Request for Quotations (RFQ)

Project Title:
Community and Continuing Care Technology Innovation Roadmap

Issued by:
Alberta Continuing Care Association in partnership with Alberta Innovates, and the Alberta Association on Gerontology

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Response Deadline: July 28, 2025

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1. Introduction

In collaboration with Alberta Innovates and the Alberta Association on Gerontology (AAG), the Alberta Continuing Care Association (ACCA), is seeking a highly skilled consultant team to develop the Community and Continuing Care Technology Innovation Roadmap (the Roadmap).

The Roadmap will establish the strategic foundation necessary for digital transformation in Alberta's community and continuing care sector, addressing significant gaps in technology infrastructure, fragmented data systems, and limited interoperability. It will lay out actionable steps and recommendations to enhance service access, quality, and sustainability through digital innovation, aligned with provincial modernization initiatives and sector priorities.

The successful consultant team will lead the development of the Roadmap deliverables under the guidance of the Steering Committee (SC) and Engagement Action Council (EAC), representing sector leaders, technology experts, policymakers, and care providers.

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2. Context and Background

Alberta is undergoing a major health system transformation aimed at ensuring Albertans receive the right care, in the right place, at the right time. This transformation includes the creation of four new provincial health agencies; Acute Care Alberta, Primary Care Alberta, Recovery Alberta, and Assisted Living Alberta (ALA) to reorient services and improve coordination across the continuum of care.

Positioned under the Ministry of Seniors, Community and Social Services, Assisted Living Alberta will play a central role in supporting older adults, persons with disabilities, and vulnerable populations by delivering integrated medical and non-medical supports, including home care, community services, and continuing care. Building on extensive public engagement and previous reform efforts, the establishment of ALA marks a significant step toward implementing practical solutions to long-standing gaps in community and continuing care and enabling more Albertans to live and age well in their communities.

The creation of ALA presents a timely and powerful platform to help address persistent and interconnected challenges across Alberta's community and continuing care sector. Despite the dedication of providers throughout the province, the system continues to experience fragmentation, digital infrastructure gaps, rural and small-operator inequities, and limited capacity to evaluate or scale innovation. Many organizations operate without access to modern digital tools or interoperable systems, while workforce pressures and administrative burdens reduce efficiency, hinder integration, and limit innovation.

The Roadmap will be a co-developed, strategic blueprint that identifies:

- The conditions, investments, and policy enablers required to support sustainable digital transformation,
- The technology priorities that can enhance care quality, equity, and access across the sector, and
- The practical, phased steps to align community and continuing care services with Alberta's broader health system modernization.

The Roadmap will be designed to catalyze transformation. By enabling digital integration, supporting equity across diverse settings, and building the capacity for sustainable innovation, the Roadmap will align with and help advance ALA's mandate and support a vision for integration across the new provincial health agencies.

2. Guiding Principles

The following guiding principles are a result of stakeholder consultation and reflect the sector's shared values and priorities. They will shape all aspects of Roadmap development, engagement, and decision-making to ensure the process is inclusive, aligned, and grounded in operational realities.

- **Person-Centered and Relationship-Based**
  The Roadmap will prioritize technology and innovation solutions that support the well-being, autonomy, and lived experiences of residents, families, and care teams.
- **Equity-Informed**
  Solutions must address disparities in access and capacity, especially for rural, remote, Indigenous, and small operators, ensuring no provider or population is left behind.
- **Interoperability-Driven**
  All recommendations will aim to support secure, timely, and meaningful data sharing across the care continuum, aligned with national and provincial digital health standards.
- **Co-Designed with the Sector**
  The Roadmap will be developed collaboratively with providers, staff, and lived experience advisors to ensure alignment with operational realities and sector priorities.
- **Scalable and Action-Oriented**
  Proposed innovations will be practical, sustainable, and capable of being scaled across a variety of settings and contexts—not limited to demonstration projects or early adopters.
- **Evidence-Informed and Outcome-Focused**
  The Roadmap will draw on best practices, research, and system evidence to ensure recommendations are credible, measurable, and supportive of continuous improvement.
- **Sustainability- and Capacity-Conscious**
  Solutions will account for cost, workforce, and infrastructure realities, and be designed with sustainability, procurement pathways, and implementation readiness in mind.

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3. Key Areas for Enabling Human-Centered Digital Transformation

The Community and Continuing Care Technology Innovation Roadmap will serve as a practical, implementation-ready plan that paves the way for digital transformation across Alberta's community and continuing care system (including home care, assisted living, long term and hospice/palliative care). It will clearly identify where technology and innovation could enhance person-centered, and integrated care, and describe step-by-step how to enable, fund, and implement these improvements.

Informed by extensive sector engagement and research insights, the Roadmap will act as a strategic enabler—defining foundational readiness steps and necessary conditions to guide future investments. These focus areas will highlight tangible opportunities for action through coordinated planning and system-wide collaboration.

