Request for Proposal
Clinical & Organizational Support Agreement
with the
Cayman Islands Health Services Authority
Tender #CTC14-15/HSA/001
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I. INSTRUCTIONS TO PROPOSERS

The Government of the Cayman Islands authorizes the Board of the Health Services Authority (HSA) to enter into a Clinical and Organizational Agreement with an international healthcare institution (“the Institution”) through a competitive tendering method.

The agreement entered into must satisfy and maintain all of the conditions set forth in this RFP, including but not limited to providing:

- support in achieving international accreditation
- training opportunities for HSA staff in all areas (healthcare providers and administration)
- assistance with procurement of supplies and equipment
- assistance with achieving fiscal sustainability
- assistance in reaching a standard of excellence in patient experience

SUBMISSION

Proposals should be submitted in a sealed package clearly marked with the address and RFP number. If more than one package is submitted, they should be marked 1 of 2, etc.

All documentation relating to the cost/prices must be in a separate sealed package and clearly marked as such and submitted with proposals.

All proposals must be submitted in PDF on a CD and two (2) hard-copies (one clearly marked as ORIGINAL) to:

The Secretary of the Central Tenders Committee  
1st Floor, Government Administration Building  
133 Elgin Avenue, Grand Cayman KY1-9000  
Cayman Islands  
Attention: Mr. Nicholas Freeland  
Tender #CTC/14-15/HSA001

Proposals must be received at the above address no later than 12:00 Noon, Wednesday, 1st October 2014. Late proposals will not be considered, regardless of the reason.

Hand carried proposals may be delivered to the Government Administration Building, 1st Floor of the Government Administration Building, 133 Elgin Avenue, between the hours of 8:30 am and 5:00 pm, Monday through Friday up to the deadline for proposal submission.

Proposers are responsible for informing any commercial delivery service, if used, of all delivery requirements, and for ensuring that the above address and tender number appears on the outer wrapper or envelope used by such service.

INTERPRETATION OF SPECIFICATION

During the proposal period, questions of interpretation and clarification relating to this RFP must be submitted, in writing, preferably by email, to the below address and received by the Authority on or before 12:00 noon on Friday, 5th September 2014:

Cayman Islands Health Services Authority  
P.O. Box 915  
Grand Cayman KY1-1103  
Cayman Islands  
Attention: Ms. Lisa Bell  
Email: lisa.bell@hsa.ky
Any questions answered during the proposal period, if said answer affects the essence of the proposal, will be incorporated in an addendum, which will be posted on www.hsa.ky.

SITE SURVEY

During the proposal period a proposer may request to visit the facility to conduct a site survey. Requests for site surveys must be submitted, in writing, preferably by email, to the below address and received by the Authority before 5:00 PM on Friday, 25th July, 2014:

Cayman Islands Health Services Authority  
P.O. Box 915, Grand Cayman KY1-1103  
Cayman Islands  
Attention: Ms. Lisa Bell  
Email: lisa.bell@hsa.ky

RFP TIMELINE

A schedule of key dates for the solicitation has been established as follows:

<table>
<thead>
<tr>
<th>Task</th>
<th>Key Timeline</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Issue RFP</td>
<td></td>
<td>Tuesday, 1st July 2014</td>
</tr>
<tr>
<td>2. Closing Date to Request Site Survey</td>
<td></td>
<td>Friday, 5:00pm, 25th July 2014</td>
</tr>
<tr>
<td>3. Closing Date for Questions</td>
<td></td>
<td>Friday, 5:00pm, 15th August 2014</td>
</tr>
<tr>
<td>4. Questions Posted</td>
<td></td>
<td>Friday, 5:00pm, 5th September, 2014</td>
</tr>
<tr>
<td>5. Closing Date For Receipt of Bid Proposals</td>
<td></td>
<td>Wednesday, 12:00pm, 1st October 2014</td>
</tr>
</tbody>
</table>

The dates set forth above for the Notice of Intent to Award and the date of approval of the Agreement are estimated and may change in the sole discretion of the HSA Board as determined to be in the best interests of the HSA.
II. INFORMATION FOR PROPOSERS

PURPOSE AND INTENT OF THIS REQUEST FOR PROPOSAL

This Request for Proposal ("RFP") is to solicit proposals from qualified and interested applicants (the "Applicant(s)"") to enter into an agreement (the "Agreement") with the HSA to provide management and clinical support to the Senior Management Team (SMT) of the HSA for the continued operation of the Authority as a high quality and the primary provider of health care services to the people of the Cayman Islands, (hereinafter collectively referred to as the “Services”).

This RFP contains instructions governing the proposals to be provided, requirements which must be met for eligible consideration, general evaluation criteria, and other requirements to be met by each proposal.

This RFP does not commit the Authority to award a contract. The Authority reserves the right to accept or reject any or all proposals, or to negotiate separately with competing proposers, and to waive any informalities, defects, or irregularities in any proposal if it determines it is in the best interest of the Authority to do so. The Authority will notify all Proposers in writing if it rejects all proposals or cancels this RFP process.

The Authority reserves the right to accept the proposal of a vendor other than that of the lowest bidder.

All materials submitted shall become the property of the Authority, and may be returned only at the Authority’s discretion. The Authority has the right to use any or all ideas presented in any reply to the RFP. Selection or rejection of the proposal does not affect this right.

The Evaluation Committee (as hereinafter defined) shall present to the Board (the "HSA Board") a recommendation for the award of a Clinical and Organizational Support Agreement at a fair and reasonable price to the Applicant whose proposal best conforms to this RFP and which is most advantageous to the HSA and the Government of the Cayman Islands (price and other factors included) as set forth in the Selection Criteria below. If the HSA Board determines to approve a clinical and organizational agreement, it is envisaged that the Agreement developed as part of this process would be approved by the Government on or about the Notice of Intent to Award date (currently December 1, 2014). Thereafter, if the Board shall have reviewed and approved same, and so long as any changes to the Agreement proposed by the Evaluation Committee have been accepted, the HSA Board may authorize the execution of the Agreement on or about February 1, 2015.

BACKGROUND ABOUT THE HEALTH SERVICES AUTHORITY

The Health Services Authority is mandated through legislation to provide primary and secondary levels of healthcare services, and public health functions for the 55,000 resident population of the Cayman Islands, as well as the many visitors to the islands each year. As a Statutory Authority, the operations of the HSA is managed by a senior management team under the governance of a Government [or statutorily] appointed Board.

