



Te Haumi, Māori Health Investment Fund
Service improvement Projects

REQUEST FOR PROPOSALS
GUIDELINES

CONTENTS

PART ONE: OVERVIEW OF THE FUND	3
PART TWO: FUNDING CATEGORIES	4
Category One: Kaiawhina	4
Category Two: Service Improvement	5
PART THREE: APPLICATIONS AND SELECTION CRITERIA	
Invitation To Apply	6
Eligibility	6
Assessment Criteria	6
PART FOUR: APPLYING TO THE FUND	
How To Register	9
RFP Selection Process	9
No Obligation	9
Assessment of Applications	10
Timeframe	10
Indicative Pricing	10
Confidentiality of Information	10
Ownership of RFP Documents	11
Communication with Taranaki DHB	11
Submitting Request For Proposals	11

PART ONE: OVERVIEW

On 10 December 2009 the Taranaki District Health Board (TDHB) formally adopted “Te Kawau Mārō, the Taranaki Māori Health Strategy 2009 to 2029. Te Kawau Mārō is a 20-year strategy towards the vision of “Whānau Ora”, maximum health and well-being for whānau.

Over the next four years the Taranaki DHB via Te Haumi, Māori Health Investment Plan, will invest an additional \$3 million in a range of service improvement initiatives towards achieving the vision and mission of Te Kawau Mārō. \$2 million of that investment will be by way of supporting service improvement projects over a five year period, the outcomes of which are expected to align with the strategic priorities of:

- Improving access by Māori to health services
- Building Māori organisational capacity
- Improving mainstream services

This Request For Proposals envisages an investment of \$1.26 million over the next three years. TDHB is unable to guarantee funding beyond three years as the ability to do so is dependant on future funding availability.

Local Māori Providers have participated in a Provider Capacity Assessment project to stock take the capacity and capability of the Providers currently, to inform service improvements. The assessment fulfils a further purpose of gaining a better understanding of service gaps in Taranaki Māori communities. These assessments together with information drawn from TDHB’s own health needs assessments, will be used to inform service improvement funding decisions of which this process is part.

PART TWO: FUNDING CATEGORIES

This invitation is to submit proposals for service improvement projects in two categories:

CATEGORY ONE - WHĀNAU SUPPORT WORKERS OR 'KAIAWHINA'

A pilot has been running since May 2008 under the auspices of Tui Ora and Manaaki Oranga in the North and Ngati Ruanui Health Services in the South, to trial a new type of whānau support worker, 'Kaiawhina' attached to specific communities. The general concept is to resource local respected community people to act as facilitators, advocates, promoters enablers and supporters of individuals of and for whānau in their community by connecting them to health and social services. Evaluation has shown the pilot to be successful in improving access to a wide range of health and social services and for needs that otherwise are likely to have gone unmet.

Policies, procedures, referral protocols and reporting frameworks have been developed to support best practice in community-based kaiawhina roles. While there is no obligation to use them they are available to assist new Providers of similar services.

The TDHB wishes to locate additional Kaiawhina in high needs communities. We therefore invite organisations to submit proposals for Kaiawhina to facilitate connection to a wide range of services that are likely to include:

- Arranging transport (note 'arranging, not providing')
- Linking people with GP's or other primary Providers, or vice versa
- Arranging primary care appointments and payment arrangements
- Attending appointments to support and advocate for clients
- Providing information on a range of health-related issues
- Connecting whānau with screening and lifestyle programmes
- Contributing to multi-disciplinary case management for individuals and whānau
- Advocating for whānau in a wide range of settings
- Mentoring individuals / whānau into self-advocacy and self-management
- Facilitating provision of cultural support for whānau through primary and secondary health and social services
- Arranging or facilitating access to childcare, budgeting advice, benefits advice, employment advise etc
- A wide range of other supports for individuals and whānau through primary and secondary healthcare and social settings

Proposals will be considered for high needs locality-based Kaiawhina and for Kaiawhina to be attached to specific services. Priority will be given to:

- services that are based in areas of high deprivation as determined by NZDep2006;
- proposals from organisations that have the infrastructure, relationships and networks to support the activities of the kaiawhina;
- proposals that include emergency planning and response coordination for the immediate and wider Māori communities within Taranaki.

