



Alliance**South**
Better health together

Request for Information

Development of Community Health Hubs (Capital Investors)

Issued on behalf of:
WellSouth and Southern District Health
Board.

Southern District Health Board
Level 1, 38 Leith Street
Dunedin 9016

Closing date and time for responses: 3pm 26 June 2019

Summary

Background

The Southern Health Alliance represents the partnership between the Southern District Health Board “SDHB” and WellSouth Primary Health Organisation (PHO). In 2017/18 the Alliance sponsored the development of the Southern Health Systems Primary and Community Strategy (the Strategy), and an accompanying Action Plan¹. A key component of the plan is the establishment of several Community Health Hubs (“Hubs”) across the district.

What we are seeking

We have issued this RFI to inform and seek interest from parties who may wish to consider partnering with us as Investment partners, either through development of an existing facility or greenfields site.

This RFI Document sets out a summary of what we’re planning, and provides you with some background. The Response Document for this Request for Information (RFI) is a simple online survey “the Questionnaire”. We’ve provided the link to this survey at the end of Part 3 of Section 1 of this document.

If you are also interested in providing services out of a Hub, a separate process is under development to bring primary, community and secondary service providers together to co-design the new hub model of care. Please contact the nominated [Contact Person](#) if you’re interested in being involved.

What is a Community Health Hub?

A Community Health Hub (Hub) is a facility that brings together a mix of health and potentially social services for the purposes of delivering a more holistic, integrated experience to the patients who live in its area. More information is set out in Section 1 of this RFI.

While we’re open to how a Hub will actually look, we expect Hubs will include a mix of primary services², secondary day-care services³ and ambulatory⁴ services, co-located in one building in an integrated manner. This is likely to include one or more General Practices, allied health practitioners and diagnostic services, such as radiology or pathology. Hubs could be extended to cover more than just health services, too – it’s possible a Hub could be partnered with front line social service agencies or governmental organisations.

While the exact location of the Hubs is not determined, at least one Hub will exist within each of the Localities described in the Strategy, and that for the greater Dunedin, Invercargill and Central lakes Localities there may be more than one Hub.

What do I need to do?

Please read the rest of this document, then respond to the Questionnaire.

¹ The Strategy outlines our intention to redesign the current healthcare delivery system across our District. The full Strategy and action plan is available on request from [the Contact Person](#).

² Primary services are traditional community based services, like general practitioners, community nursing etc.

³ Secondary day-care services are more intensive health services. In this context we envisage they could include chemotherapy; dialysis, day surgery; fracture clinics; eye outpatients.

⁴ Ambulatory services are outpatient services and could include things like fracture clinics, eye outpatients, general outpatients, diagnostic pathology/radiology.

Please note that this Request for Information is NOT a tender or a formal request for proposals. This means this RFI creates no process contract or any legal relationship between respondents and the Southern District Health Board or WellSouth PHO.

SECTION 1: Community Health Hubs

1. About Us

Southern District Health Board (SDHB) is the Government-funded organisation responsible for the majority of publically funded health and hospital services for the 315,940 people of Otago and Southland. Our catchment area encompasses Invercargill City, Queenstown-Lakes District, Gore, rural Southland, Clutha, Central Otago, Waitaki District and Dunedin City. SDHB has a staff of approximately 4,500 and is currently governed by a Commissioner Team which is accountable to the Minister of Health. You can find out more about us on our [website](#)⁵.

We provide specialist and other hospital services to the people of Southland and Otago in three main centres in Queenstown, Invercargill and Dunedin. We also provide some regional services through mobile or community clinics. The locations of all our hospital and community clinics are set out [here](#)⁶.

SDHB fund a number of community services through other providers. These include all Aged Residential Care facilities, Home-based care of the elderly, child health, public health, mental health, and services specifically for Maori, Pacific and Refugee populations, and we also fund a range of Primary care services in conjunction with our partner WellSouth Primary Health Network.

WellSouth PHO works with their local health providers to identify and address the specific primary health care needs of their local communities. These services include first contact support through GP practices for enrolled residents in the Otago and Southland regions. WellSouth also provide a range of programmes to improve access to health care services and to promote and maintain good health.⁷

2. About Community Health Hubs

A Community Health Hub is a facility that serves the unique health needs of a population or community. Hubs bring together providers from a range of traditional primary, community and secondary care services to deliver flexible and targeted services.

A Hub will serve both an enrolled population (for those that may be enrolled with the General Practice team or teams within the hub) and a broader local population (for those that may need to access a service that was previously delivered by a hospital but is now being delivered locally).

