



Privacy Officer Services to Support Health Transformation for Mi'kmaw Communities in Nova Scotia

Request for Proposals (RFP)

RFP Issue Date	Friday, January 12, 2024
Contact Name and Information	Stacey Lewis Tajikeimik taji@mhwns.ca
RFP Response Date	Friday, February 9, 2024, 12:00 noon (AST)

Tajikeimik is seeking proposals to provide Privacy Officer Services to Support Health Transformation for Mi'kmaw communities in Nova Scotia.

TAJIKEIMĪK

Tajikeimĭk is the new and developing health and wellness organization being created to lead health transformation for Mi'kmaw communities in Nova Scotia. Health transformation is the process of the Mi'kmaq of Nova Scotia taking control of the design and delivery of health and wellness services to improve overall health for individuals and communities.

Tajikeimĭk, as a new “health authority” in Nova Scotia, is recognized alongside IWK and Nova Scotia Health. It is working on behalf of Mi'kmaw communities, and is guided by the 13 Chiefs, the Mi'kmaw Grand Council and Health Directors.

Chiefs and Health Directors in Nova Scotia have long been working in their communities, and with Mi'kmaw organizations and government health partners, to address gaps in health services and improve wellness. This work has created a strong foundation to build health transformation, with a collective vision for Tajikeimĭk.

Planning for Tajikeimĭk began a number of years ago. In 2017, all 13 First Nations in Nova Scotia passed Band Council Resolutions to establish a provincial Mi'kmaw health authority. In 2019, Indigenous Services Canada approved the proposal outlining the path forward, and funding was provided to support the transition pathway planning and implementation.

In 2020, a trilateral governance structure was created to support health transformation, and in July 2021, Indigenous Services Canada approved the Mi'kmaq of Nova Scotia to proceed in health transformation. In January 2022, they committed \$8.96 million in federal funding over the next two years to support Tajikeimĭk in moving forward with the next phase of health transformation. In March 2023, an additional \$6.79 million was confirmed for 2023–24, bringing the total federal funding to \$15.75 million over three years.

In 2022-2023, the 13 Chiefs and Councils signed Band Council Resolutions to support a *Trilateral Memorandum of Understanding on the Shared Commitments to Action on Health Transformation for the Mi'kmaq of Nova Scotia*. The MOU was signed April 21, 2023 by the 13 First Nations in Nova Scotia, the Government of Canada, and the Government of Nova Scotia. The next step is the negotiation of an Agreement in Principle and a Framework Agreement that set out the necessary actions to complete the Health Transformation process over the next several years.

BUSINESS DRIVER

Tajikeimĭk is currently being hosted by Ulnooweg Development Group - a non-profit organization, the members of which are the Chiefs of Atlantic Canada, that provides loans, support services and educational programs for Indigenous entrepreneurs and community enterprises; and connects Indigenous communities with the philanthropic sector.

Tajikeimik is in the process of becoming incorporated and, as such, needs to be properly prepared and equipped to manage and protect any personal information in its custody or under its control. We want to embed privacy into our business practices and IT infrastructures in order to anticipate and prevent privacy invasive events before they occur, and we want to provide transparency and accountability regarding our privacy practices.

A privacy program will be a vital component of the new organization. As Tajikeimik evolves, the organization will need to ensure that our corporate strategy and plans for growth include analysis and consideration of data governance.

Mi'kmaw health centres in Nova Scotia collect, use and share personal health information within the circle of care to support the delivery of health services such as primary care, home and community care, and mental health and addictions services in Mi'kmaw communities. Ten of the thirteen First Nations in Nova Scotia are designated as health information custodians under Nova Scotia's Personal Health Information Act and work hard to meet their obligations under the legislation. All thirteen Mi'kmaw health centres, regardless of custodian status, are committed to protecting the privacy and confidentiality of personal health information.

PROJECT INFORMATION

Initiative Name

Privacy Officer Services to Support Health Transformation for Mi'kmaw communities in Nova Scotia

Initiative Description

The successful proponent will provide support to Tajikeimik in developing its privacy management program, and provide Privacy Officer services to support health transformation for Mi'kmaw communities in Nova Scotia. The successful proponent will also support Mi'kmaw health centres in their efforts to comply with applicable privacy legislation and cultivate a culture of privacy within their organizations.

