

COUNCIL MEETING - FEBRUARY 23, 2004

REPORT OF THE VAUGHAN HEALTH-CARE FACILITY STUDY TASK FORCE RETENTION OF CONSULTANT VAUGHAN HEALTH-CARE FACILITY PLANNING AND IMPLEMENTATION STUDY

Recommendation

The Vaughan Health-Care Facility Study Task Force recommends that:

IBM Consulting Services and **GPC International** BE RETAINED to conduct the Vaughan Health-Care Facility Planning and Implementation Study.

Purpose

The purpose of this report is to obtain Council ratification of the Vaughan Health-Care Facility Study Task Force's selection of IBM Consulting Services and GPC International to undertake the Vaughan Health-Care Facility Planning and Implementation Study.

Background and Analysis

On February 19, 2004, the Task Force met to consider the report of its Consultant Search Sub-Committee in respect of the retention of a consultant to undertake the Vaughan Health-Care Facility Planning and Implementation Study. The Task Force adopted the following recommendation of the Sub-Committee:

- 1 The consulting team composed of **IBM Consulting Services** and **GPC International** BE RETAINED to conduct the Vaughan Health-Care Facility Planning and Implementation Study;
- 2 The Task Force's selection of the recommended consulting team be forwarded to Vaughan Council for ratification.

The Consultant Search Sub-Committee's report to the Task Force forms Attachment No. 1 hereto. It sets out the background to the consultant search and outlines the selection process.

This report brings the Task Force's decision forward for Council ratification, in accordance with Recommendation 2.

Conclusion

The Consultant Search Sub-Committee completed its work and recommended that the consulting team of IBM Consulting Services and GPC International be retained to undertake the Vaughan Health-Care Facility Planning and Implementation Study. This recommendation was approved by the Vaughan Health-Care Facility Study Task at its meeting of February 19, 2004. This decision is being brought forward for Council's ratification. Should Council concur, then the recommendation set out above should be adopted.

Attachments

Report of the Consultant Search Sub-Committee, February 19, 2004

Report Prepared By

Roy McQuillin, Manager of Corporate Policy, Extension 8211

Respectfully submitted,

A handwritten signature in black ink, appearing to read "M. DeAngelis", written over a light gray circular stamp.

Michael DeAngelis
City Manager

VAUGHAN HEALTH-CARE FACILITY STUDY TASK FORCE MEETING
FEBRUARY 19, 2004

REPORT OF THE CONSULTANT SEARCH SUB-COMMITTEE
RECOMMENDATION OF A PREFERRED CONSULTANT
VAUGHAN HEALTH-CARE FACILITY PLANNING AND IMPLEMENTATION STUDY

Recommendation

The Consultant Search Sub-Committee of the Vaughan Health-Care Facility Study Task Force recommends that:

1. The consulting team composed of **IBM Business Consulting Services** and **GPC International** BE RETAINED to conduct the Vaughan Health-Care Facility Planning and Implementation Study;
2. The Task Force's selection of the recommended consulting team be forwarded to Vaughan Council for ratification.

Purpose

The purpose of this report is to:

1. Advise the Vaughan Health-Care Facility Study Task Force of the outcome of the work of the Consultant Search Sub-Committee;
2. Obtain the Task Force's endorsement of the preferred consultant as recommended by the Sub-Committee; and
3. Obtain Task Force direction to forward the approved recommendation to Vaughan Council for ratification.

Background – Analysis and Options

a) **Origin**

On June 10, 2003 the Task Force directed that terms of reference be prepared for a consulting study to form the basis for a request to the Ministry of Health and Long Term Care for its support for further work on a Vaughan Health-Care Facility. It also authorized the creation of a "Consultant Search Sub-Committee" to develop the terms of reference, review proposals and then make recommendations to the Task Force/Council on the preferred candidate. The following Task Force members were selected to serve on the Sub-Committee.

- Ms. Sandy Keshen;
- Mr. Angelo Baldessarri;
- Mr. Louis Greenbaum;
- Mr. Ken Burrell;
- Mr. Joe Jonsson;
- Dr. Michael Pizzuto;
- Mr. Quinto Annibale;
- Mr. Michael De Gasperis.

On September 22, 2003 Council authorized the Task Force to proceed with "The Vaughan Health-Care Facility Planning and Implementation Study" and to report back to Council for the purposes of obtaining ratification of its recommendation for a preferred consultant. As noted, the task of identifying the successful proponent has been delegated to the Sub-Committee.

The Terms of Reference were finalized and on Thursday November 27, 2003, the City issued the Request for Proposal for, "The Vaughan Health-Care Facility Planning and Implementation Study". Notice of the Request for Proposal was published in the *Globe and Mail*, on the *City Page* in the *Liberal* and on the City's Website. The submission date for the proposals was Thursday January 15, 2004.

On January 15, 2004, a total of six (6) proposals were submitted to the Vaughan Purchasing Services Department.

The Sub-Committee met on Wednesday, January 28, 2004 to review the proposals. Two of the consulting firms were selected for interviews, which took place on Thursday February 5, 2004.

