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Saint John  
New Brunswick  
E2L 2B6  
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**SOLICITATION AMENDMENT**  
**MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

**Comments - Commentaires**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du**  
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**Issuing Office - Bureau de distribution**  
Saint John, NB (STJ)  
126 Prince William Street/  
126, rue Prince William  
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New Bruns  
E2L 2B6

<b>Title - Sujet</b> Federal Health Claims Proces. Svcs. Federal Health Claims Processing Services	
<b>Solicitation No. - N° de l'invitation</b> 51019-211004/A	<b>Amendment No. - N° modif.</b> 016
<b>Client Reference No. - N° de référence du client</b> 51019-211004	<b>Date</b> 2023-01-11
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$STJ-002-4555	
<b>File No. - N° de dossier</b> STJ-1-44001 (002)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> Atlantic Standard Time AST <b>on - le 2023-01-13</b> Heure Normale de l'Atlantique HNA	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Lomax (STJ), Sandra.	<b>Buyer Id - Id de l'acheteur</b> stj002
<b>Telephone No. - N° de téléphone</b> (506) 639-8503 ( )	<b>FAX No. - N° de FAX</b> (506) 636-4376
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

<b>Delivery Required - Livraison exigée</b>	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
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<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

Solicitation No. - N° de l'invitation  
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Amd. No. - N° de la modif.  
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STJ002  
CCC No./N° CCC - FMS No./N° VME

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**Title:** Federal Health Claims Processing Services (FHCPS)

**This amendment no. 16 to the Letter of Interest (LOI) is for the following:**

- **REMOVE** Answer number 34 “The full value of the current contract is \$228,014,807 HST included (January 6, 2014 to July 31, 2024). This does not include the second option period from August 1, 2024 to July 31, 2026.”

and **REPLACE** with the “The full value of the current contract is \$311,462,995.00 HST included (January 6, 2014 to July 31, 2024). This does not include the second option period from August 1, 2024 to July 31, 2026.

- Re-posting the Question and Answers due to a technical error with the hyperlinks in the document.

### **Questions from Industry on Draft Request for Proposal**

In addition to the Questions and Answers below, changes have been made to the final Request for Proposal in response to industry feedback received on the Draft Request for Proposal.

<b>Program/Business</b>	<b>Answers</b>
1. What are the challenges with the existing service for the Participants, the Service Providers, and the Partner Organizations?	Canada expects the next FHCPS Contract to focus more on optimization of services with evolving digital methods for authorization of health benefits, claims processing, and communications, and provide increased clarity on eligibility requirements and treatment options.
2. What innovation opportunities exist to enable business process optimization/automation with the existing service?	Canada expects the Bidders to propose digital and other innovative solutions to quickly and accurately process authorization of health benefits, complete claims processing and conduct communications. Furthermore, Canada seeks on-going innovation from the Contractor throughout the duration of the Contract to continually improve services.
3. What are the business outcomes the Partner Organizations are looking to achieve with the bid?	Canada seeks to obtain a business solution which will be: <ul style="list-style-type: none"> <li>a) participant focused, governed by defined performance and service standards, and prescribed quality assurance requirements;</li> <li>b) secure, to maintain the security and privacy of the data;</li> <li>c) efficient, to deliver the information and services in a timely and accurate manner;</li> <li>d) scalable, to accommodate volume growth; and</li> <li>e) adaptable, to adjust for legislative, business process or rule changes.</li> </ul>
4. What risks does Canada see with a potential change in FHCPS providers for the Participants, the Service Providers, and the Partner Organizations?	Canada is committed to an open, fair and transparent procurement process. During the Implementation Phase the Contractor will work with the Partner Organizations to identify and mitigate risks to Participants, Service Providers and Partner Organizations to ensure a smooth transition of FHCPS services. FHCPS services, as outlined in the Statement of Work, must be in place by the First Day of Operations to enable the continued delivery of services to Participants, Providers and Partner Organization staff without interruption.
5. What are the primary Change Management concerns for Canada with a change in FHCPS providers?	The Partner Organizations are committed to a strong Change Management process with the implementation of the next FHCPS Contract. The requirements to increase automation and a commitment to digitization will result in changes for Participants, Providers and Partner Organization staff. A comprehensive Change Management plan developed during the Implementation Phase will be key to managing change.
6. What level of involvement does Canada intend from each of the Partner Organizations? What type of roles would Canada expect Partner Organizations to play?	The Partner Organizations will have a high level of involvement and will work collaboratively with the Contractor through the Implementation and Operational Phases of the Contract. VAC is the Project Authority for the Contract and will coordinate VAC, CAF and RCMP engagement during Implementation and Operational Phases of the Contract. During all Phases of the Contract, the Contractor will have access to key personnel from each of the Partner Organizations.

