



Michael Smith Foundation for
Health Research

BC Nursing Research Initiative

Request For Proposals

Best Practices:

Integration of New Graduate Nurses in the Workplace

Closing Time & Date: 4:00 pm (PDT), July 23, 2010

Issue Date: June 2010

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1. Context

1.1 About MSFHR

The Michael Smith Foundation for Health Research (MSFHR) was created in 2001, the result of an unprecedented joint effort between the health, education, business, government and not-for-profit sectors to create a strong and effective health research support organization in BC. Since that time, the organization has awarded and committed more than \$234 million to support health research across the province through grants to individuals (trainee and career salary awards) and awards to groups of investigators (research teams, units, networks, and institutions). The organization has also engaged in a range of special initiatives, many of them mandated and funded by the provincial government to enhance the quality and effectiveness of the provincial health system and to contribute to the provincial economy. More information about MSFHR can be found at www.msfhr.org.

1.2 Project Description

The BC Ministry of Health has provided \$8 million to MSFHR for a BC Nursing Research Initiative (BCNRI) http://www.msfhr.org/special_initiatives/nursing_research_initiative. The initiative, with direction from the Nursing Research Advisory Council (NRAC), supports practice-relevant health services research related to the nursing workforce and associated policy initiatives. One such initiative is the basis for this Request for Proposals (RFP) which solicits proposals from individuals or organizations to explore the use of best practices to facilitate the successful integration, and increase the retention of new graduate Registered Nurses (RNs) and Registered Psychiatric Nurses (RPNs). BC's exit rate (2007) for registered nurses under the age of 29 was 10.8%¹. While remaining within BC's health care system, a survey of new graduates found that 41% of respondents had left their first position within a year and were working in their second (24%), third (12%) or fourth or more (5%) positions. Of the 41% who had left their first position, 68% were working at an agency different than their first employing agency².

Health care managers and education/practice leaders face the challenge of simultaneously reducing costs while improving patient, provider, and system outcomes. As part of this challenge, many report the experience of investing resources to recruit/hire/orientate new nurses only to see them leave the organization within their first or second year of employment. Increasing retention of new graduate nurses³ is a low cost, high benefit health human resource solution.⁴ Useful evidence about strategies^{5,6} to support

¹ CIHI (2010), Regulated Nurses in Canada: Trends of Registered Nurses

² CRNBC (2006), New Graduate Registered Nurse Study 2005

³ The Nursing Sector Study Corporation. (2006). Building the Future: An integrated strategy for nursing human resources in Canada. Phase II Final Report. http://www.cna-nurses.ca/CNA/documents/pdf/publications/Phase_II_Final_Report_e.pdf

⁴ Salt J, Cummings GG, Profetto-McGrath J. (2008). Increasing retention of new graduate nurses: A systematic review of interventions by healthcare organizations. *JONA* 38(6), 287-296.

⁵ Baumann A, Hunsberger M, Idriss-Wheeler D, Crea-Arsenio M. (2009). Employment integration of nursing graduates: Evaluation of a provincial policy strategy Nursing Graduate Guarantee 2008-2009. Retrieved January 31, 2009 from <http://www.nhsru.com/>.

the beginning practice of new graduates⁷ has been provided in research reports from BC⁸ and elsewhere. Policymakers will use the project's findings to inform province-wide initiatives to develop sustainable supports for new graduate nurses in various health care organizations and settings.

1.2.1 Objectives

The objective of this project is to evaluate the current application of health human resources best practice knowledge/strategies in BC to support the beginning practice of new nursing graduates, and to identify best practice knowledge/strategies likely to succeed in various health care settings.

1.2.2 Time Frame

The project must be completed within a maximum of **18 months** of the awarding of this contract. This time frame is firm.

1.2.3 Budget

The total project budget is a maximum of \$150,000 (CDN). All expenditures related to services provided under the contract arising from this RFP will be charged against this overall budget.

1.2.4 Eligibility Criteria

The project lead must be associated with a British Columbian (BC) public institution that is eligible to hold grant support from MSFHR as governed by a signed [Memorandum of Understanding](#) (MOU). The host institution of the Proponent selected to conduct the research described in this RFP will at that time be asked to sign a MOU with MSFHR if one is not already in place. Private, for-profit organizations may not be the lead agency.