All practitioners working from a Hub need to be committed to delivering **integrated** services, not merely co-located services from one building, so governance and ownership structures should promote integrated services.

Location of Hubs

Although the exact location of the Hubs aren't determined yet, it's likely they'll be based in areas aligning with population across the Southern District.

In some localities, particularly the rural ones, it's likely that existing infrastructure may be suitable to be transitioned into hubs. This is not the case however in Dunedin or Invercargill, so for these regions we are particularly interested in hearing about what other opportunities exist.

Hub Locations:

Broadly, these are the areas where Hubs are likely to be based:

- Dunedin (likely to be three)

⁵ <https://www.southerndhb.govt.nz/>

⁶ <https://www.southerndhb.govt.nz/pages/locations/>

⁷ <https://wellsouth.nz/>

- Gore
- Balclutha
- Invercargill (likely to be two)
- Central Otago (likely to be at least two, of varying sizes)
- Oamaru

We have no view on whether a Hub is located in an existing facility or in a new build. However, we do require facilities that enable access, equity and create a positive patient experience.

We wish to commence the Dunedin Hubs first, as there are planning assumptions that impact on the new Dunedin Hospital build.

What happens in a Community Health Hub?

This is likely to vary between and across hubs depending on the location, and the demographic and health need of the local community. The actual service configuration will be determined through local workshops and feedback from professionals who express interest in working from a Hub.

However, we envisage that all Hubs are likely to include *at least* the following:

- Primary Care GP services
- Diagnostic services;
- Other independent and community based healthcare providers, like midwives, pharmacists, physiotherapists or podiatrists.
- A range of domiciliary services that have a significant community or outreach component such as Needs Assessment and District Nursing. Some of these services may be delivered by DHB-staffed teams.
- A range of specialist services currently delivered by the DHB out of a secondary care hospital setting, but for which a community setting would improve access and support health gain such as Health of Older People, Child Health, Diabetes and other long term condition management.

What type of facility would be ideal for a hub?

The actual layout and room configuration of any hub facility may vary from site to site. However, it's likely that the following will be required:

- If a new facility is required, prior to occupancy, have a certification as required by the Health and Disability Services (Safety Act) 2001.
- The building and its utility services (such as cleaning, catering, electrical etc.) must be compliant with all relevant Standards, including (but not limited to) Health and Disability Service Standards⁸ and all relevant Fire and Seismic standards.
- All Hubs must be fully accessible to people with disability.
- Ideally we prefer a building that has flexibility of space and design, as it's possible that services delivered out of a hub may change over time.
- Hubs will need to have connectivity to allow video-conferencing and/or teleconferencing, as well as the IT infrastructure necessary to run such a premises.
- Hubs must have physical access to parking, and public transport.

⁸ The standards are downloadable from: <http://www.health.govt.nz/our-work/regulation-health-and-disability-system/certification-healthcare-services/health-and-disability-services-standards>

Capital and Lease Arrangements

SDHB wants to partner with investors or owners of existing commercial premises in such a way that incentivises the development of hubs through long term lease arrangements, or lease arrangements that will be tailored to meet the mutual needs of both the DHB, other service providers and the developer or landlord.

It is likely that a head lease will be entered into, with sub-leasing arrangements. However we are open to different configurations of the leasing arrangements.

3. What we'd like to know from you

We'd like to hear from interested parties. This RFI is therefore particularly aimed at developers, including but not limited to:

- Investors and/or developers
- Owners of existing buildings that may be suitable for Hubs
- Any other relevant parties

If you are also interested in providing services out of a Hub, a separate process is under development to bring primary, community and secondary service providers together to co-design the new hub model of care. You can signal your interest in being involved in this process ([here](#)) and we will make sure that you are contacted.

How to respond to this RFI

We've drafted up the Request for Information Response Form as a questionnaire. You can access the RFI questionnaire at this link here: <https://www.surveymonkey.com/r/CommunityHealthHubs>. The terms and conditions of your response to this RFI are set out in Section 3 of this RFI. It will take approximately 15 minutes to answer.

RFI Summary

Detailed matters we'd like respondents to consider include:

- Would you be interested in building a Hub?
- In which location or locations would you be interested in hub development?
- Would you be interested in providing investment capital? What terms would you require in return for this?
- What commitments you'd need from us to participate in the development of Community Health Hub services?
- What you perceive as key risks and issues?
- Are there any local issues that we'd need to take into account?
- What things might prevent you from engaging with us?
- Any factors you consider important in any approach to market (Request for Quote/Tender)
- What implementation steps we'd need to consider.