Objectives

- 1. Support Tajikeimik in developing a Privacy Management Framework which articulates our vision, objectives, and commitment to privacy.**
- 2. Support Tajikeimik in the development and implementation of a strategic and comprehensive privacy management program including, but not limited to:**
 - a. Establishing governance for our privacy management program and compliance reporting mechanisms;
 - b. Developing program controls such as:
 - i. privacy policies, procedures, and processes that enable consistent, effective, privacy practices to protect the security of data and ensure the confidentiality of personal information,
 - ii. an inventory of personal information and/or personal health information,

- iii. training,
- iv. breach management response procedures,
- v. privacy and security risk assessment tools,
- vi. information sharing agreements,
- vii. and protocols to ensure transparent communication with individuals;
- c. establishing a process for ongoing assessment and revision.

3. Provide Privacy Officer services to Tajiƙeimik including, but not limited to, the following:

- a. Provide privacy expertise and advice in the health transformation process, including, but not limited to, privacy implications, risks and mitigations in the devolution of responsibilities from the Federal government, and the redesign of health programs and services
- b. Assess privacy learning needs and deliver/oversee privacy training programs
- c. Advise on changes in relevant privacy laws, accreditation standards, and privacy developments
- d. Support Tajiƙeimik's response to privacy inquiries or complaints when needed
- e. Assist with privacy breach response and management
- f. Conduct periodic privacy impact assessments for planned operational systems and programs including, but not limited to, the following:
 - i. Implementation of the Tajiƙeimik Early Years Program
 - ii. Implementation of the Panorama Public Health Information System Implementation in three Mi'kmaw Health Centre pilot sites
 - iii. Implementation of Tajiƙeimik's financial and HR systems
- g. Provide information security guidance and advice as Tajiƙeimik develops its IM/IT infrastructure
- h. Conduct Threat Risk Assessments as required
- i. Assist Tajiƙeimik with the recruitment of a privacy lead and provide mentoring and coaching if/as required.

4. Support Mi'kmaw health centres in NS to comply with applicable privacy legislation and cultivate a culture of privacy within their organizations by:

- a. Providing advice to the health centres' Privacy Officers
- b. Working with the health centres to assess and strengthen their privacy management programs
- c. Working with the health centres to update their privacy policies and procedures
- d. Assisting the health centres with privacy breach response and management
- e. Assessing privacy learning needs and delivering privacy training.

Description of Activities and Deliverables

The successful proponent will work directly with the Tajiƙeimik Leadership Team to carry out the following key **activities**:

- 1) Develop Tajiƙeimik's Privacy Management Framework which articulates our vision, objectives, and commitment to privacy.

- 2) Develop and implement Tajikeimik’s privacy management program including, but not limited to, policies, procedures, and governance.
- 3) Complete PIAs on 1) implementation of the Tajikeimik Early Years Program, 2) implementation of the Panorama Public Health Information System in three Mi’kmaw Health Centre pilot sites, and 3) implementation of Tajikeimik’s financial and HR systems. Other PIAs may be required over the life of the contract; proponents should provide a methodology as to how additional PIAs would be costed.
- 4) Complete Threat Risk Assessments as required.
- 5) Provide privacy and information security advice, support and coaching to Tajikeimik throughout the health transformation process, as required.
- 6) Provide privacy advice, support and coaching to Mi’kmaw health centres in Nova Scotia.
- 7) Assess privacy learning needs, and deliver privacy training for Tajikeimik staff and Mi’kmaw health centre staff.

