



# Providence Care Hospital Project

## Request for Qualifications Applicants' Meeting

March 28, 2012

1. Welcome
2. Infrastructure Ontario (IO)
  - **Mandate & Role**
  - **Alternative Financing and Procurement (AFP) Process**
  - **Design-Build-Finance-Maintain (DBFM) Delivery Model**
3. Providence Care Hospital (PCH) – Project Information
4. RFQ Highlights and Q & A (Use RFC for formal response)

## Infrastructure Ontario

Derrick Toigo  
Vice President, Major Projects, IO

# Building A Better Tomorrow framework



- Infrastructure Ontario's Alternative Financing and Procurement and Major Projects work is guided by five key principles:
  - The public interest is paramount
  - Value for money must be demonstrable
  - Appropriate public control/ownership must be preserved
  - Accountability must be maintained
  - All processes must be fair, transparent and efficient
- Infrastructure Ontario established as execution agency for projects that qualify to benefit from the use of alternative financing and procurement delivery models



- Renewed Infrastructure
- Job Creation
- Liability Reduction
- Revenue Generation

# Infrastructure Ontario: Major Project's role

- Execute assigned projects
- Drive scope detail post assignment
- Project costing prior to RFP release
- Manage procurement process
- Manage construction phase
- Hand over at construction completion

# Alternative Financing and Procurement (AFP): Delivering projects for Ontario

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- A faded background image of a construction site. Two workers in high-visibility vests and hard hats are visible, one in the foreground and one in the background, amidst scaffolding and construction materials.
- ***Large, provincially-assigned infrastructure projects***
  - More than \$23 billion in capital brought to market in the past five years:
    - Substantial completion achieved on 20 projects
    - Construction underway for 27 projects
    - 11 projects in procurement phase
  - Closed a variety of projects, including the two largest healthcare facilities in Ontario's history, and worked with diverse market participants, advisors and stakeholders
  - Standardized models and templates

- AFP is an improved process for planning and delivery of major infrastructure projects, ensuring on-time, on-budget project delivery.
- Better overall project governance is achieved in part through risk transfer to the private sector – the risk of cost overruns, late delivery and unanticipated maintenance costs due to poor, incomplete design
- All AFP Projects must demonstrate Value for Money
- Greater due diligence by private sector partners who have investment at risk
- AFP preserves public ownership of core public assets such as detention centres, hospitals, and courthouses
- Typically the following AFP approaches are used:
  - Build-Finance (BF)
  - Design-Build-Finance (DBF)
  - Design-Build-Finance-Maintain (DBFM)
- **PCH Project will use the DBFM approach**



- Typically large projects involving new construction on a vacant site (greenfield/brownfield). Will include at minimum, hard facilities maintenance / management (FM)
- Design
  - Technical Requirements and Project Specific Output Specifications developed by Planning, Design and Compliance Team chosen by Sponsors
  - Project Specific Output Specifications/block schematics are the basis for detailed design by RFP Proponents
  - Detailed design developed by RFP Proponents during the RFP period
- Build
  - Consortium to build project in accordance with the Project Agreement

- Finance
  - Consortium arranges financing for the project over construction phase and maintenance phase
  - Project paid for in instalments over a 30 year period
  - Payment commences after substantial performance
  - Performance-based Payment Mechanism
  
- Maintain
  - Based on Project Specific Output Specifications, the Project RFP will include a detailed description and delineation of the hard facilities management (Hard FM) services and other facilities management services

**Traditional** | **AFP: Design-Build-Finance-Maintain (DBFM)**

**Public Sector Risks**

- Functional Program
- Design
- Financing
- Facility Maintenance
- Lifecycle
- Facility Availability, Performance & Asset Value