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<p>7. What is the maturity of Canada (specific to Partner Organizations) in delivery of large-scale change programs (both business and technology related)?</p>	<p>VAC, CAF and RCMP have partnered since 1999 to manage the claims processing and administration for these health benefits and services through the FHCPs contract. Through the implementation of these contracts, as well as multiple other large projects, the Partner Organizations have developed considerable experience in the delivery of large-scale change programs.</p>
<p>8. Does Canada have experience in leveraging Agile practices for delivery of large-scale change programs? If yes, how does Canada define Agile?</p>	<p>Agile practices have been used by the Partner Organizations through several large-scale change programs/projects to help prioritize the development of product features, enable early user engagement and allow for frequent testing and examination of development iterations to minimize risk. The Partner Organizations are committed to the <a href="#">Government of Canada Digital Standards</a> which form the foundation of the government's shift to becoming more agile, open, and user-focused.</p>
<p>9. Is Canada looking to maintain experience/ services like-for-like or expecting a transformation of experiences and services in the future?</p>	<p>The goal of the FHCPs Contract is to provide modernized services with opportunities for automation of authorizations and claims, streamlined service provision, and Participant, Provider and Partner Organization self-service. Use of data to make data-driven program decisions and a concentrated focus on quality assurance are important components to achieve successful participant-centric outcomes.</p>
<p>10. Does Canada have the appropriate transition mechanisms (e.g., obligations defined and included in the existing contract) in place to enable a seamless shift from the incumbent to a new provider(s)?</p>	<p>Canada has provisions to ensure the smooth, efficient and complete transition to a new arrangement for FHCPs Operations.</p>
<p>11. What are the number of eligibility rules for each Partner Organization? What is the number of unique eligibility rules for each Partner Organization?</p>	<p>Program eligibility rules are determined separately for each Partner Organization and are specified under their respective Legislation and Authorities.</p> <p>VAC eligibility is outlined in the <a href="#">Veterans Health Care Regulations</a>; CAF eligibility is outlined in <a href="#">Queens Regulations and Orders (QR&amp;O) for the Canadian Armed Forces</a>; and RCMP eligibility is outlined in the RCMP Administration Manual, Health Benefits and Entitlements (copy available upon request).</p> <p>SOW Appendix A, Overview of Partner Organizations and Participant Eligibility, provides information on Participant eligibility. The Partner Organizations will provide the Contractor with additional Participant eligibility information.</p>
<p>12. What are the number of Service Providers for each Partner Organization? What is the number of unique Service Providers for each Partner Organization?</p>	<p>The number of registered Service Providers for each Partner Organization vary. Service Providers register and deregister on an ongoing basis.</p> <p>As outlined in the Volumetrics Annex, currently there are approximately 218,000 unique FHCPs registered service Providers.</p>