Roles and Responsibilities

Project Role	Responsibilities	Type of Resource
Project Sponsor	<p>Assumes ultimate authority over the project and provides high-level direction and resolves escalated issues.</p> <p>Ensures that the results of the project are aligned with the business objectives, vision, and strategy of Mi’kmaw health centres and Tajikeimik.</p> <p>Provides ultimate budget decision-making.</p> <p>Works with the Project Lead and Consultant to establish and maintain a strong project governance structure.</p> <p>Participates and provides input into deliverables.</p> <p>Approves final deliverables.</p> <p>Collaborates with the Project Lead and Consultant to resolve issues and mitigate risks.</p>	Tajikeimik
Project Lead	<p>Acts as the primary day-to-day point of contact in Tajikeimik for the Project Sponsor and Consultant.</p> <p>Identifies project issues and risks, and communicates them to the Project Sponsor.</p>	Tajikeimik

	<p>Escalates issues to Project Sponsor.</p> <p>Collaborates with the Consultant to resolve issues and mitigate risks.</p> <p>Contributes to the development and review of specific deliverables.</p> <p>Works with the Project Sponsor to ensure that the results of the project are aligned with business objectives, vision, and strategy of Mi'kmaw health centres in NS and Tajiikeimik.</p> <p>Provides direct response to enquiries from the Consultant.</p> <p>Provides the Consultant with relevant information and resources required to complete the work outlined above.</p>	
Leadership Team	<p>Provides guidance to this work.</p> <p>Supports the Consultant to execute tasks and produce deliverables.</p> <p>Identifies project issues and risks, and communicates them to the Consultant and Project Lead.</p> <p>Contributes to the development and review of specific deliverables.</p>	Tajiikeimik
Mi'kmaq of Nova Scotia Health Directors' Committee	<p>Provides guidance to this work.</p> <p>Supports the Consultant to execute tasks and produce deliverables, particularly in relation to objective #4.</p> <p>Identifies project issues and risks, and communicates them to the Consultant and Project Lead.</p> <p>Contributes to the development and review of specific deliverables.</p>	Mi'kmaw Health Centres
Consultant(s)	<p>Ensures that key project management processes are undertaken and completed (project initiation, planning, executing, controlling & monitoring, and closure).</p> <p>Supports ongoing operations for the project (e.g.</p>	Successful Proponent to this RFP

	<p>organizing, chairing meetings, documentation etc.)</p> <p>Ensures appropriate reporting and decision-making structures are followed.</p> <p>Tracks professional services budget and provides monthly updates and forecasts.</p> <p>Ensures that quality project deliverables are completed on time.</p> <p>Works with the Project Sponsor and Project Lead to ensure that the results of the project are aligned with business objectives, vision, and strategy of the Tajikeimik and project partners.</p> <p>Oversees any work that is contracted under this RFP.</p> <p>Incorporates feedback from Tajikeimik into project deliverables.</p> <p>Ensures the project approach and process is open, participatory and transparent between the Consultant, Tajikeimik, and Mi'kmaw health centres.</p> <p>Identifies and raises any concerns or issues with the Tajikeimik Project Lead in a timely manner and suggest solutions to help resolve problems.</p>	
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Timeframes

Contracts awarded pursuant to this RFP will have an initial term of two years, with an option to extend, by mutual consent, for up to one additional year for a total of three years, unless otherwise amended. Any extensions will be only by written amendment to the original Professional Services Agreement. This award is not necessarily exclusive. Tajikeimik reserves the right during the term of this contract to solicit and request additional proposals for consulting services.

The following timetable outlines the anticipated schedule of the proposal and contract process. The timing and sequence of events may vary and shall ultimately be determined by Tajikeimik and the selection committee.

Item	Target Date
Request for Proposal Issued	January 12, 2024

Deadline for Request for Proposal Submission	February 9, 2024, 12:00 noon (AST)
Anticipated Date for Proposal Evaluation to be Completed	February 23, 2024
Anticipated Start Date for Contract	March 8, 2024

Ownership of Program Materials

Tajikeimik will have complete and full ownership and use of all reports and materials (“works”) produced by the firm under this contract and shall have copyright therein. In consideration of entering into this agreement, the contractor must agree, in writing, to waive all moral rights (as defined by the *Canadian Copyright Act*) in any works in which copyright exists.

REQUEST FOR PROPOSAL INFORMATION

Understanding of Objectives, Scope and Service Requirements

The proposal should include a summary of the proponent’s understanding of the service requirements specified in this RFP. This content should be expressed in the proponent’s own words and not simply recite the requirements specified in this document.