Given the relative isolated geographic location, the Cayman Islands Hospital provides a range of services far broader than would commonly be expected of a hospital serving a similar population base.

The Authority provides patient care through the 124 (16 in A&E and ACU) beds at the Cayman Islands Hospital, and the 15 beds at the Faith Hospital on Cayman Brac. Primary Health Care is offered at District Health Centres in Grand Cayman, the Faith Hospital on Cayman Brac and a Health Centre in Little Cayman.

As the Island’s principal health care facility, the Cayman Islands Hospital in George Town, Grand Cayman, provides a full range of inpatient and outpatient medical and specialist services with supplemental dental and ophthalmic services.

Through a purchase agreement with the Ministry of Health, the HSA also provides public health services including:

- Health advice and vaccines for international travelers
- Health assessment, including vision and hearing tests for school children
THE AUTHORITY'S VISION

The Authority’s vision is to partner with patients and employees to provide the highest quality of care, patient safety, customer satisfaction and healthcare economics.

CORE VALUES OF THE HSA

- Respect
- Responsibility
- Integrity
- Caring
- Excellence

STATEMENT OF BELIEF

We believe that caring and compassionate personal behaviours are at the core of our organization’s commitment to delivering quality patient focused care. By making an official commitment to practice these values, we acknowledge that they are expected behaviours and encourage our fellow employees to practice them consistently.

THE HSA’S STRATEGIC AIMS

1. To work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illnesses.
2. To provide quality health care that can be defined, measured and published.
3. To implement effective financial controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.
4. To identify, adopt, and implement evidence based guidelines for all areas of clinical care.
5. To design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.
6. To recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture.
7. To expand our strategic partnerships to ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.
8. To increase collaboration with external partners to reduce overseas referrals, increase revenue and patient satisfaction.
9. To engage in strategic partnerships that would offer training opportunities, assistance with procurement and guidance in international best practices.
10. To develop and implement processes that creates positive patient experiences.
11. To ensure that written policies, procedures and guidelines are complete, current and available to guide staff performance.
12. To develop and implement programmes for staff wellness.
13. To develop and implement effective security policies for information systems (EMR security).
## FORECAST OPERATING STATEMENT (CI$) FOR THE YEAR ENDING 30TH JUNE 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>Budget 2013/14</th>
<th>Forecast 2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>99,422,129</td>
<td>93,297,568</td>
</tr>
<tr>
<td>Investment revenue</td>
<td>NIL</td>
<td>8,011</td>
</tr>
<tr>
<td>Donations</td>
<td>80,000</td>
<td>582,100</td>
</tr>
<tr>
<td>Other revenue</td>
<td>78,474</td>
<td>194,122</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>99,580,603</td>
<td>94,081,801</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel costs</td>
<td>55,039,103</td>
<td>51,767,932</td>
</tr>
<tr>
<td>Supplies and consumables</td>
<td>19,581,662</td>
<td>18,233,670</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,436,687</td>
<td>3,137,743</td>
</tr>
<tr>
<td>Amortization of Intangible Assets</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>Impairment of property, plant and equipment</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>Impairment of inventory</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>Finance costs &amp; overdraft interest</td>
<td>78,098</td>
<td>78,098</td>
</tr>
<tr>
<td>Litigation costs</td>
<td>800,000</td>
<td>175,631</td>
</tr>
<tr>
<td>Other Operating expenses</td>
<td>19,306,033</td>
<td>22,370,673</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>98,241,583</td>
<td>95,763,747</td>
</tr>
<tr>
<td>Surplus or (Deficit) for the period</td>
<td>1,339,021</td>
<td>-1,681,946</td>
</tr>
</tbody>
</table>
III. RFP CONDITIONS

REQUIREMENTS AND QUALIFICATIONS OF THE APPLICANT(S)

This RFP establishes certain minimum requirements that the Institution/Applicant must satisfy and maintain. Among other things, this RFP requires that any agreement entered into is with a corporation operating an internationally accredited multi-hospital system. The hospital system must preferably be:

- engaged actively in clinical research;
- engaged actively in hospital Agreements of this nature;
- operating academic medical centers;
- active in large scale GPO to leverage buying power for discounts on procurement of supplies and equipment;
- have comprehensive observership programme for professional training and development of clinical and non-clinical staff;
- demonstrated competences in clinical quality;
- have a proven track record in population management programme to improve care coordination and quality of care by managing patients with chronic disease by identifying high-risk patients and monitoring clinical outcomes; and
- demonstrated commitment to patient excellence and leadership development throughout the organization.

NOTE: The above is not a complete summary or a complete list of requirements of the successful Applicant.

ADDITIONAL APPLICANT QUALIFICATIONS

The Applicant must demonstrate the ability to successfully support the operation and management of a health care institution like the HSA by demonstrating compliance with:

- industry standards in areas such as: Licensing, Credentials, and Privileging; Leadership Experience; Financial Oversight; and Continuous Quality Improvement; and
- all applicable laws, rules, and regulations relating to health care institutions, including The Joint Commission International (JCI).

ELIGIBILITY

To be eligible to respond to this RFP, the proposing firm must demonstrate that they, or the principals assigned to the project, or subcontractors, have successfully completed services, similar to those specified in the Scope of Services section of this RFP, or have equivalent experience in a closely related field.

To be considered, all proposals must be submitted in the manner set forth in this RFP. It is the Proposer’s responsibility to ensure that its proposal arrives on or before the specified time.

PUBLIC RECORDS

Freedom of Information law provides that public records shall at all times be open for personal inspection by any person. Information and materials received by Authority in connection with all Proposers’ responses shall be deemed to be public records subject to public disclosure. However, certain exemptions to the public records law are statutorily provided. Therefore, if the Proposer believes any of the information contained in his or her response is exempt from the Freedom of Information Law, then the Proposer must in his or her response specifically identify the material which is deemed to be exempt and cite the legal authority for the exemption; otherwise, the Authority will treat all materials received as public records.

CONFIDENTIALITY

The Proposer agrees not to use or disclose any information it receives from the Authority under this agreement that is confidential or exempt from mandatory public disclosure except as necessary to carry out the purposes of this agreement or as authorized in advance by the Authority. The Authority agrees not to disclose any information it receives from the Proposer which the Proposer has previously identified as confidential and which the Authority determines in its
sole discretion is protected from mandatory public disclosure under a specific exception in the Freedom of Information Law. The duty of the Authority and the Proposer to maintain confidentiality of information continues beyond the term of this agreement, including any extensions.