The Consultant Search Sub-Committee has completed its work and is now submitting its recommendation on a preferred consultant to the Health-Care Facility Study Task Force.

b) The Proposals

The following consulting teams submitted the proposals:

TSB Health Care Planning, Newmarket;
Lowry, Otto, Erskine, Williams Architects, Metis Advisory Group and Healthcare Concepts Group, Toronto;
IBM Business Consulting Services and GPC International, Toronto;
Strategic Health Innovations, Toronto;
Deloitte and Touche, Healthcor Inc., IBI Group, Excelsior Consulting Group Toronto;
and
Hay Health Care Consulting Group, Strategy Corp and Navigator, Toronto.

c) Evaluation Criteria

The proposals were assessed on the basis of the evaluation criteria contained in section II, paragraph 6 of the Request for Proposal. The criteria and their relative weightings are set out below.

Qualifications and Experience

- Capability of the Consultant Team Leader;
- Degree of Participation of senior staff;
- Experience in similar studies;
- Qualifications and expertise of the team members;
- Skills match the needs of the project;
- Availability of demographic and utilization modeling tools.

Quality of the Proposal:

- Demonstrated understanding of the project requirements;
- Complete and comprehensive submission;
- Introduction of innovative ideas;
- Organization and clarity of presentation;
- Skill in communicating innovative ideas.

Project Management:

Work program and scheduling of major milestones and meetings;

- Timelines consistent with study requirements;
- Approach to reporting and invoicing;
- Monitoring of budget;
- Ability to commit to task force timing objectives for the completion of the study.

Financial:

15%

- Proposal Fee;
- Appropriate allocation of resources to various phases of the study

d) Evaluation Procedure

On receipt, the proposals were distributed to the members of the Sub-Committee for a preliminary review. The Sub-Committee then met on January 28, 2004 to score the proposals. This resulted in the decision to interview the two consulting teams with the highest scores. The differential between the two highest scoring teams was not substantial. However, it did place them in a discreet grouping, which separated them from the other proponents. The teams selected for interviews were:

Deloitte & Touche with Healthcor Inc, the IBI Group and The Excelsior Consulting Group and
IBM Business Consulting Services and GPC International.

The interviews took place on February 5, 2004. Approximately one hour was allocated for each interview. The consulting teams were provided with 15-20 minutes to present their proposals to the Sub-Committee. After the presentations the Committee members questioned the consultants. Initially a series of pre-programmed questions were asked of both of the interviewed firms. These questions related to each firm's perception and understanding of the project. The second group of questions was based on the specifics of the individual proposals and presentations. Finally, the consultants were provided with the opportunity to question the Committee members and Staff about process issues.

The Sub-Committee then retired to review the initial scoring in light of the interviews.

e) The Recommended Consultant

In the initial scoring, the team led by IBM Business Consulting Services had attained the higher score. The interviews served to confirm the results of the initial evaluation. Therefore the Consultant Search Sub-Committee is recommending that IBM Consulting Services with GPC International be retained to conduct the Vaughan Health-Care Facility Planning and Implementation Study.

The IBM/GPC proposal consistently met or exceeded expectations across the range of evaluation criteria. Of particular note, the proposal:

- Was within the budget range specified by the RFP;
- Provided a high level of expertise and experience in all the disciplines required to complete the proposed study, including health-care policy, needs analysis, concept development, consultation, communications and stakeholder relations;
- Demonstrated an appropriate allocation of both funding and time to Need and Justification/Visioning and Implementation Planning and Communications;
- Makes the consultant available for regular reporting to the Task Force;
- Meets a four-month timeline for the completion of the study, from the date of commencement.

The consultant team leader will be Neil Stuart of IBM. He will be responsible for the overall management of the consulting team. IBM's focus will be on the technical aspects of the study including quantitative analysis, need and justification and the visioning process. Chris Benedetti will be the lead for GPC. GPC International's expertise is in public affairs and communications. Their work will focus on the development of the public, governmental and stakeholder communications strategies. Both firms have extensive experience in the health-care sector.

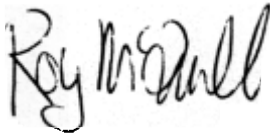
Conclusion

The Consultant Search Sub-Committee has completed its work and is recommending to the Vaughan Health-Care Facility Study Task Force that the team composed of IBM Business Consulting Services and GPC International be retained to conduct the Vaughan Health-Care Facility Planning and Implementation Study. Should the Task Force concur, the recommendation of the Sub-Committee should be approved and forwarded to Vaughan Council for ratification.

Report Prepared by:

Roy McQuillin, Manager of Corporate Policy, (905) 832-8585, ext. 8211

Respectfully submitted,

A handwritten signature in black ink that reads "Roy McQuillin". The signature is written in a cursive, slightly slanted style.

Roy McQuillin
Manager of Corporate Policy

All members of the Consultant Search Sub-Committee of the Vaughan Health-Care Study Task Force reviewed this report and are in agreement with its contents and recommendations.