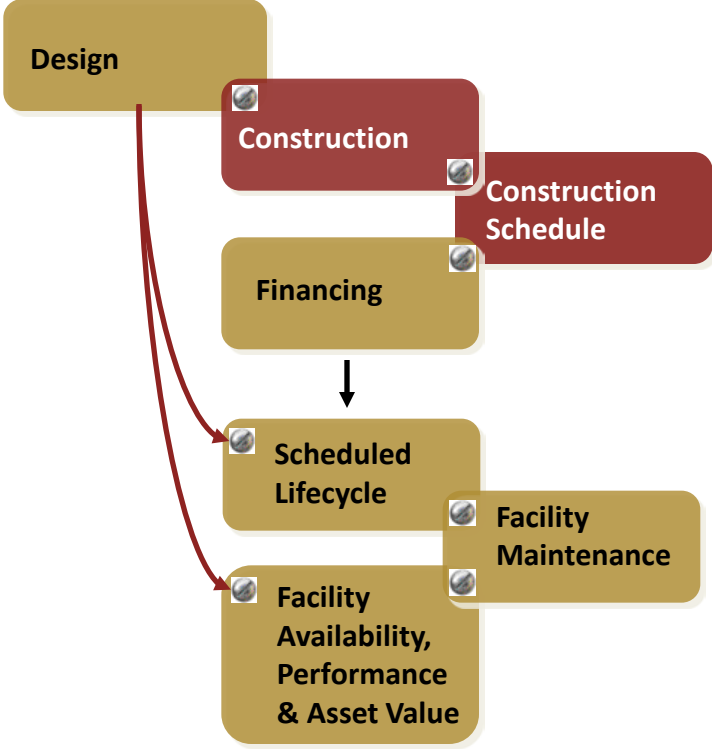
**Private Sector Risks**

- Construction
- Construction Schedule

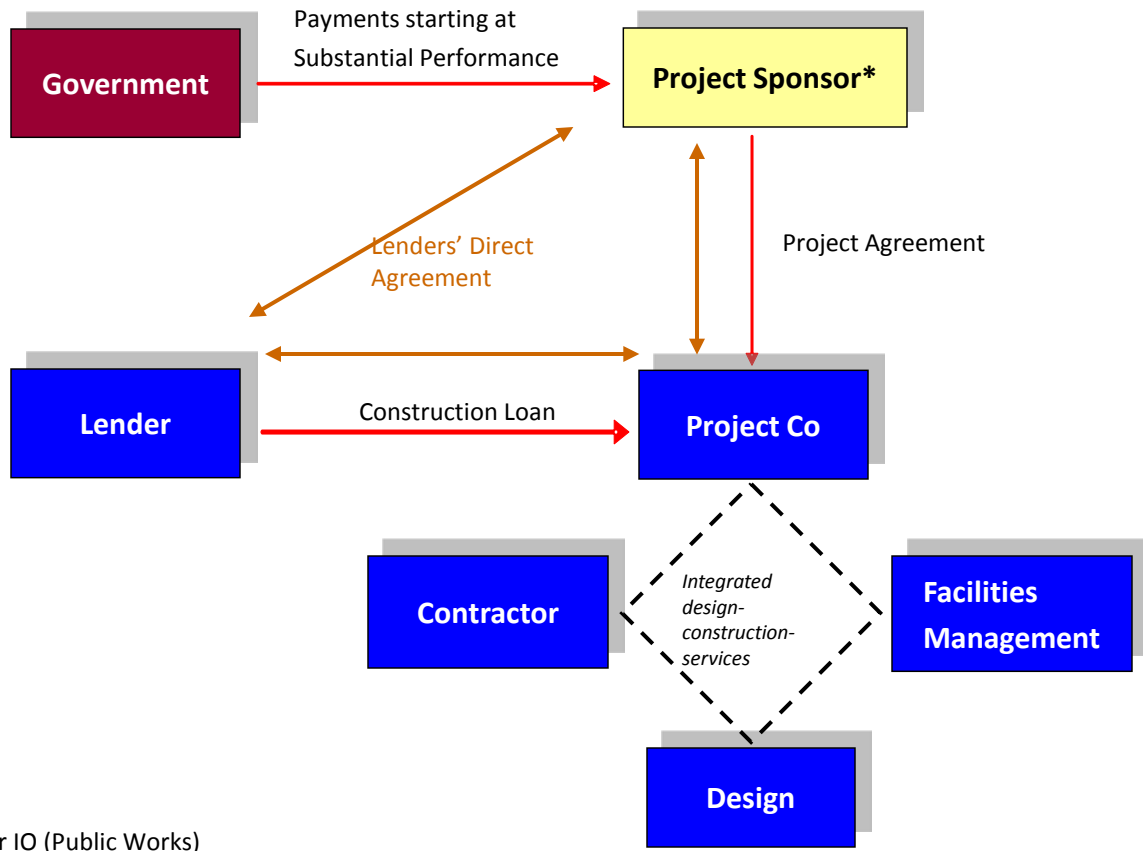
**Public Sector Risks**

- Functional Program
- Project Specific Output Specifications

**Private Sector Risks**



# DBFM (cont'd)

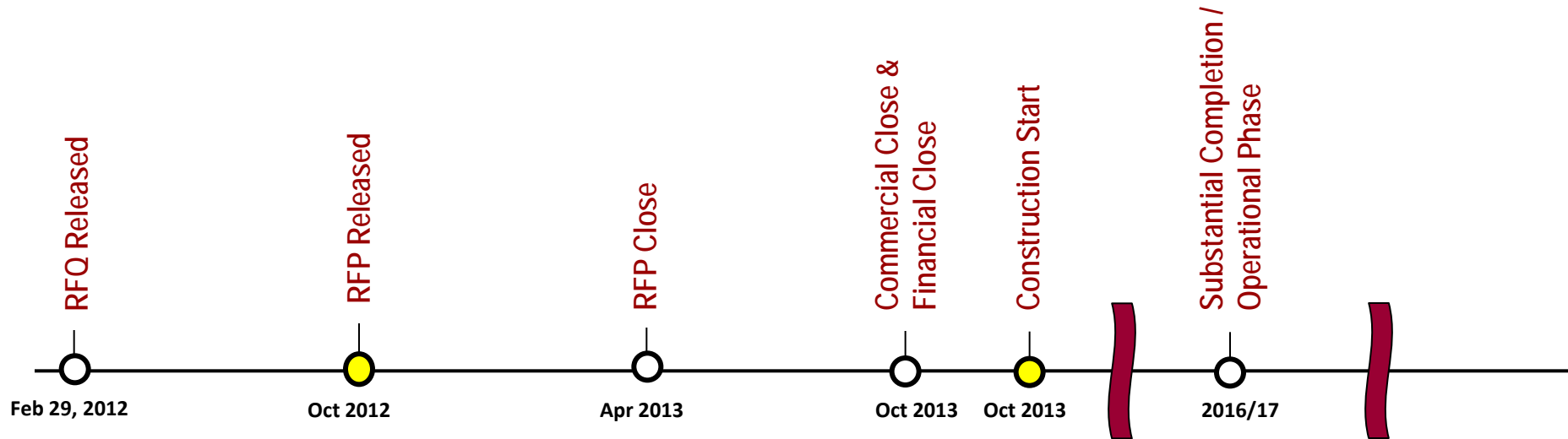


\* Hospital or IO (Public Works)

<b>Sponsors</b>	<b>Providence Care Infrastructure Ontario (Major Projects)</b>
<b>Legal Advisor</b>	<b>Under Procurement</b>
<b>Transaction Process Advisor</b>	<b>Under Procurement</b>
<b>Fairness Monitor</b>	<b>Knowles Consultancy</b>
<b>Equipment Consultant</b>	<b>HOK</b>
<b>Planning, Design, and Compliance Consultant</b>	<b>HOK</b>
<b>Project Scheduling Advisor</b>	<b>Stantec</b>
<b>Site Development</b>	<b>Infrastructure Ontario (Ontario Lands)</b>
<b>Cost Consultant</b>	<b>Under Procurement</b>
<b>Facilities Management Advisor</b>	<b>Under Procurement</b>

# PCH Project

## Transaction phase timeline



## Providence Care Hospital Project Information

Ted Darby  
Vice President, Redevelopment

Providence Care is southeastern Ontario's leading provider of specialized mental health care, physical medicine and rehabilitation, specialized geriatric services, complex continuing care, palliative care and long-term care. Affiliated with Queen's University in Kingston, and as a member of the Council of Academic Hospitals of Ontario, Providence Care is a major centre for health education and research. Providence Care is sponsored by the Catholic Health Corporation of Ontario.