ADDITIONAL ITEMS/SERVICES

The Authority may require additional items or services of a similar nature, but not specifically listed in the contract. The Proposer agrees to provide such items or services, and shall provide the Authority prices on such additional items or services based upon a formula or method which is the same or similar to that used in establishing the prices in the proposal. If the price(s) offered are not acceptable to the Authority, and the situation cannot be resolved to the satisfaction of the Authority, the Authority reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the Proposer thirty (30) days written notice.

FEES

Compensation for the project will be based on best value for money and the final negotiated price with the successful vendor. The submitted cost estimate must include all projected costs associated with the project.

INCURRED COSTS

This RFP does not commit the Authority to pay any costs incurred by Proposers in the preparation of a proposal in response to this request and Proposers agree that all costs incurred by Proposers in developing this proposal are the Proposer’s responsibility.

FINAL AUTHORITY

The final authority to award a Contract rests solely with the Board of the Health Services Authority.

GOVERNING LAW

The agreement will be governed by the laws of the Cayman Islands.

AMENDMENTS TO THIS REQUEST FOR PROPOSAL

The Authority reserves the right to amend this Request for Proposal by an addendum at any time prior to the date set for receipt of proposals. Addenda or amendments will be posted on the Authority’s Web site www.hsa.ky, as soon as available and shall be the responsibility of the Proposer to obtain all addenda. If revisions are of such a magnitude to warrant, in the Authority’s opinion, the postponement of the date for receipt of proposals, an addendum will be issued announcing the new date.

AUTHORITY OF THE HSA BOARD

The Institution will be accountable to the Board for its deliverables.
IV. SCOPE OF SERVICES

SCOPE OF WORK: MANAGEMENT SERVICES TO BE PROVIDED

The Institution [or Applicant] shall provide all of the services required by the Board to ensure the HSA receives international accreditation within 3-5 years.

Without limiting the generality of the foregoing, the Institution [or Applicant] shall:

a. Have a Strategic and Tactical Plan

In collaboration with the Board, the Institution [or Applicant] shall assist the HSA in achieving strategic and tactical short, intermediate and long-term objectives consistent with the HSA’s mission, and the goal of creating a high quality, efficient, comprehensive and coordinated health care delivery system in the Cayman Islands which focuses on improving the patient’s experience (the “Plan”).

b. Provide advice and support for finance in the purchase and procurement for equipment and supplies whilst ensuring financial sustainability.

- The Institution [or Applicant] shall provide access to its group purchasing resources to allow the HSA to realize cost savings in the procurement of capital equipment and supplies.
- The Institution [or Applicant] shall provide advice and guidance to the Non-Government Organizations (NGOs) involved in raising funds to support the HSA’s capital development programme and reduce the reliance on government for capital investment.
- The Institution shall provide advice regarding the streamlining and administration of financial controls and processes.

c. Develop and maintain international clinical quality and patient care standards

- The Institution [or Applicant] shall advise and support the HSA with the process for achieving international accreditation as a center of clinical excellence and patient satisfaction.
- The Institution [or Applicant] shall advise and support the HSA in the ongoing development of the comprehensive quality assurance plan (“QA Plan”).
- The Institution [or Applicant], in collaboration with the HSA’s HR department, shall develop a structured continuing education programme which provides opportunities for training and professional development of HSA staff in all healthcare disciplines (clinical and non-clinical) including clinical observerships.
- The Institution [or Applicant] shall implement a rotating specialist programme which provides for on-island clinical care in specific clinical disciplines required by the HSA to ensure a broader spectrum of services at the Health Services Authority and reduce the need for offshore referrals.
- The Institution [or Applicant] shall work with the HSA in efforts to develop, maintain, revise, and deploy sound operating procedures, systems and controls with the objective of ensuring evidence-based medical care, the HSA’s compliance with all applicable laws, regulations, licensing, certification and accreditation standards, as well as maximizing the HSA’s financial viability and sustainability. All new or revised operating procedures, systems and controls shall be approved by the HSA Board prior to implementation.
d. **Recommend, develop and implement a robust health information system for national health data reporting**

- The Institution [or Applicant] shall work with the HSA to ensure that the HSA has a robust management information system for the documentation collection and reporting of reliable and accurate health data for local and international reporting.

e. **Develop Annual Marketing Plan**

- The Institution [or Applicant] shall assist in the development of a comprehensive marketing plan (the “Marketing Plan”), and upon approval by the HSA Board, shall assist in its implementation.

f. **Additional Considerations**

  - Performance/Operational metrics to drive improvement;
  - Operational routines to facilitate keeping management’s finger on the pulse;
  - Business Intelligence requirements;
  - Appropriate benchmarking; and
  - Governance.
V. PROPOSAL REQUIREMENTS

GENERAL REQUIREMENTS

Each Applicant submitting a proposal (the “Proposal”) must follow the instructions contained in this RFP in preparing and submitting its Proposal. A Proposal must contain all of the information in the order and format indicated below. Applicants may also include any other information, background documents, or supporting materials which the Applicant would like to provide in its Proposal.

ELIGIBLE APPLICANTS

Applicants must meet the Requirements and Qualifications set forth in the Requirements and Qualifications for Applicant and Additional Applicant Qualifications above.

CONTENTS OF THE PROPOSAL

• An Applicant’s Proposal must address each of the following requirements. The Proposal need not mirror the specific language of this RFP but must substantively address each requirement.

• The Applicant’s proposal must detail how the Applicant meets the eligibility criteria in the Requirements and Qualifications for Applicant and Additional Applicant Qualifications above.

• In lieu of a cover letter, please provide an executive summary identifying and substantiating the basis of your contention that the Applicant is the best qualified to provide the clinical and organizational support services with the HSA.

• Provide the name, title, business address, email address, telephone number and fax number of the individual at the Applicant who may be contacted regarding the Proposal.

• Provide a description of the Applicant and its organizational structure and the composition of its Board. Describe the Applicant’s number of employees.