Demonstrated Experience, Expertise and Qualifications of the Proponent and the Proponent’s Resources

The proposal should include the following information:

1. A description of the proponent’s experience as it relates to the specific objectives and deliverables of this project and the company’s ability to deliver on all aspects of the activities and deliverables as outlined in the document, particularly as it relates to the demonstrated experience requirements detailed in the table below.

In addition, please include a minimum of three (3) reference projects of similar type and scope, including project description, contact person, email and phone number of the owner of the project. References from projects with health organizations and Indigenous organizations will be considered an asset. Proponents should assume that references will be contacted.

2. Clear description of the experience and qualifications of all project resources/staff (including subcontractors) who will be materially involved in this project. Provide evidence of demonstrated experience and qualifications of assigned project staff and subcontractors, particularly in relation to the demonstrated experience requirements detailed in the table below.

Include a minimum of three (3) references, including contact information, for all resources/staff (including subcontractors) who will be materially involved in the project.

Privacy	<ul style="list-style-type: none"> - Depth and quality of experience in assisting organizations in the development and implementation of privacy management programs (health system preferred) - Depth and quality of experience providing privacy officer services - Demonstrated experience in conducting PIAs - Demonstrated experience advising clients undertaking similar work
Information Security	<ul style="list-style-type: none"> - Demonstrated expertise and experience in providing information security advice and support - Demonstrated experience in carrying out TRAs
Project management	<ul style="list-style-type: none"> - Demonstrated experience with project management and iterative user-centred design approaches.
Health care context	<ul style="list-style-type: none"> - Experience working with healthcare organizations and systems, within the past three years. - Experience working with similar groups as outlined below: <ul style="list-style-type: none"> o Indigenous health service organizations, health authorities, and provincial health departments.
Working with Indigenous Communities	<ul style="list-style-type: none"> - Demonstrated experience working with Indigenous communities and/or organizations - Demonstrated experience working with Indigenous communities/organizations on projects with similar goals, objectives, and deliverables.

Project Staffing and Resource Management Plan

The proposal should describe how the project will be staffed and who will carry out key tasks. This includes identifying the project lead and other key staff who will be assigned to the project. If subcontractors are to be utilized in the achievement of deliverables, that should be clearly stated in the proposal. Identify where project resources/staff and subcontractors are located.

The proposal should also include a resource management plan that describes:

- a) the process the proponent will take to ensure that the resources assigned to this project will be available for the duration of the project.
- b) the process the proponent will employ to resolve a situation where the client concludes that an assigned resource is not performing their responsibilities adequately.
- c) the process that will be used for including the client in the selection of replacement resources and for securing client approval.

Approach, Process, Methods and Detailed Project Work Plan

Proposals must include a detailed approach and description of the work plan that the proponent will utilize to achieve the deliverables outlined in this document. This should include:

- A detailed outline of the work to be carried out by specific steps, identifying results after each phase, including project management details. A Gantt chart, with expected completion dates for each phase of the project, should be included with the work plan.
- A description of the methodology/approach to be used, including any innovative solutions, tools and techniques.
- The number of meetings proposed with the Tajiƙeimik Leadership Team and Mi'kmaq of Nova Scotia Health Director's Committee during various phases.

Please note that the successful proponent will be expected to provide regular reports on progress to the Tajiƙeimik Leadership Team and Mi'kmaq of Nova Scotia Health Director's Committee throughout the duration of the contract. This will include regularly scheduled meetings.

Costing and Detailed Budget

Proponents must provide a comprehensive quote for this initiative, itemizing all components in a detailed budget. This should include all costs required to plan, execute, and complete the work such as professional fees, travel (based on Treasury Board rates), etc. For any additional PIAs that may be required over the life of the contract (beyond the PIAs specifically identified in this RFP), proponents should provide a methodology as to how the additional PIAs would be costed.

Costing should include information on the billing rates of each project resource/staff person (including subcontractors) who will be materially involved in this work. Tajiƙeimik reserves the right to negotiate with the proponent on the structure of the billing. Describe how location of project resources/staff (including subcontractors) will impact budget.

Prices will be for the entire contract period unless this document specifically states otherwise.

Prices quoted must be in Canadian dollars.