<p>13. What elements of transformation do the Partner Organizations want to see?</p>	<p>The goal of the FHCPS Contract is to provide modernized services with opportunities for automation of authorizations and claims, streamlined service provision, and Participant, Provider and Partner Organization self-service. Use of data to make data-driven program decisions and a concentrated focus on quality assurance are important components to achieve successful Participant-centric outcomes.</p>
<b>Information Technology</b>	
<p>14. As part of the current technology landscape, what is the total number of applications? What is managed by the Service Provider versus VAC, CAF or RCMP? Is there any expectation of the future Service Provider to manage VAC, CAF or RCMP in-house applications?</p>	<p>Currently, CAF and RCMP each use one (1) application and transfer data in batch using MSFT. VAC uses three (3) applications and transfers data using a Real Time integration. The Partner Organizations will manage all in-house applications.</p>
<p>15. Can you provide an understanding of the current state FHCPS applications: Number of Team members to support (production and non-production instances), yearly count of operational incident/tickets opened for each application?</p>	<p>Currently, there are approximately 1,900 Partner Organization staff members (1,500 VAC, 250 CAF, 150 RCMP) accessing production information through a Departmental Portal. There are also approximately twenty (25) staff members accessing non-production environments. All FHCPS Participants will have access to the Participant Portal. There were 65 operational tickets opened at VAC related to FHCPS between December 1, 2021 and November 20, 2022. These tickets related to the VAC data exchange with the Contractor only.</p>
<p>16. What is the volume of data to be migrated by Partner Organization? What is the time period for the data to be migrated (e.g., 5 years, 10 years)?</p>	<p>Currently there is approximately 2.5 terabytes of data associated with FHCPS. The Government of Canada anticipates that not all, but a specified amount of this FHCPS data will be required to be migrated to the subsequent contract.</p>
<p>17. How long is data required to be stored?</p>	<p>Data must be stored for the duration of the Contract except in specific situations which will be prescribed by the Project Authority.</p>
<p>18. Will archiving be required?</p>	<p>Canada anticipates some archiving will be required.</p>
<p>19. Can Canada provide clarity around expectations about the amount of historical data that must reside in the system, and is there an opportunity to have some of the older information held in a separate data warehouse?</p>	<p>Canada expects that both the Contractor and the Partner Organizations will have access to specific historical data for health authorization, claims processing and reporting purposes. Provided the information is easily accessible for these purposes, Canada is open to proposals including a separate data warehouse.</p>
<p>20. Are there currently existing Participant, Provider, and Departmental Portals that will need to be integrated with the Claims solution?</p>	<p>The Contractor will need to provide Participant, Provider and Departmental Portals as outlined in the Statement of Work. There are no existing Portals that will need to be integrated.</p>

<p>21. How do the Partner Organizations intend to use the data generated by a modernized claims system? Is there an intention to use the data to drive a better understanding of health system utilization and predictive analytics to model future demand, as an input to planning for population health?</p>	<p>The Partner organizations intend to use the data generated by a modernized claims system to enhance service delivery to Participants and manage health care programs.</p>
<p>22. Is a phased in approach to implementation a possibility?</p>	<p>At the completion of the Implementation Phase, the FHCPS must be fully functional to ensure no interruption in services to Participants, Providers or Partner Organization staff. On the First Day of Operations the Contractor must be fully equipped to commence full service in accordance with the requirements in this SOW.</p> <p>The Project Authority and Partner Organizations will work with the Contractor during the Implementation Phase to determine what services or functionality can be phased in prior to the First Day of Operations.</p>
<p>23. What is the Partner Organizations' involvement in testing?</p>	<p>The Contractor is responsible for all aspects of testing as outlined in the Statement of Work.</p> <p>The Partner Organizations will have a high level of acceptance testing involvement between each Partner Organization and the Contractor. Acceptance testing will be coordinated between the Contractor and the Partner Organizations.</p> <p>User Experience (UX) testing will be required by the Contractor. The Project Authority will be approving the UX testing methodology used and each Partner Organization will work closely with the Contractor to supply user testers and be available to consult throughout the process.</p>
<p>24. Can you explain the requirement for Information Technology (IT) Resources to support VAC Contract Implementation and how that will work?</p>	<p>The Contractor must provide VAC with IT resources to develop and/or modify internal VAC systems during the Implementation Phase to support the requirements outlined within the SOW. These Contractor's IT resources will be expected to align hours of work with VAC IT resources as needed. VAC will provide these Contractor IT resources the necessary equipment to perform required work in VAC IT systems. The Contractor must provide proof of IT resource experience on request to VAC. This requirement pertains to VAC only, the Contractor will not be required to provide resources to work on CAF or RCMP internal systems.</p> <p>The Contractor will be paid a firm all-inclusive hourly rate for the Contractor IT Resources defined in Table 3.1 of the Basis of Payment to develop and/or modify internal VAC systems.</p> <p>Bidders are advised the quantities provided in the "Estimated Hours" column in the Basis of Payment represent reasonable estimates of expected hourly</p>