• Provide all of the following:
  o Explanation of how the Applicant intends to provide such clinical and organizational Support services to the HSA as specified in the Scope of Works.
  o Description of its experience, if any, in managing similar Agreements, along with a system of academic and community hospitals and clinics.
  o Description of its experience, if any, managing relationships with employed physicians and private attending physicians.
  o Description of its experience, if any, in managing budgets of $150 million or more per year and leveraging GPOs and other cost-effective techniques for materials management.
  o Description of its experience, if any, billing and collecting for the range of medical and professional services provided by a large hospital system and its affiliated clinics.

• Scope of Work - This section of the proposal should explain the Scope of Work as understood by the Proposer and detail the approach, activities, work products and schedule of events. The proposal shall also include and Identify suggested revisions and improvements to the Scope of Work.

• Provide a proposed fee structure for services provided. The fee structure must include a detail of the materials and labor fees per project zone. The price proposal should identify the level or effort and work product is expected from Authority’s staff. Proposals should be inclusive of all costs necessary to conduct business in the Cayman Islands.
• Provide a summary of any and all litigation filed against the Proposer in the past ten years which is related to the services that Proposer provides in the regular course of business. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the monetary amount involved.

• Disclosure of any potential conflict or statement that there are none to the best knowledge of the consultant(s). Also, consultant(s) should state its intention to conform to the no conflict provisions of the RFP.

• A complete Proposer Warranty (Appendix B).

CONDITIONS OF AWARD

It is the intent of the Authority to engage with the most responsive Proposer, provided the proposal has been submitted in accordance with the requirements of this Request for Proposals document, judged to be fair and reasonable, and does not exceed the appropriated funds available. The Authority shall be the sole judge of the Proposer’s qualifications, and whether the priced proposal is in the best interests of the Authority.

The Authority may conduct such investigations as the Authority considers necessary to assist in the evaluation of any proposal and to establish the responsibility, qualifications and financial ability of the proposer and award in accordance with the Request for Proposal documents to the Authority's satisfaction within the prescribed time.

CONTRACTUAL CONDITIONS

For this RFP, the proposal must remain valid for at least one hundred and eighty (180) days. Moreover, the contents of the proposal of the successful bidder may become contractual obligations if a contract is entered into.

The amount for the services to be rendered will be negotiated with the firm selected, and said firm will be required to enter into a formal agreement with the Authority. Upon entry into formal agreement, the Authority reserves the right to delete or amend any of the services as listed and described in this RFP.

The content of the RFP and the successful vendor's proposal will become an integral part of the contract, but may be modified by the provisions of the contract.

The successful vendor will be required to include a disclosure statement of any potential conflicts of interest that the firm may have due to other clients, contracts, or interest associated with this project.

The selected vendor will be required to assume responsibility for all services offered in the proposal whether or not she or he provides them. Further, the Authority will consider the selected vendor to be the sole point of contact with regard to contractual matters.

KNOWLEDGE OF CONDITIONS

The proposer shall satisfy himself/ herself as to the nature of the work and general and local conditions. He or she shall gain full knowledge of working conditions and other facilities in the area which will have a bearing on the performance of his or her work. Any failure by the proposer to acquaint himself/herself with all of the available information shall not relieve that proposer from any responsibility for performing all work properly.

SOLICITATION PROCESS

Firms are requested to submit priced proposals addressing those items cited in the RFP. Proposals will be evaluated and ranked based on the evaluation criteria outlined in Section VI, ‘Evaluation & Approval Process’.

In the final phase, negotiations will be held with the firm ranked the highest by the evaluation committee on the basis of the proposal and interview. If a tentative agreement is reached with the top ranked firm, the recommendation will be sent to the Authority’s Board for approval. Board approval may be subject to successful negotiation of a final contract.
The Authority and the top ranked firm will then negotiate the details of the final contract, the contract will be signed, and work may begin.

Should the Authority be unable to reach an agreement with the top ranked firm, negotiations will commence with the next ranked firm. This process will continue until a satisfactory contract is negotiated, or the Authority exercises its right to reject all proposals.

PROPOSED TERM AND COMPENSATION ARRANGEMENT

The Proposal [or Applicant] must include a recommended term and price structure regarding:

(i) the costs for which the Institution will be responsible;
(ii) the costs for which the HSA will be responsible;
(iii) management and other fees; and
(iv) incentive payments (if any).

The Proposal must explain the rationale for all such prices and why the price structure is consistent with the HSA’s interests.

The compensation plan must be fair and reasonable. The Applicant must be cognizant that all aspects of the agreement shall be made public as part of the final Agreement with the HSA.

PROPOSED AGREEMENT

The Proposal must include a form of Agreement that addresses all of the elements of the Scope of Services set forth in Section IV. The Agreement shall be negotiated by the HSA Board and the Applicant with the express goal of finalizing the form of the Clinical and Support Agreement on or about the Notice of Intent to Award date (currently December 1, 2014).

DISCLOSURE OF INVESTIGATIONS AND OTHER ACTIONS INVOLVING THE APPLICANT

Disclosures for the Applicant, key leadership identified in the Proposal, and Board members, a certification addressing the following must be included if:

- The Applicant, key leadership personnel identified in the Proposal, or Board members listed in its Proposal or its attachments have ever been arrested, indicted, or convicted in a criminal or disorderly persons matter (or political subdivision thereof).
- The Applicant, key leadership personnel identified in the Proposal, or Board members listed in its Proposal or its attachments have ever been suspended, debarred or otherwise declared ineligible by any government agency from bidding or contracting to provide services, labor, materials or supplies.
- There are currently any pending criminal matters or debarment proceedings in which the Applicant, key leadership personnel identified in the Proposal, or Board members listed in its Proposal or its attachments are involved.
- The Applicant, key leadership personnel identified in the Proposal, or Board members listed in its Proposal or its attachments have been denied any license, permit or similar authorization required to engage in the work required to satisfy the scope of work as defined in Section IV, or has any such license, permit, or similar authorization been revoked by any agency of federal, state, or local government.

If the answer to any of the above questions is Yes, the Applicant must provide a detailed description of any investigation or litigation, including but not limited to administrative complaints or other administrative proceedings, involving public sector clients during the past 5 years. This description must include and thoroughly describe the nature and status of the investigation, and for any litigation, the caption of the action, a brief description of the action, the date of inception,
current status, and if applicable, disposition, including but not limited to any settlement agreements, pleas, or conditions attached to the disposition.