Funding for Kaiawhina will be up to three years. Evaluation of the effectiveness of Kaiawhina in the approved localities is expected as a project deliverable. Every effort will be made to incorporate successful Kaiawhina placements into TDHB's sustainable service funding beyond the term of the project however as mentioned previously TDHB cannot guarantee that this will occur.

CATEGORY TWO - SERVICE IMPROVEMENT

TDHB wishes to support ideas, systems, processes and whānau ora focused services that respond to the needs of local Māori communities. Funding will be for up to three years to allow time for establishment, implementation and evaluation.

Funding for one-off projects that build a solid platform for advancing the governments 'Better, Sooner, More Convenient' strategy through sustainable change will be favourably considered.

The following examples are projects TDHB would be interested in receiving proposals for. Please note the examples are not exhaustive, but are indicative of identified priorities:

- provision of innovative alcohol and drug preventive and early intervention programmes for youth
- to assist Providers to collaborate and work together to trial successful and proven services in new locations
- to advice and support Providers wishing to merge under a single governance and management structure to improve sustainability and improve performance
- to implement proven models of care that provide continuity for whānau across services and specialties, as well as through the course of illness and recovery (whānau journey)
- to improve patient management information systems and integration of systems across primary, secondary and whānau ora care
- to develop rongoā resources and services

PART THREE: APPLICATIONS AND SELECTION CRITERIA

INVITATION TO APPLY

The Taranaki DHB invites applications to Te Haumi, Māori Health Investment Fund from local Māori service Providers which meet the following criteria:

- An existing Provider of Māori health and disability services based in Taranaki, governed by Māori or owned and governed by Māori, are managed predominantly by Māori and provide their health and disability services primarily, but not exclusively for, Māori;
- they are a legal entity;
- they have, or have access to, the capacity and capability to design and implement the proposed services;
- they are aligned to and are actively utilising the management and back-office support services of Tui Ora Ltd or of an alternative and robust (indicative turnover \$1 million per annum from all sources) Māori organisation;
- they are a significant sole Provider (indicative turnover \$1 million per annum from all sources) or a lead Provider in a collaboration of Providers that share a common management infrastructure;
- the application is not already funded by other Crown sources.

ELIGIBILITY

The TDHB must be satisfied that the Provider and the Request for Proposal meets the eligibility criteria before it may be considered for short listing for the subsequent request for proposal process.

The criteria for eligible Request for Proposals are that:

- the RFP complies with the requirements of the RFP as presented on the RFP form,
- the Provider has the ability to provide the services specified on the RFP form, and
- the Provider satisfies the criteria listed in the section above "Invitation To Apply".
- the Provider satisfies the evaluation criteria on the RFP form.

The TDHB may consider non-conforming RFP. Any non-conforming RFP should clearly identify the aspects of the RFP that do not conform to the RFP requirements.

ASSESSMENT CRITERIA

In addition to the criteria listed above, and in the context of the local priorities referred to in the explanation of Funding Categories (pages 4 and 5), all Requests for Proposals will need to demonstrate an alignment to the following criteria:

Service Improvement: the degree to which the project supports service improvement to more effectively address the health outcomes of Māori, and uniquely contributes to the achievement of whānau ora. The proposal should include provision for project evaluation to show that the expected health outcomes are, and will continue to be achieved.

For the purpose of Te Haumi, Māori Health Investment Fund, service improvement is defined as a set of behaviours, routines and ways of working within a health context, which are:

- perceived as new by a significant proportion of key stakeholders;
- linked to the provision or support of health outcomes;

- extends beyond current practice
- directed at improving health outcomes, administrative efficiency, cost-effectiveness, or the client experience, and
- implemented by means of planned and co-ordinated action by individuals, teams or organisations.

Whānau Ora: the degree to which the project supports systemic change i.e. reorienting the sector towards a whānau ora approach. Services will focus on the needs of patients and whānau and will increase but not duplicate, the range of services available to local Māori communities.

For the purpose of Te Haumi, Māori Health Investment Fund, whānau ora services are defined as services that focus on facilitating positive and adaptive relationships within whānau and recognising the interconnectedness of health, education, housing, justice, welfare, employment and lifestyle as elements of whānau well-being. Key elements include:

- affirming positive Māori approaches that improve Māori health outcomes
- promoting Māori delivery systems that value health and social service integration and employ whānau-centred interventions
- supporting whānau development and participation in both te ao Māori and wider New Zealand society, to improve health and well-being, and
- supporting ongoing contribution of rongoā Māori to indigenous health and well-being through improved sustainability of rongoā resources and health practices.