4. What do you need to do next?

If you're interested in providing a response to SDHB's provision of a Community Health Hub facility, here is the link again: <https://www.surveymonkey.com/r/CommunityHealthHubs> Further information on the questionnaire, including deadlines, is in Section Two of this RFI.

If you're unable to download this response survey, please contact our [Point of Contact](#), as set out in Section Two of this RFI.

5. What happens after you've completed the RFI?

We'll be using the RFI responses to help develop and inform our next steps. If you'd like to be contacted in the future, please make sure you indicate this in your survey response. (Please note that any contact will be at our sole discretion.)

SECTION 2: Key information

1. Context

- This Request for Information (RFI) is an invitation for partners to submit information on how they may be able to contribute to the development of a Community Health Hub or hubs.
- Please note this is a Request for Information only – this document is NOT a request for proposals or quotations.
- Feedback and information from the RFI may help us develop a Request for Quotation in the future.

2. Our timeline

- Here is our timeline for this RFI.

Deadline for Questions: 3 pm 19 June 2019

Deadline for Responses: **3 pm 26 June 2019**

- All dates and times are dates and times in New Zealand.

3. How to contact us

All enquiries must be directed to our Point of Contact. We will manage all external communications through this Point of Contact.

4. Our Point of Contact

Name: Rachel Stedman

Email address: Rachel.stedman@southernhdhb.govt.nz

Phone: 022 674 1172

5. Your RFI Response

Please complete the RFI questionnaire set out at this link:

<https://www.surveymonkey.com/r/CommunityHealthHubs>

The link will expire at the Deadline time and date.

If you have difficulty accessing this link, or would like to provide feedback in a different format, please contact the Point of Contact above. Please note that we may, at our sole discretion, elect not to accept Responses in a different format.

6. Our RFI Process, Terms and Conditions

The RFI is subject to the RFI Process, Terms and Conditions (shortened to RFI-Terms) described in Section 3 of this RFI.

7. Later changes to the RFI

If, after publishing the RFI, we need to change anything about the RFI, the RFI process, or want to provide you with additional information we will let all interested parties know by placing a notice on the Government Electronic Tenders Service (GETS) at www.gets.govt.nz

If you downloaded the RFI from GETS you will automatically be sent notifications of any changes through GETS by email.

SECTION 3: Terms and Conditions

Words and phrases that have a special meaning are shown by the use of capitals e.g. respondent, which means 'a person, organisation, business or other entity that submits a Response to the RFI'. The term Respondent includes its officers, employees, contractors, consultants, agents and representatives. The term Respondent differs from a supplier, which is any other business in the market place that does not submit a Response. Definitions are at the end of this section.

If you have any questions about the RFI-Terms please email our Point of Contact, as set out in Section Two of this RFI.

1. No binding legal relations

This is NOT an invitation to tender. This Request for information is a request for information only; no contract will result following this Request for Information. This means this RFI process creates no process contract or any legal relationship between the Respondent and the SDHB or WellSouth.

2. Confidential Information

SDHB and WellSouth will take reasonable steps to protect any Confidential Information provided as a response to this RFI, and will not disclose Confidential Information to a third party without the other's prior written consent.

The SDHB or WellSouth may disclose Confidential Information to any person directly involved in the RFI process, such as officers, employees and contractors, but only for the purpose of participating in this RFI.

Respondents acknowledge that SDHB and WellSouth may be subject to requirements imposed by the Official Information Act 1982 (OIA), the Privacy Act 1993, parliamentary and constitutional convention and any other obligations imposed by the law. Neither SDHB nor WellSouth will not be in breach of its obligations if Confidential Information is disclosed by the SDHB or WellSouth to the appropriate authority. If the SDHB or WellSouth receives an OIA request that relates to a Respondent's Confidential Information the SDHB or WellSouth will consult with the Respondent and may ask the Respondent to explain why the information is considered by the Respondent to be confidential or commercially sensitive.

3. Confidentiality of RFI information

For the duration of the RFI, the Respondent agrees to keep the RFI strictly confidential and not make any public statement to any third party in relation to any aspect of the RFI, the RFI process or the award of any Contract without the SDHB or WellSouth's prior written consent.

A Respondent may disclose RFI information to any person described in paragraph 2 of this Section 3, but only for the purpose of participating in the RFI. The Respondent must take reasonable steps to ensure that such recipients do not disclose Confidential Information to any other person or use Confidential Information for any purpose other than responding to the RFI.

4. Costs of participating in the process

Each Respondent will meet its own costs associated with the preparation and presentation of its RFI Response and any negotiations.