**APPLICANT INFORMATION AND DISCLOSURE**

For its three most recently completed fiscal years, the Applicant’s Proposal shall include copies of its audited financial statements. The Applicant’s Proposal shall include copies of the documents which demonstrate that the Applicant has the full legal right and power to engage in the provision of scope of services defined in Section 6 in the Cayman Islands and to assume responsibility for any recommendations to the HSA.

The Applicant’s Proposal can be released to the public after contract award under the Cayman Islands Freedom of Information (FOI) Law. After Notice of Intent to Award the contract, all information submitted by bidders in response to a bid solicitation is considered public information, notwithstanding any disclaimers to the contrary submitted by a bidder, except as may be exempted from public disclosure by the Freedom of Information (FOI) Law.

Any proprietary and/or confidential information in an Applicant’s proposal will be redacted.

The HSA reserves the right to make the determination as to what is proprietary or confidential, and will advise the Applicant accordingly. The location in the proposal of any such designation should be clearly stated in a cover letter. The HSA will not honour any attempt by the Applicant to designate its entire proposal as proprietary, confidential and/or to claim copyright protection for its entire proposal. In the event of any challenge to the Applicant’s assertion of confidentiality with which the HSA does not concur, the Applicant shall be solely responsible for defending its designation(s).

**OTHER INFORMATION**

Proposals will be considered only from firms or individuals that are firmly established in an appropriate business, which are financially responsible, and which have the resources and ability to offer services in a professional and expedient manner. The Authority reserves the right to be the sole judge of these criteria.

The Authority may request additional information as deemed necessary. Failure to provide such information may result in the proposal being considered incomplete.

The Applicant may include any additional information it believes is important for the consideration of its Proposal.
VI. EVALUATION & APPROVAL PROCESS

PRE-PROPOSAL PROCESS

Due Diligence

The Applicant shall be responsible to perform all due diligence it deems appropriate for the submission of a Proposal. The Applicant may not withdraw a proposal after the Proposal submission deadline on the basis of any information it had access to or could have had access to prior to the proposal submission deadline.

Electronic Data Room (or Equivalent)

An Electronic Data Room or equivalent access to data will be established. The HSA will place all relevant operating policies, procedures, and reports in the Data Room or provide equivalent access to data for Applicant review upon request.

Contact Lisa Bell at lisa.bell@hsa.ky to register for access to the Data Room or for equivalent access to data. All Applicants will be required to execute a non-disclosure agreement to be provided, before obtaining access to the Electronic Data Room or equivalent access to data.

Limit on Communications with HSA and Ministry of Health

Communications with representatives of the Ministry of Health or the HSA concerning this RFP is NOT permitted during the submission and evaluation process except as specified below. Communications regarding this RFP in any manner (except as set forth below) will result in the immediate rejection of the Applicant’s Proposal. If the Applicant has questions or requires clarification on any aspect of this RFP, including access to any information for pre-proposal due diligence, please forward the request via e-mail to lisa.bell@hsa.ky.

Applicant Questions

Questions will be accepted via email to lisa.bell@hsa.ky only until August 15, 2014 at 5:00 p.m. EDT. Questions should be directly relevant to the RFP to which the Applicant is responding and the Applicant should so indicate in the question. Questions should be asked in consecutive order, from beginning to end, following the organization of the RFP to which the Applicant is responding. Each question should begin by referencing the RFP, page number, and the section number to which it relates. The HSA will post answers on its website by September 5, 2014.

Applicant’s responsibility for cost of and effort to produce Proposal

The Applicant assumes the sole responsibility for the complete effort required in this RFP. No special consideration shall be given after the Proposals are opened because of an Applicant’s failure to be knowledgeable about all requirements of this RFP. By submitting a Proposal in response to this RFP, the Applicant represents that it has satisfied itself, from its own investigation, of all of the requirements of this RFP. The Applicant assumes the full cost of development of the Proposal.

Withdrawing Proposals

Applicants may withdraw their Proposals via email at any time prior to the proposal submission deadline, as indicated below, attaching written notification signed by an authorized agent of the Applicant. Proposals may thereafter be resubmitted, but only up to the final filing date and time.

Proposal Submission Deadline

Proposals must be received by October 1, 2014 at 12:00 noon EDT. Proposals received after the time and date listed above will not be considered.
Proposals Become Property of the HSA

Documents and information submitted in response to this RFP shall become property of the HSA.

EVALUATION OF PROPOSALS

Review for Responsiveness

All Proposals will be reviewed to determine completeness of response. Incomplete proposals will be rejected without evaluation. Should a proposal not meet all of the requirements of this RFP, the HSA reserves the right to continue to consider the proposal and negotiate an Agreement that is consistent with the HSA’s best interests.

Reserved Rights

The HSA reserves the right to request additional information or clarification if necessary, or to reject any and all Proposals with or without cause, and waive any irregularities or informalities in the Proposals submitted. The HSA further reserves the right to make such investigations as it deems necessary as to the qualifications of any and all parties submitting Proposals. In the event that all Proposals are rejected, the HSA reserves the right to re-solicit Proposals. The HSA reserves the right, in its sole and absolute discretion, to negotiate with responding firms as determined by Authority to be in the best interests of the organization.

Scoring of Proposals

Proposals will be reviewed and scored by an Evaluation Committee pursuant to the selection criteria agreed upon by the Evaluation Committee before review of the Proposals. The HSA Board may choose to make use of the expertise of outside consultants.

Two Step Proposal Evaluation and Negotiation Process

Step One

Each Proposal will be reviewed and the Evaluation Committee shall recommend to the Board that it should institute negotiations for a full Clinical and Organizational Support Agreement with one or more Applicants. Upon the HSA Board receiving the recommendation, Step Two shall begin.

The HSA Board reserves the right to hold physical interviews with any or all of the parties submitting Proposals during Step One. Such interviews, if any, will in no way change the original Proposal. If interviews are to be held with any or all of the Applicants, the HSA Board will notify the parties in a reasonable amount of time prior to the proposal interview date and time. The HSA Board will not be responsible for any expenses in the preparation and/or presentation of the Proposals and interviews, if any, or for the disclosure of any information or material received in connection with this solicitation, whether by negligence or otherwise.

Step Two

In Step Two, the Applicants shall be authorized to conduct due diligence during which they can inspect the facilities and have questions addressed which arise during such due diligence period.

The Evaluation Committee shall negotiate a Clinical and Organizational Support Agreement with the Applicant(s). If the Evaluation Committee recommends negotiating with more than one Applicant, the negotiations with each Applicant shall be done with each without revealing the content of a Proposal or the negotiations to the other Applicant(s).