	requirements for each category of Information Technology Resource listed; however, they are provided by Canada for the purposes of evaluation only.
25. What is the Partner Organizations requirements on the use of Cloud technology?	<p>Where Cloud-based technologies are proposed, the Contractor must ensure that systems comply with the security requirements identified in the following documents:</p> <ul style="list-style-type: none"> <li>a) <a href="#">Guidance on the security categorization of cloud-based services (ITSP.50.103)</a>;</li> <li>b) <a href="#">Guidance on cloud security, assessment and authorization (ITSP.50.105)</a></li> <li>c) <a href="#">GC Cloud Guardrails</a>; and</li> <li>d) other documents deemed necessary by the Partner Organizations based on the network and application architecture.</li> </ul> <p>Contractor staff working on cloud services which include the ability to change key system configuration settings; the ability to change or circumvent security controls; access to audit and security monitoring information, logical and physical access to data, files and accounts used by other users, including backups and media; and access to troubleshoot a system must have a valid Canadian Secret Security Clearance.</p>
26. The Accessibility Requirements are quite significant, could the requirements be implemented gradually to allow product companies the time to make their systems fully accessible.	The Government of Canada Standard for Information and Communications Technology (ICT) Accessibility comes into effect on April 1, 2023 and requires all new procurements to comply with the European Harmonized Standard EN 301 549. Requirements from the Standard specific to this procurement were outlined in the Draft Request for Proposal, Statement of Work <i>Appendix D: ICT Accessibility Requirements</i> , and an updated version will be included in the final Request for Proposal. Participant, Provider and Partner Organization facing products must be accessible by the First Day of Operations as approved by the Project Authority.
<b>Contract provisions</b>	<b>Answers</b>
27. What is Canada's position on the potential use of an offshore resource mix to conduct Claims Processing Services while maintaining adherence to Canada's data residency requirements?	Partner Organization data and data management services, data centres, networks, call centres, and centres of operation must be in Canada in compliance with requirements for secure information management. The <a href="#">Canadian Content Policy</a> will be invoked. The Contractor must be Canadian owned and controlled. Additional details will be provided in the final Request for Proposal.
28. Will Canada remove the evaluation of Implementation Phase costs (Annex B Basis of Payment, from the Financial Evaluation? Would Canada consider either allocating a smaller percentage of the 30% (total percentage assigned to Price) to evaluate Implementation Phase costs separately, or evaluate the total contract costs	<p>Implementation Phase costs will be included in the bid evaluation; however, changes have been made to the calculations which will be used to evaluate the submitted bids for the Implementation Phase Firm one-time All Inclusive price.</p> <p>Also, the financial bid evaluation will include the Implementation costs and the first eight (8) years of the Operational Phase of the contract.</p>