2. Scope of Work

2.1 Activities

MSFHR seeks a firm or small team of researchers (the Consultant) who will conduct appropriate research and investigation to complete the project as described in sections 1.2.1, 2.1 and 2.2.

The RFP process and the work commissioned will be guided by a Working Group made up of MSFHR staff, representatives of the Chief Nursing Officer Executive Council, and other expertise as required. The Working Group will provide feedback on an ongoing basis as to the relevance, appropriateness and direction of the work.

⁶ Association of Registered Nurses of Newfoundland and Labrador. (April 2003). Orientation Programs for Registered Nurses: Best Practice Guidelines.

http://www.arnnl.nf.ca/documents/publications/Orientation_Guidelines.pdf

⁷ Baumann A, Pitters M, Crea-Arsenio M. (2009). Strategies to advance 70% full-time nurse employment: Toolkit. Retrieved January 31, 2009 from <http://www.nhsru.com/>.

⁸ CRNBC. (2005). New graduate registered nurse study – 2005.

2.2 Deliverables

The following are the expected deliverables for this project. As part of your response to this RFP, provide the scheduled delivery dates for each. These dates will be used in assessment of progress.

- Overview of the current literature in best practices for integration of new nursing graduates, and a definition of national best practices for retention of new graduate nurses (RNs and RPNs);
- Development of a province-wide “picture” of strengths/gaps in application of best practice knowledge, and facilitators of knowledge uptake, to support the integration and improve retention of new nursing graduates into the workplace. Specifically:
 - Determination as to what extent BC health care organizations apply best practice knowledge to support integration of new nursing graduates (RNs and RPNs) in the workplace;
 - Analysis of the application of these best practices in BC, including identification of knowledge strengths and gaps about strategies to integrate new nursing graduates (RNs and RPNs) in selected settings (i.e., Aboriginal health services, rural/remote, acute/long-term care, community health, mental health, cancer care, etc.);
 - Analysis of the underlying reasons for these strengths and gaps, with identification of the most likely strategies for success in the retention of new nursing graduates in BC;
- Identification of the intra- and inter-organizational factors in health care organizations that contribute to expanded uptake of best practice knowledge/strategies in supporting integration of new nursing graduates;
- Determination of the costs and benefits of application of best practice knowledge/strategies for supporting integration of new nursing graduates in two (or more) exemplary organizations; and
- Development of a BC Toolkit of best practices to support the integration of new nursing graduates in selected settings and examples of ways to modify these best practices when the ‘best’ is not possible.

The deadline for the deliverables described under sections 1.2.1, 2.1 and 2.2 above is a maximum of 18 months after the awarding of this contract.

2.3 Accountability

The RFP process and the work commissioned will be guided by a Working Group made up of MSFHR staff, representatives of the Chief Nursing Officer Executive Council, and other expertise as required.

2.3.1 Progress Reporting and Evaluation

A report on progress will be required by the Working Group at a minimum of every 6 months over the course of the project. Progress will be evaluated against the milestones defined in the response to the RFP, and more frequent reports may be required if there is evidence that the key milestones will not be reached by the identified deadlines.

3. Proposal Content & Format

The following sections must be included in the RFP response in the order presented.

3.1 Project Purpose and Scope

Describe your understanding of the project including its overall scope and approach, noting any challenges that may exist and your proposal for mitigating these challenges. Demonstrate your understanding of the current literature on best practices for the integration of new nursing graduates.

3.2 Experience and Qualifications

3.2.1 Experience of Proponent

Provide an individual and organizational profile, and describe the relevant experience of the Consultant in projects successfully completed of a comparable scope and magnitude.

3.2.2 Experience and Qualifications of Team Members

Identify the Proponent Lead and any team members to be employed, including sub-contractors, where applicable and appropriate. Provide information regarding their knowledge, experience, and understanding of topics in this area. Describe their individual capabilities, their respective roles, and availability for this project. Resumes or CVs of one to two pages should be included for the lead and each team member.

The Proponent may not substitute, appoint, or replace any key team members except following consultation with and after obtaining the approval of MSFHR.

3.2.3 Declaration of Stakeholder Affiliation or Association

Identify any previous, active or anticipated relationships between the Proponent and MSFHR or its Nursing Research Advisory Council.