At the point the Evaluation Committee is satisfied with the negotiated Agreement with each Applicant, it shall allow each applicant to submit a final proposal as to price and any other factors that is either consistent with the negotiated Agreement, or is made more favourable to the HSA in one or more ways, as its final offer.
The Evaluation Committee shall evaluate the final offers in light of the Selection Criteria and recommend award of an Agreement to the Board.

The HSA Board shall review the Evaluation Committee’s recommendation and select an Applicant to be the Institution based on the Selection Criteria. The review of the Initial and Final Proposals will be based upon the information provided to the Board in response to this RFP and any necessary verification of such information provided thereof. The award shall be made by written notice to the Applicant whose Final Proposal, conforming to the RFP, is most advantageous to the HSA and the Government, price and other factors considered. The determination shall be made in the HSA Board’s sole and absolute discretion.

**SELECTION CRITERIA**

Selection Criteria will include, but is not be limited to:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Qualifications and Experience of company:</th>
</tr>
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<tbody>
<tr>
<td>60%</td>
<td>- Demonstrated hospital management and operation expertise;</td>
</tr>
<tr>
<td></td>
<td>- Demonstrated prior history of Supports of this nature;</td>
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<td>- Adherence to the criteria and goals included in the RFP;</td>
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<td>- Demonstration of a credible, actionable, innovative Plan;</td>
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<td>- Demonstrable interest on the part of the Applicant’s governance board in undertaking the provision of clinical and organizational services to the HSA; and</td>
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<td></td>
<td>- Demonstration of how the Proposal will further allow the HSA to continue its public mission and commitment to provide a comprehensive healthcare programme and services to the Cayman Islands, including acute, tertiary, and quaternary care, and emergency and other essential services provided by the hospital.</td>
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<thead>
<tr>
<th>Percentage</th>
<th>Overall Impression of Proposal:</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>- Compliance with RFP requirements;</td>
</tr>
<tr>
<td></td>
<td>- Organization, clarity, conciseness and thoroughness;</td>
</tr>
<tr>
<td></td>
<td>- Approach to the Scope of Services and statement of works; and</td>
</tr>
<tr>
<td></td>
<td>- Proposed Project schedule.</td>
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</table>

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Cost Proposal:</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>- Cost proposal should include any payment schedule setting forth the frequency and amount of progress payments, and identifying the tasks and deliverables (&quot;milestones&quot;) to be completed for each payment to be deemed earned.</td>
</tr>
</tbody>
</table>

Cost of service is an important factor in the evaluation process; however, the Authority is not obligated to accept the lowest cost proposal. Ability to provide a quality service in a timely manner at a low or reasonable cost in accordance with the RFP requirements is critical to a successful proposal.

The Authority will evaluate each vendor’s proposal in accordance with the evaluation criteria identified above.

**Notice of Intent to Award**

The HSA Board shall issue a Notice of its Intent to Award the Agreement to the selected Applicant. The Board shall post the Notice of Intent to Award the Clinical and Organizational Support Agreement on its website consistent with the Freedom of Information (FOI) Law of the Cayman Islands.
Board Approvals

The HSA Board may approve the engagement of the selected Institution and the form of the Agreement on the Notice of Intent to Award date (currently December 1, 2014) if: (a) the Institution has satisfied all of the requirements in Section V above, and (b) a determination to the satisfaction of the HSA Board and its legal counsel, in their sole discretion, that the engagement of the Institution and the prospective execution of the Agreement shall be in the best interest of the HSA. Thereafter, the Agreement may be executed if: (a) the review required by the Board and approval required by the Ministry of Health have been received and determination to the satisfaction of the Board and its legal counsel, in their sole discretion, has been made that the execution of the Agreement shall be in the best interest of the HSA.
APPENDIX A: TERMS AND CONDITIONS

CLINICAL AND ORGANIZATIONAL SUPPORT AGREEMENT WITH
THE CAYMAN ISLANDS HEALTH SERVICES AUTHORITY

Unless otherwise defined herein, capitalized terms shall have their meaning as set forth in the Request for Proposal Issued by the Cayman Islands Health Services Authority for Clinical and Organizational Support Services, dated 1st February 2015.

1. Term

Institution will begin performance of the Services upon the Effective Date (as defined herein) of the Clinical and Organizational Support Agreement. The Agreement shall be for a term of between not less than two (2) years and not more than five (5) years from the Effective Date and shall expire and automatically terminate at the conclusion of such term if not renewed; provided, however, the Agreement may be terminated on an earlier date by mutual consent of both parties.

2. Independent Contractor and Warranties

The Institution shall remain an independent contractor for the term of the Agreement. Nothing contained in the Agreement or in the Terms and Conditions shall be construed to make the Institution an owner or administrator of the Authority or to create a joint venture between the Institution and the Authority.

By entering into the Agreement, the Institution warrants that it is capable of providing the Services contemplated herein.

3. Confidential Information, Generally

During the term of the Agreement, the Institution will have access to, and will generate certain information (including technical, clinical, human resource and commercial information), which shall be confidential and/or proprietary to the Authority (“Confidential Information”). The Institution agrees:

a) Not to use such Confidential Information except for the purposes of the Agreement; and

b) Not to disclose Confidential Information to others without the express written permission of the HSA, except that the Institution shall not be prevented from disclosing such Confidential Information that is required to be disclosed pursuant to a subpoena, law, regulation or other legal proceeding, provided that:

i. the Institution first provides the HSA with reasonable advance written notice and the opportunity, if possible, to limit, object to, or narrow such disclosure; and

ii. the Institution assists the HSA in any effort to seek confidential treatment of such information by protective order or otherwise; and

iii. any disclosure hereunder is limited in scope and recipients to that which is required by such legal proceeding.

It is further agreed that the furnishing of Confidential Information to the Institution shall not constitute any grant, option, or license to the Institution under any patent or other rights now or hereinafter held by the Authority.

The Institution’s obligations under this section of the Terms and Conditions shall continue in effect indefinitely unless expressly released by the Authority.