5. Ownership of documents

The RFI and its contents remain the property of the SDHB or WellSouth. All Intellectual Property rights in the RFI remain the property of the SDHB and WellSouth or their licensors. The SDHB and WellSouth may request the immediate return or destruction of any or all RFI documents and any copies. Respondents must comply with any such request in a timely manner.

All documents forming the RFI Response will, when delivered to the SDHB, become the property of the SDHB and WellSouth. Responses will not be returned to Respondents at the end of the process.

Ownership of Intellectual Property rights in the RFI Response remain the property of the Respondent or its licensors. However, the Respondent grants to the SDHB and WellSouth a non-exclusive, non-transferable, perpetual license to retain, use, copy and disclose information contained in the RFI Response for any purpose related to the RFI process.

6. SDHB and WellSouth's additional rights

Despite any other provision in the RFI, the SDHB and WellSouth may, on giving due notice to Respondents:

- amend, suspend, cancel and/or re-issue the RFI, or any part of the RFI
- make any material change to the RFI (including any change to the timeline) on the condition that Respondents are given a reasonable time within which to respond to the change.

Despite any other provision in the RFI the SDHB and WellSouth may:

- accept a late RFI Response
- provide or withhold from any Respondent information in relation to any question arising in relation to the RFI. Information will usually only be withheld if it is deemed unnecessary, is commercially sensitive to a Respondent, is inappropriate to supply at the time of the request or cannot be released for legal reasons
- waive irregularities or requirements in the RFI process where it considers it appropriate and reasonable to do so.

7. New Zealand law

The laws of New Zealand shall govern the RFI and each Respondent agrees to submit to the exclusive jurisdiction of the New Zealand courts in respect of any dispute concerning the RFI or the RFI process.

8. Disclaimer

The SDHB and WellSouth will not be liable in contract, tort, equity, or in any other way whatsoever for any direct or indirect damage, loss or cost incurred by any Respondent or any other person in respect of the RFI process.

Nothing contained or implied in the RFI, or RFI process, or any other communication by the SDHB and WellSouth to any Respondent shall be construed as legal, financial or other advice. The SDHB and WellSouth have endeavoured to ensure the integrity of such information. However, it has not been independently verified and may not be updated.

To the extent that liability cannot be excluded, the maximum aggregate liability of the SDHB, WellSouth, their agents and advisors is \$1.

Definitions

In relation to the RFI the following words and expressions have the meanings described below:

Business Day: Any week day in New Zealand, excluding Saturdays, Sundays, New Zealand (national) public holidays and all days from Boxing Day up to and including the day after New Year's Day.

Confidential Information: Information that:

- is by its nature confidential
- is marked as 'confidential', 'commercially sensitive', 'sensitive', 'in confidence', 'top secret', 'secret', 'classified' and/or 'restricted'
- is provided in confidence
- the SDHB and WellSouth or a Respondent knows, or ought to know, is confidential.

Confidential information does not cover information that is in the public domain through no fault of either the SDHB, WellSouth or a Respondent.

Conflict of Interest: A Conflict of Interest arises if a Respondent's personal or business interests or obligations do, could, or be perceived to, conflict with its obligations to the SDHB and WellSouth under the RFI or in the provision of the goods or services. It means that the Respondent's independence, objectivity or impartiality can be called into question. A Conflict of Interest may be:

- actual: where the conflict currently exists
- potential: where the conflict is about to happen or could happen, or
- perceived: where other people may reasonably think that a person is compromised.

Deadline for Responses: The deadline that Responses are to be delivered or submitted as stated in Section 2

Deadline for Questions: The deadline for suppliers to submit questions as stated in Section 2

GETS: Government Electronic Tenders Service available at www.gets.govt.nz

Intellectual Property: All intellectual property rights and interests, including copyright, trademarks, designs, patents and other proprietary rights, recognised or protected by law.

Point of Contact: The SDHB and WellSouth have appointed a Point of Contact. This is the channel to be used for all communications during the RFI process. The Point of Contact is identified in Section 2.

Response: The response a Respondent submits in reply to the RFI.

RFI: Means the Request for Information.

RFI-Terms: Means the Request for Information - Process, Terms and Conditions as described in Section 3.

Respondent: A person, organisation, business or other entity that submits a Response in response to the RFI. The term Respondent includes its officers, employees, contractors, consultants, agents and representatives.

Response Form: The form and declaration prescribed by the SDHB and used by a Respondent to respond to the RFI.

SDHB: Southern District Health Board, otherwise termed "Southern DHB" or "the DHB"

WellSouth: WellSouth Primary Health Organisation, otherwise termed "WellSouth PHO" or "the PHO"