Indigenous Inclusion

The project should be approached from a Mi'kmaw community and cultural worldview, and proponents should outline in their proposal how this will be included within their approach and methodology. Proponents are also encouraged to include Indigenous content and/or partnership in their proposals. This may include a description of business ownership of the proponent, partnerships with Indigenous companies, and Indigenous employees participating on the project.

Evaluation Criteria

Proposals will be evaluated by a selection committee according to the following points system:

Item	Points
Demonstrated Experience/Expertise	30

Detailed Work Plan	20
Ability to Deliver	20
Budget	10
Indigenous Inclusion	20
Total Points	100 Points

Tajikeimik reserves the right to reject any or all proposals, and not necessarily to access the lowest priced proposal. Tajikeimik also reserves the right to waive informality or technicality in any proposal.

Tajikeimik will be solely responsible for the decision as to which proposal may be chosen as successful. Tajikeimik also reserves the right to accept any or all parts of a proposal.

At the conclusion of the selection process, all proponents will be notified.

Proposal Preparation

The working language for the purposes of this scope of work is English and all responses must be in English.

Each firm must ensure that the proposal is signed by a person authorized to sign on behalf of the company.

All notices and correspondence will be sent to the principal contact identified in the proposal submission unless a request is made for Tajikeimik to correspond with someone other than the principal contact.

The firm will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by Tajikeimik for purposes of clarification.

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

Proposal Closing Date

Proposals must be received no later than 12:00 noon (AST) on February 9, 2024.

Late proposals will not be accepted. Proposals must be submitted electronically, using “Tajikeimik – Privacy Services” as the subject line to:

Tajikeimik

Attention: Stacey Lewis, Tajikeimik

taji@mhwns.ca

Proposals should be e-mailed in PDF format.

Proponents requiring further information about the project should contact Stacey Lewis at taji@mhwns.ca. In the interest of fairness, all questions will be answered in writing to all known respondents or potential respondents. Potential respondents who wish to receive responses to questions are asked to make their interest known to Stacey Lewis at taji@mhwns.ca.

CONTRACT

Tajikeimik will execute a contract with the successful proponent detailing the terms and conditions for the project.

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

The project will be completed upon acceptance of the successful execution of the deliverables outlined.

METHOD OF PAYMENT

Payment will be made on the basis of invoices submitted for work completed. The proposal should suggest a payment schedule linked to specific steps in the planning and coordination of this project. The schedule should be in accordance with provincial and federal funding agencies with 10% of the gross amount payable held back to be released upon acceptance of the final project deliverables by Tajikeimik.

TERMS AND CONDITIONS OF THE RFP PROCESS

Ownership of Proposals and Freedom of Information

All documents, including proposals, submitted to Tajikeimik, become the property of Tajikeimik. They will be received and held in confidence by Tajikeimik in adherence to Ulnooweg's Privacy Policy.

Cancellation or Amendment of RFP

Tajikeimik reserves the right to cancel, amend, or change the RFP.

Tajikeimik reserves the right to reject any or all proposals submitted or to accept a part of the proposal considering the best interests of the organization. No obligation to enter into a contract with any company is expressed or implied, and Tajikeimik reserves the right to terminate the process without award of a contract. Tajikeimik will not be liable to any applicants 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.

Costs Incurred by Proponent

Tajikeimik will not be responsible for costs incurred by the proponent in the preparation and submission of the proposal nor in the negotiation, if any, of the final contract.

Liability for Errors

While Tajikeimik has used considerable effort to ensure an accurate representation of information in this document, the information is supplied solely as a guideline for consultants. The information is not guaranteed or warranted to be accurate by Tajikeimik, nor is it necessarily comprehensive or exhaustive.

Nothing in this document is intended to relieve consultants from forming their own opinions and conclusions with respect to the matters addressed in the scope of work.

Modification of Terms

Tajikeimik reserves the right to modify the terms of this engagement at any time in its sole discretion. This includes the right to cancel this request for proposals at any time prior to entering into a contract with the successful firm.

Use of RFP

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

Confidentiality of Information

Information pertaining to Tajikeimik obtained by the firm as a result of participation in this project is confidential and must not be disclosed without written authorization from Tajikeimik.