4. Confidentiality of Medical Records and Health Information

The Institution shall maintain the confidentiality of any medical records to which the Institution has access under the Agreement. This obligation of confidentiality shall apply during the term of the Agreement and shall survive the termination of the Agreement indefinitely.
5. **The HSA Intellectual Property**

a. Definitions:

“Intellectual Property” means any: (a) formulae, algorithms, methodologies, processes, process improvements, procedures, designs, ideas, concepts, discoveries, work product, materials, inventions and invention disclosures (whether or not patentable or reduced to practice), know-how, and technology; (b) Software, databases, tools, and machine-readable texts and files; and (c) literary work or other work of authorship, including documentation, reports, drawings, charts, graphics and other written documentation, trade secrets, logos, trade dress, and applications for any of the foregoing, and other intellectual property rights in or appurtenant to any of the foregoing.

“The HSA Intellectual Property” means, collectively: (a) the Intellectual Property that is (i) owned, acquired or developed by the HSA prior to or after the effective date of the Agreement (the “Effective Date”) or (ii) licensed or leased by the HSA from a third party prior to or after the Effective Date. “The HSA New Intellectual Property” means any modifications and enhancements to, and derivatives of, the HSA Intellectual Property, including all modifications and enhancements to, and derivatives of, Work Product.

“Work Product” means any Intellectual Property or work method, modifications or enhancements to Intellectual Property and Related Documentation or work method developed pursuant to the Agreement by or on behalf of the Institution or any subcontractor or any combination of Institution or any subcontractor and the HSA.

6. **Ownership**

As between the Parties, all worldwide right, title and interest in and to all the HSA Intellectual Property are, and shall be, owned by the HSA.

The HSA Intellectual Property:

Subject to obtaining any consent of third parties which may be required, the HSA hereby grants to the Institution, solely to the extent necessary to perform under the Agreement, a royalty-free, non-exclusive, non-transferable limited license to use the HSA Intellectual Property during the term. The Institution may sublicense, subject to any applicable third party consents, to affiliates and subcontractors of the Institution the royalty-free right to access and use the HSA Intellectual Property during the term solely on an “as needed” basis, but only if such affiliates and subcontractors are subject to a written agreement with the Institution consistent with the applicable terms set forth in the Agreement protecting the HSA Intellectual Property, including all confidentiality, non-disclosure, and non-use obligations pertaining thereto.

The HSA New Intellectual Property and Work Products:

As between the parties, the HSA owns all worldwide right, title and interest in and to any and all Work Product and the HSA New Intellectual Property. If any such Work Product or the HSA New Intellectual Property may not, by operation of law, be considered a work made for hire in accordance with the Agreement, the Institution hereby irrevocably assigns, and shall assign, to the HSA, without further consideration, all of Institution’s right, title and interest in and to such Work Product or the HSA New Intellectual Property, including any foreign patent, copyright and other intellectual property rights. The Institution shall execute all instruments which may be necessary to memorialize any such assignments.

The Institution acknowledges that the HSA and the successors and assigns of the HSA have the right to obtain and hold in their own name any patent, copyright and other intellectual property rights in and to such Work Product and the HSA New Intellectual Property. The HSA shall grant the Institution license and other rights with respect to such Work Product and the HSA New Intellectual Property if necessary for the Institution’s performance under the Agreement.

No Post-Termination Rights:

After the expiration of the term, the Institution and any affiliate or subcontractor shall have no right to use any the HSA Intellectual Property, and the Institution shall promptly return to the HSA all the HSA Intellectual Property and/or items embodying such the HSA Intellectual Property in the Institution’s possession or in the possession of any affiliate or
subcontractor or, upon the HSA’s request, destroy any copies of such items remaining in the Institution’s or any Institution affiliate’s or subcontractor’s possession and certify such destruction to the satisfaction of the HSA.

7. Termination of Management Agreement

A. For Cause

The HSA may terminate the Agreement immediately, by giving written notice, if:

i. the Institution advises The HSA in a manner that is contrary to the public interest; or
ii. the Institution engages in conduct which is not in the best interests of the HSA; or
iii. the Institution breaches any material term of the Agreement; or
iv. the Institution fails to properly and in a timely manner perform the duties of the Institution as set forth in the Agreement; or
v. the Institution engages in willful misconduct or gross negligence, or acts of waste with respect to the HSA assets; or
vi. the Institution engages in acts which confer improper personal benefit upon any employee of the Institution; or
vii. the filing for bankruptcy or other creditor protection by the Institution or the filing of bankruptcy or creditor protection by creditors of the Institution; or
viii. the Institution engages in criminal activity or is convicted of any felony; or
ix. there is any change to the Institution’s corporate entity or the Institution’s status; or
x. the Institution engages in any activity which could, or does, negatively affect the HSA in pursuit of its mission;

B. For Convenience

The HSA shall have the right to terminate the Agreement for convenience, upon 120 days’ prior written notice. In the event of any termination pursuant to this paragraph, the Institution agrees to forward to the HSA all work performed as of the date of termination. The Institution shall be paid for work performed to the date of termination, and shall not be entitled to any payment for early termination of the Agreement.

C. Reports

In the event of a termination, the Institution shall furnish to the HSA, free of charge, such reports as may be required.

8. Payment upon Termination

In the event of any termination for any reason, the Institution agrees to forward to the HSA all work performed as of the date of termination. The Institution shall be paid for work performed to the date of termination, less any damages sustained by the HSA. The Institution shall not be entitled to any damages for early termination of the Agreement.

9. Compliance Obligations

a. The Institution must comply with all local laws, rules and regulations applicable to the Agreement and to the services performed hereunder.

10. Indemnification

The Institution shall defend, indemnify, protect and save harmless the HSA, Board of Directors and employees, and the Ministry, from and against any and all suits, claims, demands, awards, losses or damages of whatsoever kind or nature arising out of any negligent act, error or omission of the Institution, its agents, servants, employees, subcontractors and retainees, in the performance of the Services under the Agreement, including, but not limited to, reasonable expenditures for, and costs of, investigation, hiring of expert witnesses, court costs, counsel fees, settlements, judgments, or awards.
11. Limitation of Liability

There shall be no limits on the liability of the Institution for its responsibilities under the Agreement. The Institution shall be liable for all damages, including direct, indirect, general, consequential, special and incidental, arising out of the Agreement.

12. Audit Rights

The HSA reserves the right to audit or cause to be audited the Institution’s books and accounts pertaining to the HSA at any time during the term of the Agreement and for five (5) years after engagement. If any unsubstantiated payment or overpayment is discovered as a result of any such audit, Institution agrees to repay the HSA for any such unsubstantiated payment or overpayment within thirty (30) calendar days of such notice or, if the Services are not yet complete, the Institution hereby authorizes the HSA to reduce any payments due to the Institution by the amount of the unsubstantiated payment or overpayment.

