing.

PAYMENT

25. If you comply with this Agreement, we must pay you, within 30 days of receipt by us of your written statement of accounts
 - (a) the Fees described in Schedule B; and,

- (b) the expenses, if any, described in Schedule B if they are supported, where applicable, by proper receipts and, in our opinion, are necessarily incurred by you in providing the Services.

We are not obliged to pay you more than the "Maximum Amount" specified in Schedule B on account of fees and expenses.

26. In order to obtain payment of any fees or expenses under this Agreement, you must submit to us a written statement of account in a form satisfactory to us upon completion of the Services or at other times described in Schedule B. You must submit a written statement of account to us on a monthly basis.
27. We may withhold from any payment due to you an amount sufficient to indemnify us against any liens or other third party claims that have arisen or could arise in connection with the provision of the Services.
28. Unless otherwise specified in this Agreement, all references to money are to Canadian dollars.
29. If you are not a resident in Canada, we may be required by law to withhold income tax from the fees described in Schedule B and then to remit that tax to the Receiver General of Canada on your behalf.

TERMINATION

30. We may terminate this Agreement
 - (a) immediately for your failure to comply with this Agreement, by giving written notice of termination to you; and,
 - (b) for any other reason, on giving at least 10 days' written notice of termination to you.

If we terminate this Agreement under paragraph (b), we must pay you that portion of the fees and expenses described in Schedule B which equals the portion of the Services that was completed to our satisfaction before termination. That payment discharges us from all liability to you under this Agreement.

31. If you fail to comply with this Agreement, we may terminate it and pursue other remedies as well.

GENERAL

32. You are an independent contractor and not our employee, agent, or partner.
33. If you are a corporation, you represent and warrant to us that you have authorized the signatory or signatories who have signed this Agreement on your behalf to enter into and execute this Agreement on your behalf without affixing your common seal.
34. We must make available to you all information in our possession which we consider pertinent to your performance of the Services.
35. This Agreement is governed by and is to be construed in accordance with the laws of British Columbia.
36. Time is of the essence of this Agreement.
37. Any notice contemplated by this Agreement, to be effective, must be in writing and either
 - a) sent by fax to the addressee's fax number specified in this Agreement,
 - b) delivered by hand to the addressee's address specified in this Agreement, or,
 - c) mailed by prepaid registered mail to the addressee's address specified in this Agreement, in which case notice is deemed to be received when the prepaid registered mail is actually received.Either of the parties may give notice to the other of a substitute address or fax number from time to time.
39. A waiver of any term of this Agreement or of any breach by you of this Agreement is effective only if it is in writing and signed by us and is not a waiver of any other term or any other breach.
40. No modification of this Agreement is effective unless it is in writing and signed by the parties.
41. This Agreement and any modification of it constitute the entire agreement between the parties as to performance of the Services.
42. All disputes arising out of or in connection with this Agreement or in respect of any defined legal relationship associated with it or derived from it must, unless the parties otherwise agree, be referred to and finally resolved by arbitration under the *Commercial Arbitration Act*.
43. Sections 6 to 15, 17, 19, 27, 29 to 31 and 42 continue in force indefinitely, even after this Agreement ends.
44. The schedules to this Agreement are part of this Agreement.
45. If there is a conflict between a provision in a schedule to this Agreement and any other provision of this Agreement, the provision in the schedule is inoperative to the extent of the conflict unless it states that it operates despite a conflicting provision of this Agreement.
46. This Agreement does not operate as a permit, license, approval or other statutory authority which you may be required to obtain from the Province or any of its agencies in order to provide the Services. Nothing in this Agreement is to be construed as interfering with the exercise by the Province or its agencies of any statutory power or duty.
47. The Agreement may be entered into by each party signing a separate copy of this Agreement (including a photocopy or faxed copy) and delivering it to the other party by fax.
48. In this Agreement,
 - a) the words "includes" and "including" are not intended to be limiting,
 - b) unless the context otherwise requires, references to sections by number are to sections of this Agreement, and
 - c) "we", "us" and "our" refer to PBC alone not to the combination of the Contractor and the Province which is referred to as "the parties".
 - d) the headings or captions in this Agreement are inserted for convenience only and do not form a part of this Agreement and in no way define, limit, alter or enlarge the scope or meaning of any provision of this Agreement.
 - e) [* Note: add a provision with respect to gender-neutral language and plural v singular]

49. A reference to a statute in this Agreement, whether or not that statute has been defined, means a statute of the Province of British Columbia, unless otherwise stated, and includes all amendments to it, the regulations under it and any enactment passed in substitution therefore or replacement thereof.

50. This Agreement will be binding upon the PBC and its assigns, the Client and its assigns and the Contractor, its successors and permitted assigns.