3.3 Approach

Describe the project approach that would be followed in delivering the project as outlined in Sections 1 and 2. Specifically, describe the proposed processes.

3.4 Work Plan

Provide a work plan and schedule, including a breakdown of major tasks, delivery dates (milestones), and the level of effort by individual team members in sufficient detail as to allow a complete understanding of how and by whom the work is to be carried out.

3.5 Financial Plan

Based upon your Work Plan, provide professional fees and expenses as well as a proposed payment schedule. Please note that the funding for this project will only be available once ethics approval has been granted to the Proponent awarded the contract. A Financial Plan template has been provided in Appendix A.

3.5.1 Ineligible Expenses

The following expenses will be ineligible and should not be included.

- Rent of office premises and other related overheads (i.e., utilities).
- Capital expenses (i.e., office equipment, computer equipment and associated software).
- Travel and accommodation expenses in excess of rates approved by MSFHR according to the terms of its current Travel Policy.

3.6 Proposal Format

The following format is required for proposals:

- The Proposal must be in English.
- Include a cover page.
- The Proposal must be signed by a person authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this 'Request for Proposal'.
- Include a table of contents with page numbers. All pages should be consecutively numbered.
- The Proposal should address all factors identified as the selection criteria in the same order as they are described in the criteria (see section 4.3.1). Failure to address all criteria will impair the Proposal.
- Quote prices in Canadian dollars, exclusive of taxes. Note which taxes (federal and/or provincial) apply to which cost components. Prices should be firm for the entire period covered by the Contract.

4. RFP Process

The following are the conditions under which responses will be accepted from Proponents. All interested parties are requested to first register as Proponents, to ensure that all relevant information is made available to them prior to submission.

4.1 Registration

Any individual or organization wishing to respond should confirm in writing their intention to submit a proposal by email to Valerie To at vto@msfhr.org or fax at 604.730.0524 by **4 pm (PDT) July 9, 2010**. This will ensure that all relevant information is made available to registered Proponents prior to submission. MSFHR will confirm receipt and the individuals/organizations' status as Proponents. Those who register are under no obligation to submit. However, only registered Proponents will receive additional communications relating to RFP inquiries and answers.

4.2 Submissions

Provide **one electronic copy** (PDF format only) **and one hard copy** of the proposal in a sealed envelope no later than **4 pm (PDT) July 23, 2010**. Proposals received after this time and date will not be considered. In addition, the proposal must include the signature of an authorized official of the Proponent. Submissions should be clearly identified as follows.

RFP Submission:

Best Practices – Integration of New Graduate Nurses in the Workforce

c/o Ms. Valerie To
 The Michael Smith Foundation for Health Research
 Suite 200 – 1285 West Broadway
 Vancouver, BC V6H 3X8

4.2.1 Inquiries

All inquiries regarding this RFP are to be directed to Ms. Valerie To by email at vto@msfhr.org or fax at 604.730.0524 no later than July 14, 2010. The inquiries and answers will be provided in writing to all registered Proponents by July 16, 2010 without naming the source of the inquiries.

4.3 Selection Process

Proposals will be reviewed and scored by a selection team based upon the criteria outlined below. A contract may be made solely on the basis of a proposal, without a meeting with the Proponent; however, MSFHR reserves the right to invite one or more Proponents to attend a meeting with the selection team and/or to provide written clarification of their response(s). MSFHR may request references for individuals and/or organizations if deemed necessary to adequately evaluate experience and qualifications.

4.3.1 Selection Criteria

The Working Group will provide oversight of the selection process. RFP responses will be evaluated according to the following scoring criteria, using the respective point system:

Criteria	Points
Understanding of project purpose and scope, and desired results	15 points
Demonstrated experience, qualifications and knowledge of Proponent Lead and team members	35 points
Quality of project approach, methodology, and work plan	35 points
Budget for conducting the proposed work including value for money	15 points

4.4 RFP Timeline

The project will begin as soon as possible after the contract is awarded as follows. For all dates below, deadlines shall be as of **4:00 pm Vancouver time (PDT)** on the nominated day.

Release of RFP	June 2010
Last date to register	July 9, 2010
Last date to submit inquiries	July 14, 2010
RFP Closing Date	July 23, 2010

5. Terms and Conditions

5.1 Reject Proposals

MSFHR may, in its absolute discretion, reject in whole or in part any and/or all proposals for any reason or after taking into account factors considered relevant.