The Institution shall maintain records for all services delivered under the Agreement for a period of five (5) years from the date of final payment. Such records shall be made available to the HSA upon request.

13. Governing Law

The Agreement and the rights of the parties shall be construed and governed by the Constitution and laws of the Cayman Islands and any cause of action shall have jurisdiction and venue only in the courts of the Cayman Islands.

14. Third-Party Beneficiaries

Nothing in the Agreement shall be construed to give any rights or benefits under the Agreement to anyone other than the HSA or the Institution.

15. Entire Management Agreement

The parties agree that they are not relying upon any promises, understanding, warranties, circumstances, conduct, negotiations, expectations, representations or other agreements, oral or written, express or implied, other than those expressly set forth herein; that the Agreement is a complete integration and constitutes the entire Agreement of the parties with respect to the subject matter hereof; that no amendments or other modifications of the Agreement shall be valid unless in writing and signed by an authorized officer of each party hereto; that this entire Agreement has been bargained for and negotiated; and the parties have read, understood and approved the Agreement in its entirety.

16. Notice

Any notice to be given pursuant to the Agreement shall be delivered personally or sent via certified mail, return receipt requested, to the following addresses:

If to the Institution:

[TO BE INSERTED]

If to the HSA:

Cayman Islands Health Services Authority
95 Hospital Road
P.O. Box 915
Grand Cayman KY1-1103
Cayman Islands
With copies to the Ministry of Health:

Ministry of Health, Sports, Youth & Culture  
133 Elgin Avenue  
5th Floor Government Administration Building  
P.O. Box 110  
Grand Cayman KY1-9000  
Cayman Islands

Such Notice will be deemed effective:

a. If delivered personally, on the date of delivery thereof; or  
b. If delivered by Certified Mail, on the date of the receipt.

17. Interpretation

The titles to paragraphs of the Agreement are solely for the convenience of the parties and shall not be used to explain, modify, simplify, or aid in the interpretation of the terms of the Agreement.

18. Successors and Assigns

The Institution and the HSA bind themselves, their partners, successors, assigns and legal representatives to the other party to the Agreement and the partners, successors, assigns and legal representatives of such other party with respect to all covenants to the Agreement, except as limited by Section 22 below.

19. Publicity

Publicity and/or public announcements pertaining to the Agreement shall be approved by the HSA in writing prior to release.

20. Severability

If any provision in the Agreement is held invalid, void, or unenforceable by a court of competent jurisdiction or by operation of any applicable law, and if it shall not reasonably appear to have been so material that without it the Agreement would not have been made by the parties, the remaining clauses or provisions shall nevertheless continue in full force and effect, without being impaired or invalidated.


Each and every provision of law and clause required by law to be inserted in the Agreement shall be deemed to be inserted herein and the Agreement shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon notice by either party, the Agreement shall forthwith be physically amended to make such insertion.

22. Amendment

Except as otherwise provided in the Agreement, neither the Agreement nor any term hereof, may be changed, modified, or terminated, except to the extent that the same is affected and evidenced by the written Agreement of the parties.

23. No Assignment

The Agreement may not be assigned by the Institution without the HSA’s prior written consent, which may be given or withheld in its sole discretion. Any attempted assignment without such consent shall be cause for immediate termination of the Agreement by the HSA. The Agreement shall bind and inure to the benefits of the HSA’s respective successors and permitted assigns. No assignment shall relieve a party of any obligation under the Agreement.
24. Miscellaneous

a. These Terms and Conditions shall serve as a baseline/minimum for the terms and conditions of the Agreement. The Agreement shall contain terms and conditions that are substantially similar to these Terms and Conditions and no variations from these Terms and Conditions shall be considered if the impact of such variation has an adverse impact on the HSA. In any event, if there is a conflict between these Terms and Conditions and the Agreement, the Terms and Conditions contained in the Agreement shall control.

b. Any references in the Agreement to a specific number of days shall include weekends and public holidays.

c. The failure of either party to insist on strict performance of any of the provisions of the Agreement shall not be construed as a waiver of any other default whether or not of the same or similar nature.
APPENDIX B

PROPOSER'S WARRANTY

The undersigned person warrants that:

1. She/he is an officer of the organization.

2. She/he is authorized to offer a proposal in full compliance with all requirements and conditions as set forth in the RFP.

3. She/he has fully read and understands the RFP and has full knowledge of the scope, nature, quantity and quality of the work to be performed, and the requirements and conditions under which the work is to be performed.

PROPOSER:

BY: ____________________________________________________________

(SIGNATURE)

______________________________________________________________

(PRINT NAME & TITLE)

______________________________________________________________

(NAME OF COMPANY)

______________________________________________________________

(PHYSICAL & MAILING ADDRESS)

______________________________________________________________

(TELEPHONE NUMBERS)

______________________________________________________________

(WEB & EMAIL ADDRESS)
Cayman Islands Health Services Authority

REQUEST FOR PROPOSAL

The Cayman Islands Health Services Authority invites all interested companies to submit proposals to enter into a Clinical & Organizational Agreement.

Eligibility for Tender:

Interested firms will need to meet the following eligibility criteria in order to be considered and evaluated:

1. Must comply with all requirements in the RFP document as well as all applicable local laws, including business registrations, pensions, and other regulations.
2. Must Have been in this type of business for the last 3 years and provide references from two current clients.
3. Bids should include all costs necessary to conduct business in the Cayman Islands.

Requests for Proposal documents will be available at [www.hsa.ky](http://www.hsa.ky) (Open Tenders) on 1st July 2014. All proposals must be returned no later than 12:00 noon on Wednesday, 1st October 2014 to:

The Secretary of the Central Tenders Committee
1st Floor, Government Administration Building
133 Elgin Avenue, Grand Cayman KY1-9000
Cayman Islands
Attn: Mr. Nicholas Freeland
RFP #CTC/14-15/HSA/001

Tenders received after the specified date and time will not be considered.

HSA will not defray any cost incurred by bidders.

For additional information on this invitation, please contact Ms. Lisa Bell @ 1-345-244-2690 or email [lisa.bell@hsa.ky](mailto:lisa.bell@hsa.ky).