Providence Care provides services at:

- St. Mary's of the Lake Hospital (144-beds; physical medicine and rehabilitation, specialized geriatric services, complex continuing care, palliative care);
- Mental Health Services (198-beds; specialized mental health care: adult treatment and rehabilitation, geriatric psychiatry and forensic psychiatry);
- Providence Manor (243-bed long-term care home);
- 18 community outreach locations in Kingston, Belleville, Napanee, Sharbot Lake, Brockville and Smith's Falls.



## **Vision:**

Providence Care will lead the way in compassion and discovery.

## **Mission:**

Trusting in Providence and strengthened by the spirit and tradition of our Founders, the Sisters of Providence of St. Vincent de Paul, we enhance the quality of life by meeting the physical, emotional, social and spiritual needs of each person.

We work with our partners to innovate and excel in education and research.

We treat each person with respect, dignity and compassion.

## Consolidation of existing MHS & SMOL Facilities



**Mental Health Services Site**

**St. Mary's of the Lake Hospital Site**



**The new Providence Care Hospital will provide complex continuing care, palliative care, specialized geriatrics, rehabilitation and specialized mental health (adult treatment and rehabilitation, geriatric psychiatry and forensic psychiatry).**

Bed breakdown for the new Hospital:

Complex Continuing Care (includes palliative and specialized geriatrics) – 100

Rehabilitation – 50

Adult Treatment and Rehabilitation, Geriatric Psychiatry – 90

Forensic Psychiatry - 30

Total Beds – 270

*\* Subject to possible change*

# The Site for the New Providence Care Hospital



The PCH site is a portion of the much larger property owned by Crown and managed by IO, known as the “Kingston Provincial Campus”. The institutional use land parcel dedicated to Providence Care for the future hospital development is the 12.2 Ha (30 acre). This parcel comprises the flatter table land upon which most of the current Providence Care Mental Health Services Site (the former Kingston Psychiatric Hospital) resides. The existing MHS facility will need to be accommodated in any new design with respect to building footprint, phasing and decanting.



*\* Block diagram for illustration purpose only*

# Potential New Providence Care Hospital



*\* Block diagram for illustration purpose only*

## Objectives:

### ***The Care Environment***

The new Providence Care will create environments that inspire and instill hope through supporting our many patients and helping them demonstrate their abilities and celebrate their successes; in short, supporting and enhancing treatment, rehabilitation and recovery. This is consistent with the understanding that for the most part, the patients of Providence Care will be discharged to community based or home settings.

### ***Integration of Education and Research***

As an academically affiliated organization, education and clinical research will be integrated with patient care wherever possible and appropriate; there will also be centralized dedicated facilities that will support changing research projects; the new Hospital replaces space that is currently used for research purposes at both the St. Mary's of the Lake and Mental Health Services sites.

### ***Long Term Flexibility and Using Resources to Best Effect***

While patient care areas may be tailored to the needs of the specific population they serve, long term flexibility for reassignment to different populations will be possible with a minimum of facility disruption and cost.

### ***Normalization***

Environments that provide a link with nature and the outdoors using natural light result in a less stressful environment; this link with nature can be used as a "wayfinding" tool; while main floor patient care units will have access to grade-level outdoor courtyards and activity areas, for multi-storey patient care wings, terraced roof-top gardens will be provided for the upper level units that allow for safe access to outdoors.