5.2 Liability for Errors

While MSFHR has used considerable effort to ensure an accurate presentation of information in this RFP, the information contained in this RFP is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by MSFHR, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this RFP.

5.3 Errors in Proposals

The Proponent has the responsibility, at all times, to request any instruction, decision, or direction which may be required to prepare its proposal, or to notify the designated MSFHR contact person in writing of any ambiguity, divergence, error, omission, oversight, or contradiction contained in its proposal as it is discovered.

MSFHR reserves the right to request clarification of the contents of any proposal. MSFHR may require Proponents to submit supplementary documentation clarifying any matters contained in their proposals and may seek the Proponent's acknowledgement of that interpretation. This is not an opportunity for the Proponent to submit new information modifying the proposal. Notwithstanding the foregoing, MSFHR is not obliged to seek clarification of any aspect of a Proposal.

5.4 Limitation of Liability and Indemnity

MSFHR will not be obligated or liable in any way whatsoever to a Proponent except where MSFHR has awarded and entered into a written contract with that Proponent for the performance of the work contemplated by this RFP, and in which case that contract shall govern all such obligations and liabilities.

It is a fundamental condition of this RFP and the receipt and consideration of proposals by MSFHR that MSFHR, and its respective employees, consultants and agents, will not and shall not under any circumstances, including without limitation whether pursuant to contract, tort, statutory duty, law, equity, any actual or implied duty of fairness, or otherwise, be responsible or liable for any costs, expenses, claims, losses, damages or liabilities (collectively and individually all of the foregoing referred to as "Claims") incurred or suffered by any Proponent or the Proponent's sub-contractors as a result of or related to any one or more of the RFP, the preparation, negotiation, acceptance or rejection of any conforming or non-conforming proposal, the rejection of any Proponent, or the cancellation, suspension or termination of the RFP process, and by submitting a proposal each Proponent shall be conclusively deemed to waive and release MSFHR and its employees, contractors, consultants and agents, from and against any and all such Claims.

Each Proponent shall indemnify and hold MSFHR and its employees, contractors, consultants and agents, harmless from and against any and all Claims brought against them arising out of any act or omission of the Proponent, the Proponent's sub-contractors, or by third parties arising out of or relating to

the Proponent's receipt of this RFP, or the preparation, submission and negotiation of any proposal submitted by the Proponent, where such third parties were directly or indirectly engaged by or through the Proponent in connection with any of the foregoing, or where personal injury, bodily damage or property damage is caused by the negligent acts or omissions of the Proponent. Such indemnification shall survive completion of the goods or services provided under the contract and the termination of the contract.

5.5 Confidentiality of Information

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals. Information pertaining to MSFHR or related parties obtained by a Proponent as a result of participation in this process is confidential and must not be disclosed except for the purpose of responding to this RFP or as required by law.

5.6 Ownership of Proposals

All documents, including proposals, submitted to MSFHR become the property of MSFHR. They will be received and held in confidence, subject to the provisions of BC Personal Information Protection Act.

5.7 Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a proposal. If MSFHR elects to reject all proposals, MSFHR will not be liable to any proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final agreement, or any other matter whatsoever.

5.8 Irrevocability of Proposal

By submission of a clear and detailed written notice, a Proponent may amend or withdraw his/her proposal prior to the closing date and time. At closing, all proposals become irrevocable. Proposals must be open for acceptance for at least 90 days after the closing. In the event that MSFHR requires more than 90 days to evaluate proposals, additional time will be requested of all Proponents.

5.9 Conflict of Interest

Proponents are responsible for disclosing to MSFHR any and all real or perceived conflicts of interest. Proposals will not be evaluated if the Proponent's current or past corporate or other interests are, in the opinion of MSFHR, deemed to be a conflict of interest in connection with this RFP or the activities or mandate of its facilities. MSFHR reserves the right to disqualify and reject a proposal in whole or in part where the Proponent or directors, officers, shareholders or any other person associated with the Proponent has a claim or has initiated a claim or legal proceeding against MSFHR or against whom MSFHR has a claim or has instituted a legal proceeding with respect to any previous contracts, tenders or business transactions.