Provider Capacity and Capability: the Provider has (or has access to) the capacity and capability to successfully deliver the proposed services, has the capacity, capability and willingness to participate in workforce development activities and demonstrates a pricing model and consideration of sustainability post-service implementation.

Building Māori capacity through Māori Provider development is a strategic objective of Te Kawau Mārō as this is fundamental to achieving optimal performance of the sector to improve health outcomes. For the purposes of this RFP, suitable capacity and capability of a Provider to implement service improvements is defined as:

- demonstration of an organisation's capability to undertake the proposed service in a professional, effective and cost efficient manner;
- demonstration of an organisation's capacity to secure a sufficient number of people with the right skills over the time period of the service to perform the activities required. Should the Provider not currently employ required expertise the proposal should describe when and how it intends to access this;
- demonstration of the Providers' relationships and networks within local Māori communities;
- demonstration of the Providers' relationships and networks within the wider health sector and with services outside of the health sector that effectively extend the range and quality of services available to whānau;
- demonstration of the Providers' relationships and networks that effectively extend the range and quality of professional support available to staff within organisation;
- demonstration of a strong governance and management experience, including previous successes in implementing new or improved services;
- demonstration of the achievement of economies of scale.

Service need and alignment to health priorities: The degree to which the proposed service improvement addresses the health needs of local Māori communities, and supports and/or progresses the current National Health Targets, Ministry of Health Priorities, Government Health Priorities, and local health priorities.

For the purpose of the fund this criteria is defined as the degree to which the proposed service improvement addresses the needs of Māori communities and supports and/or progresses the current National Health Targets, Ministry of Health Priorities and Government Health Priorities, which are:

National Health Targets:

- Shorter stays in emergency departments
- Improved access to elective surgery
- Shorter waits for cancer treatments
- Increased immunisation
- Better help for smokers to quit
- Better diabetes and cardiovascular services

Ministry of Health Priorities

- Workforce supply meets service demand
- Systems and services are more patient-centred
- More services delivered locally in the communities and in primary care
- Faster access to high-quality hospital services
- Every dollar is spent in the best way to improve health outcomes
- Whānau Ora: Māori families are supported to achieve maximum health and well-being
- Leadership and planning are clear, effective and coordinated

Government Health Priorities

- Service delivery is better, sooner and more convenient
- The health system is adaptive, innovative and continually improving
- All New Zealanders lead longer, healthier and more independent lives.

Projects that recognise a combination of these criteria and priorities will be favourably considered.

PART FOUR: APPLYING TO THE FUND

HOW TO REGISTER

If you are interested in submitting a proposal you must do so in writing. You should submit an RFP providing information in the format set out in the attached Request for Proposal template. This must be received at the Taranaki DHB, David Street, New Plymouth on or before **Thursday 30 April 2010**.

RFP SELECTION PROCESS

Following the closing date for receipt of RFP's, all RFP's received will be assessed. Those which meet the selection criteria and are determined as the most suitable may be invited to discuss the proposal(s) further with a view to agreeing a service specification and an offer by the Taranaki DHB of a contract to provide the service.

NO OBLIGATION

No contract is formed between the Taranaki DHB by reason of an invitation to submit an RFP. Any discussion or negotiations that occur, whether verbally or in writing, are not binding until execution of a written contract. There is no obligation on the part of the Taranaki DHB to offer a contract to any respondent nor is there any obligation on the part of any respondent to accept any contract that might be offered.

In considering the RFP, the TDHB may ask for further information, or to verify information, in relation to any aspects of the RFP.

The TDHB reserves the right at any time to:

- accept or reject all or any RFP,
- consider, accept, or reject any non-conforming RFP,
- suspend or cancel (in whole or in part) the RFP and the RFP process,
- re-invite RFP,
- seek additional RFP,
- waive any irregularities or informalities in the RFP process,
- amend any timetable in an RFP,
- amend an RFP, or any associated documents, by the issue of a written amendment notice,
- consult with the public and/or any other party interested in the delivery of the required services,
- notify all other submitters and offer any of the other submitters the opportunity to amend their RFP where, as a result of one or more RFP received or for any other reason, the services intended to be purchased are changed,
- shortlist any party for the subsequent request for proposal process, whether or not that party has submitted an RFP, and
- not enter into any contract in relation to the matters described in the RFP.