### ***Supportive of Employees***

Enhance workplace wellness, sustain an aging workforce and support employee retention by providing opportunities and services that enhance their work-life (e.g. fitness program may be provided in the gym when not in use for patient activities/therapy, fitness programs available through the 'Y' that is housed at St. Lawrence College campus next door, and the inclusion of some retail space in the project for contracting to 3rd party service providers)

### ***An Environmentally Responsible Building***

Provide a facility that is environmentally responsible (The PCH goal is to achieve a minimum LEED silver rating).

## RFQ Highlights

Rob Karius  
Procurement Specialist, IO

# RFQ Highlights - Evaluation Criteria



Rated Criteria Category	Available Points	General Description of Rated Criteria Category
Developer's Approach to Project Partnering and Development and Financial and Financing Information	35	RFQ Proponent's experience in and approach of the Developer in developing and financing a project of similar nature and scope, including any direct experience with the Sponsors;
Design & Construction Capability and Experience	40	RFQ Proponent's experience in and approach to designing and constructing a project of similar nature and scope, including any direct experience with the Sponsors.
Facilities Management Capability and Experience	25	RFQ Proponent's experience in and approach to providing first class facilities management services for a project of similar nature and scope, including any direct experience with the Sponsors.
Maximum Points for Evaluated Items	100	RFQ Proponents should note that a minimum score of at least sixty percent (60%) of available points must be achieved for each of the Rated Criteria Categories.



- RFQ Question Period Ends:
  - 12:00 pm on April 16, 2012
- RFQ Submission Deadline & Address:
  - Submissions must be delivered by **3:00:00 p.m. (Toronto, Ontario local time) on May 8, 2012;** submissions must be delivered at **IO's offices at 777 Bay Street, 9<sup>th</sup> floor**
- RFQ Pre-qualified Parties Notification:
  - July 2012 (Target)

- Design and bid fee will be offered to RFP Proponents (other than the Selected Proponent) that submit a compliant RFP Submission
- The design and bid fee is to partially compensate RFP Proponents in respect of design and bid costs
- Amount not yet determined
- Payment of fee conditional on transfer of IP rights in the design prepared by RFP Proponent

- Other than through the process specifically identified in the procurement documents, with respect to this procurement, the Proponents must not contact:
  - any staff or employee of the Sponsor organization(s)
  - anyone on the Board of Directors or members of their staff
  - any specialist consultants and advisors
  - any other agent or representative of the Sponsors; or
  - any staff, contractor, agent or representative of the City of Kingston
- RFQ Proponents must note that failure to follow these instructions may result in their disqualification

# Fairness Monitor's Role in RFQ and Other Stages of Procurement Process

- Fairness Monitor (Knowles) engaged by the Project Sponsors:
  - **For the Sponsors:** open, fair and transparent procurement
  - **All Proponents:** confidential contact point on fairness issues
- To advise the Sponsors with a view to ensuring:
  - Open and transparent procurement process
  - All Proponents are treated fairly
  - Compliance with confidentiality and conflict of interest requirements
  - Evaluation criteria and procedures - defined and applied fairly, objectively and free of bias
- Observes all stages of procurement process, including:
  - Attending formal meetings with proponents
  - Monitoring evaluation activities
  - Investigating fairness issues upon request
  - Attending debriefings
  - Submitting formal report at conclusion of procurement process

- Use the RFC process
- For any question or clarification regarding the RFQ, please contact the Contact Person identified in the RFQ, namely:

Rob Karius

Infrastructure Ontario

777 Bay Street, 9<sup>th</sup> Floor

Toronto, ON

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Email: [rob.karius@infrastructureontario.ca](mailto:rob.karius@infrastructureontario.ca)

- Avoid cut and paste of the RFQ document or “we will comply” statements
- Answer all questions, use a check list, keep things in order and or use our numbering system if possible (not mandatory)
- Keep answers brief and to the point pay attention to page limits, explain how your point will benefit this project specifically, what has worked in the past and why (lessons learned)
- Please highlight your team’s experience with similar projects
- Don’t assume we know you, we will evaluate ONLY what’s in the response

## Q & A

(Use RFC for formal response)