<p>(Implementation and Operations) over the full contract base term of eight years?</p>	
<p>29. Could Canada provide the following information: benefits grids, eligibility criteria, business rules, program rules, business workflows, roles &amp; responsibilities tables, access permissions, data assets inventory, solution architecture, network/ security/ bandwidth requirements, single sign-on requirements, integration requirements (with Partner Organizations and with Provider systems), Partner Organization documentation, integration specifications, program data sources/destinations, detailed volumetrics (e.g., data cubes), communication/letter templates, etc. OR would Canada consider a Discovery Phase where the successful Bidder can quote a firm price for Discovery and Operations but refine their Implementation price following the Discovery Phase?</p>	<p>Canada is adding additional information to the Statement of Work wherever possible.</p> <p>Additionally, a provision for a Discovery Period following Contract Award has been added. The Implementation Phase will begin with a Discovery Period at which time the Partner Organizations will work collaboratively with the Contractor to finalize the business rules, benefit grids, access permissions, data assets inventory, letter and form details, and other business documentation. The Contractor will have access to Subject Matter Experts from the Partner Organizations starting at this time.</p> <p>The process to price Implementation will be included in the final RFP.</p>
<p>30. In the current Technical Rated Criteria, innovation is only worth approximately 2% of the points and 1.4% of the overall score. While innovation may be left to the Bidders to design, will Canada consider strengthening the innovation component of the RFP to help ensure the program delivers better health impacts for the Participants it serves, and better overall value-for-money for Canadian taxpayers?</p>	<p>In an environment where technology and business practices are rapidly changing, the Contractor must be proactive in identifying areas where transition to new technology can and will be incorporated during the Contract.</p> <p>The point rated evaluation criteria identifies specific points for service innovation, however innovation will be considered when reviewing all aspects of a bidders submission throughout all evaluation criteria.</p>
<p>31. Would Canada consider changing the Definition of Bidder for the purposes of meeting the mandatory and rated requirements to expressly consider alternate partnership arrangements</p>	<p>The definition of "Bidder" will not change for the purpose of meeting the mandatory requirements. Please refer to the definition of Bidder in Section 4 of SACC 2003 <a href="#">Section 1.2003 - Standard Instructions - Goods or Services - Buyandsell.gc.ca</a> and the definition of Joint Venture in Section 17 of SACC 2003 <a href="#">Section 1.2003 - Standard Instructions - Goods or Services - Buyandsell.gc.ca</a></p>

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51019-211004/A  
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STJ002  
CCC No./N° CCC - FMS No./N° VME

<p>beyond only Joint Ventures, to allow for broader competition and to accurately reflect and score each Bidder's subcontractors and/or delivery partners?</p>	<p>Bidders must have the expertise, knowledge or other resources in a single joint business enterprise to deliver the services outlined in the Statement of Work. Further, only companies party to the contract (the Bidder(s)) can ultimately be held accountable by Canada to perform the services.</p> <p>Regarding the rated requirements, Bidders can propose using alternate arrangements (i.e., subcontractors) for the delivery of services. The Contractor must obtain the Contracting Authority's written consent before subcontracting or permitting the subcontracting of any part of the Work. A subcontract includes a contract entered into by any subcontractor at any tier to perform any part of the Work as referenced in Section 06 of SACC 2035 <a href="https://www.buyandsell.gc.ca">Section 3.2035 - General Conditions - Services - Buyandsell.gc.ca</a></p>
<p>32. Would Canada consider adding a separate procurement for a strategic advisor and program manager role? The role of a strategic advisor and program manager will ensure that Partner Organizations and their Participants receive the best possible outcomes at the lowest cost from third-party providers. This could also include delivery of digital transformation, program modernization, and innovation management, as well as health benefits and outcomes program implementation capabilities.</p>	<p>Canada has an established contract administration team already in place to manage large service delivery contracts, including this procurement.</p> <p>Canada requires the Contractor to also put resources in place to ensure the proper management of the Contract including identifying opportunities to transform, modernize and be innovative in the management and delivery of the FHCPS.</p>
<p>33. Can Canada confirm an approximate annual value of this contract award (including option periods)?</p>	<p>The value of the new FHCPS contract will not be known until bid evaluation is complete.</p>
<p>34. Can Canada make available the value of the current contract for the departments included (VAC, CAF and RCMP) for the last 5 years?</p>	<p>The full value of the current contract is \$311,462,995.00 HST included (January 6, 2014 to July 31, 2024). This does not include the second option period from August 1, 2024 to July 31, 2026.</p>
<p>35. Will payment be processed through your existing ERP, or is this solution intended to replace it in part or in whole?</p>	<p>Payments to the Contractor will be processed through the Government of Canada payment system. The Contractor will agree to accept a payment settlement process prescribed by Canada.</p>