Proponents shall not engage in any form of lobbying whatsoever to influence the outcome of this RFP. Further, Proponents shall not attempt to communicate or make any representation or solicitation to any director, officer or employee of MSFHR except to the designated MSFHR contact person.

5.10 Verification

MSFHR reserves the right to verify any statement or claim contained in any proposal or made subsequently in any interview or negotiation. That verification may be made by whatever means MSFHR deems appropriate and may include contacting the references provided by the Proponent. In submitting a proposal, the Proponent is deemed to consent to MSFHR verifying any information from third parties including the Proponent's bank references, and receiving additional information regarding the Proponent, its directors, officers, shareholders or owners and any other person associated with the Proponent as MSFHR may require.

5.11 Request for Proposal Cancellation

MSFHR is not bound to accept any proposal and reserves the right in its sole and absolute discretion to postpone or cancel this RFP at any time for any reason. Further and without limiting the foregoing, MSFHR will not be bound to accept the lowest or any bid and reserves the right to accept or reject any proposal in whole or in part, to discuss with any Proponent different or additional items and terms to those described in this RFP or received in any proposal, or to amend or modify any term of this RFP. MSFHR, in its sole discretion, may invalidate and cancel this RFP entirely and may issue a new RFP if considered in the best interests of MSFHR. No Proponent will acquire any legal or equitable rights or privileges relative to the services prior to full execution of a written agreement for the services required.

5.12 Contract Terms

By submitting a proposal to MSFHR, Proponents shall be conclusively deemed to have accepted and to have agreed to be bound by each and every term, condition, and provision of this RFP, and any services, specifications, warranties, guarantees or representations stated in the accepted proposal or made during the RFP and selection process.

5.13 Contract Award

By submission of its proposal, the Proponent agrees to negotiate in good faith and execute a contract with MSFHR incorporating the terms and conditions of this RFP, the Proponent's proposal, and such other terms and conditions as MSFHR may reasonably require. MSFHR may negotiate modifications, additions or variations to such terms and conditions or to the goods or services set out in a proposal in order to satisfy its operational or administrative requirements. The RFP and the contract, if any, entered into subsequently shall take precedence over any and all documents submitted by the Proponent. MSFHR will not accept a Proponent's standard purchase agreement.

5.14 Sub-Contracting

All sub-contractors and/or partner(s) must be identified in the Proposal. No sub-contracting or assignment of any contract or of any services to be provided is permitted without the prior written consent of MSFHR. Proponents are to identify all proposed sub-contractors including the company name, contact name, phone number, fax number, e-mail address, type of service the sub-contractor will be performing or providing, and the length of time the Proponent has been using the services of the sub-contractor. No additional sub-contractors will be added nor will other changes be made to this list without the written consent of MSFHR.

5.15 Governing Law

Proponents must comply with all applicable laws. This RFP will be governed exclusively by, and construed and enforced in accordance with, the laws of the Province of British Columbia. The Proponent agrees to attorn to the exclusive jurisdiction of the courts of the Province of British Columbia in the event of any dispute concerning this RFP or any matters arising out of this RFP.

5.16 Appendices

All appendices to this RFP are deemed to be incorporated herein and form part of the RFP.

5.17 Copyright

MSFHR shall have sole and full ownership of copyrights to and all materials produced by the successful Proponent, including a waiver of moral rights, under the contract arising from this RFP. Reproduction of any documents or other data for use by anyone is forbidden without express permission in writing by MSFHR.

6. Contact Information

To obtain further information and/or to submit a proposal, please contact:

RFP Submission:
Best Practices – Integration of New Graduate Nurses in the Workplace
c/o Ms. Valerie To
The Michael Smith Foundation for Health Research
Suite 200 – 1285 West Broadway
Vancouver, BC V6H 3X8
Email: vto@msfhr.org

Appendix A Financial Plan Template

Item	Rate	# Hours	Total	Applicable Tax H/NA *
1. Professional Fees				
a) Role/Describe				
b) Role/Describe				
<i>Subtotal 1</i>				
2. Sub-contractors				
a) Role/Describe				
b) Role/Describe				
<i>Subtotal 2</i>				
3. Disbursements at cost				
a) Travel				
b) Long Distance				
c) Etc.				
<i>Subtotal 3</i>				
Subtotal				
HST 12%, if applicable				
TOTAL PRICE				

* H = HST applicable; NA = not applicable



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