ASSESSMENT OF APPLICATIONS

Proposals will be assessed by an evaluation panel appointed by the Chief Advisor, Māori Health. Proposals will be assessed for suitability against the following criteria and the relative merits of other Requests for Proposals put forward. The panel will make recommendations to the TDHB Prioritisation and Planning Panel who in turn will make final recommendations to the TDHB Chief Executive Officer.

The TDHB may consider any relevant information from or about any applicant or application as part of the assessment process, whether or not it was submitted in response to this invitation.

TIMEFRAME

The timetable below is indicative only. The Taranaki DHB reserves the right to change any date or time by notice.

The anticipated timetable for the four stage process is:

Stage One: Request for Proposal (RFP)

Taranaki Māori Providers will be invited to submit an RFP for one or both of the two funding categories described. RFP will open on Tuesday 6 April 2010 and close on Thursday 29 April 2010.

Stage Two: Short-Listing Assessment

A panel convened by the Chief Advisor Māori Health will review and assess all RFP. Applicants may be invited to present further information to the panel in support of their proposal should the panel require further information.

Stage Three: Proposals

The panel will make recommendations to the TDHB Prioritisation and Planning Panel which will in turn make final recommendations to the TDHB Chief Executive Officer. Successful RFP applicants will be advised by 4 June 2010.

Stage Four: Contracting

The Taranaki DHB will complete contracting processes including negotiation of service specifications with successful applicants with the aim of services commencing in 2010-2011.

INDICATIVE PRICING

There is no limit to the value of applications that can be made within the total putea available. The TDHB expects to commit up to \$420,000 per annum over the next three years towards implementing service improvement projects.

Operational overheads will not be funded other than overhead costs directly related to the provision of services.

Prices quoted should be exclusive of Goods and Services Tax (GST) and in New Zealand dollars.

CONFIDENTIALITY OF INFORMATION

The TDHB will share the information in the application within the TDHB, with other relevant government bodies or with individuals external to the TDHB involved in the assessment of applications. The result of an application for funding including the nature of the project and any funding awarded may be available on the TDHB's website.

Otherwise, the TDHB will not, except as required by law, disclose any of the information in the application to any third party. In submitting an application, however, applicants must accept that the TDHB may need to disclose all or part of it (including prices) and any subsequent funding agreement with the applicant, or parts of it, in response to requests under the Official Information Act 1982 or by Court order. The TDHB will consult with the applicant about releasing or withholding significant details under the Official information Act.

Providers should note that once a funding agreement has been signed, certain data (such as price) are unlikely to be regarded as commercially sensitive.

Applicants are required not to make any public statements in relation to this invitation to apply for funding, the allocation process, or any negotiation the TDHB might have with the applicant or to the awarding of any subsequent funding agreement, without the TDHB's prior written consent.

OWNERSHIP OF RFP DOCUMENTS

All RFP documents will become the property of the TDHB on lodgement. Ownership of the intellectual property rights in a RFP does not pass to the TDHB with the lodgement of the RFP.

However in submitting an RFP, the submitter grants the TDHB a license to retain, use, disclose and copy the information contained in any RFP document for the purposes of:

- evaluating or clarifying the RFP,
- evaluating any subsequent request for proposal,
- negotiating any resultant contract,
- managing a contract with the successful submitter (if any),
- responding to any challenge to the RFP process, audit and complying with government and parliamentary reporting requirements or request for information, and
- any other purpose related to the RFP process or above purposes.

COMMUNICATION WITH TARANAKI DHB

All communications concerning this RFP including requests for clarification or further information should be directed to:

Ngawai Henare,
Chief Advisor, Māori Health
Taranaki District Health Board
Email: ngawai.henare@tdhb.org.nz

SUBMITTING REQUEST FOR PROPOSALS

The Request for Proposal template and supporting information is available from the Taranaki DHB website www.tdhb.org.nz.

Please complete the information required in the RFP template and [email, post or deliver](#) your unbound proposal to:

Māori Health Investment Proposal
Ngawai Henare
Chief Advisor, Māori Health
Manawa Ora
Taranaki District Health Board
Private Bag 2016
New Plymouth, 4342
ngawai.henare@tdhb.org.nz

Requests for Proposals close on Thursday 29 April 2010.