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<p>36. There is a need to better explain how benefit payments to participants will be done; is the Contractor paying them to participants and then reimbursed by VAC and partners or are the payments paid directly by VAC and partners?</p>	<p>The contractor is responsible for the payment of claims to health care providers and Participants. VAC, CAF and RCMP will then reimburse the contractor for these claims. The Contractor will submit claims expenditure funding requests to the Partner organizations for program costs paid by the Contractor twice per month.</p>
<p>37. Can additional information regarding the prospective employee base of Veterans including skillsets, employment interest and location/remote work preferences be provided? In designing an effective plan that provides the potential to achieve the investment targets described, it would be helpful to understand the alignment of the available employment opportunities and those available for employment. It may also be valuable for the Partner Organizations to be included as active partners in the plan rather than the contractor being an independent owner of the plan. Additionally, consideration should be given to allowing organizations to extend its plan across its entire organization and apply that spending to the annual incentive target calculation versus only contract expenditures. This approach creates the potential for more opportunities for veterans and the potential to access additionally available roles requiring a broader range of skillsets.</p>	<p>The Contract Authority, Project Authority and Partner Organizations will work collaboratively with the Contractor during the contract period and provide advice and guidance to assist the Contractor in understanding and locating qualified Veterans, former Members of the RCMP, and their family members, within various areas of expertise.</p> <p>For the purpose of the calculation of the performance incentive, both the Indigenous and Veteran Participation Plans are specific to contracted services for the FHCPs Contract.</p>
<p>38. Contractor Resources referenced in Appendix D identifies the key Contractor Resources and associated qualifications. It also indicates the Contractor Resources identified in this Appendix are "not exhaustive." With respect to Operation Phase Resources, our interpretation is that these are 'as and when needed' resources the Bidder requires to deliver the</p>	<p>The Contractor Resources identified are the minimum resources required. The Contractor must have resources in sufficient types and numbers during the Contract to deliver services defined in the SOW.</p> <p>All Contractor Resources required during the Operations Phase not specifically funded through other sections of the <i>Basis of Payment</i> will be funded through the "Operations Phase (Fixed Cost) Firm All-Inclusive Price" contained in the <i>Basis of Payment</i>.</p> <p>As and When requested services are only used to pay for unforeseen changes, related to but not limited to, changes in legislation, policy or</p>

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<p>services in accordance with its work plan and that is the contractor to assume that not every resource included in Section C must be in place, in a full-time capacity for the FHCPS contract and integrated into the Contractor's service delivery model as this would represent an excessive cost to Canada? Or is there flexibility for the Contractor in the service delivery design provided the responsibilities associated with the key Contractor Resources are formally assigned? Our interpretation is further that these resource role definitions are the minimum baseline experience and roles required to deliver the services, as needed when deployed to its operations.</p>	<p>any other requirements, determined to be within the scope of the Contract.</p>
<p>39. Will Canada consider focusing the point rated criteria on experience required to deliver the new solution versus bidder's knowledge of current FHCPS delivery environment?</p>	<p>Changes have been made to the point rated criteria and will consider Bidder's experience in delivering similar health care authorization and claims processing services in the Bid Evaluation process and how they will deliver FHCPS contracted services .</p>

All enquiries concerning this amendment are to be forwarded to:

**Contracting Authority Coordinates:**

Name: Sandra Lomax  
Telephone No.: (506) 639-8503  
Email: Sandra.lomax@pwgsc-tpsgc.gc.ca