- **Innovating Service Models to Improve Care Access and Experience**
  The Roadmap will pave the way for the exploration of opportunities where digital tools and new service approaches could contribute to more flexible, responsive, and person-

centered care delivery. It will identify high-potential areas for future exploration and surface key considerations that could inform efforts to improve access across diverse provider types and populations.

- **Enhancing Care Quality, Workforce Capacity, and Patient Transitions**
  Through strategic planning, the Roadmap will underscore the potential for digital solutions to significantly improve care outcomes, reduce administrative burdens, and enhance workforce satisfaction and retention. It will outline the foundational steps required to enable real-time, secure information sharing, thereby supporting smoother patient transitions and coordinated care across sectors.

- **Building Interoperable and Scalable Digital Infrastructure**
  The Roadmap will emphasize foundational investments needed to establish secure, interoperable systems connecting community, continuing care, acute care, and primary care providers. It will align conceptually with provincial and national standards for data sharing and privacy, recommending necessary infrastructure upgrades, digital literacy enhancements, and sustainable funding models as prerequisites for future digital transformation.

- **Scaling Innovation and Ensuring System Alignment**
  The Roadmap will provide strategic guidance on identifying, evaluating, and preparing to scale effective digital innovations aligned with sector priorities. It will highlight the need for common standards, data stewardship principles, and evaluation frameworks, establishing conditions necessary for accountable, continuous learning environments. Importantly, it will emphasize maintaining human connection and person-centered care as central to digital transformation.

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4. Scope of Work

The Consultant will be responsible for the following key components:

A. Development of Strategic Deliverables

The Consultant will be responsible for developing the following comprehensive deliverables, each grounded in stakeholder engagement and sector-specific evidence:

- **Digital Readiness and Infrastructure Assessment**

- Conduct a sector-wide digital maturity assessment across all community and continuing care providers, including home and community care, assisted living, long term care and hospice care.
- The target is to achieve engagement and data collection from at least 85% of all operators, ensuring a comprehensive, representative assessment.
- Map existing infrastructure, including internet access, hardware, and software systems.
- Identify disparities in digital access, readiness challenges, privacy compliance maturity, and system integration capabilities.
- Highlight foundational gaps such as lack of EHR/EMR systems and network limitations.

◆ Gap Analysis and 'Way Forward' Plan

- Synthesize findings from the readiness assessment.
- Identify barriers and enablers across technology, workforce, funding, policy, and interoperability.
- Highlight strategic investment opportunities and prioritize gaps aligned with Assisted Living Alberta (ALA) transformation priorities (access, navigation, equity, quality).

◆ Funding, Privacy, and Sustainability Model Recommendations

- Develop scalable funding models (capital and operational) for technology adoption.
- Assess and recommend financial supports for rural and small operators.
- Conduct privacy and data governance reviews aligned with provincial and national frameworks.
- Propose mechanisms for equitable digital access (e.g., internet incentives, licensing support).
- Identify necessary policy changes to sustain digital transformation.

◆ Interoperability and Data Integration Framework

- Map current interoperability practices and gaps across sectors, including primary care, community and continuing care, acute care, and mental health and addictions.
- Define priority technical standards and requirements (e.g., Connect Care integration points).
- Identify enablers and barriers for real-time, secure information sharing.
- Develop recommendations to strengthen cross-sector data flow and system coordination.

◆ Demonstration Project Framework and Cost-Sharing Models

- Define criteria for selecting future demonstration projects that align with Roadmap priorities.
- Develop evaluation frameworks and success measures for demonstration projects.
- Propose cost-sharing and incentive models to support demonstration project participation.
- Identify opportunities to demonstrate return on investment and scalability potential.

◆ Government of Alberta Alignment Brief and Implementation Plan

- Summarize Roadmap recommendations aligned with government system priorities.
- Propose policy, funding, and regulatory alignment strategies.
- Identify opportunities for cross-ministry integration.
- Provide phased implementation guidance for the government and the sector.

◆ Final Roadmap Document

- Integrate all findings, including gaps, opportunities, standards, funding models, and data governance needs, into a strategic, investment-ready Roadmap.
- Align recommendations with ALA system transformation and Government of Alberta (GoA) digital modernization strategies.
- Include timelines, sequencing, scalability pathways, and measurable outcomes in the implementation plan.

B. Stakeholder Engagement

- Strong stakeholder engagement is expected at every stage of the project.
- Engage diverse stakeholders across facility-based, home, and community care, including rural and Indigenous providers.

C. Collaboration and Reporting

- Work in close collaboration with the ACCA Project Manager and provide regular progress reporting to the Steering Committee and Engagement Action Council.
- Present interim findings and adapt deliverables based on sector feedback.

D. Quality Assurance and Validation

- Deliver actionable, high-quality reports and frameworks validated by the SC, EAC, and sector stakeholders.

5. Deliverables

- **A Sector-Wide Digital Baseline**
Through the Digital Readiness and Infrastructure Assessment, the Roadmap will provide Alberta's first province-wide picture of the continuing care sector's digital capacity, highlighting infrastructure gaps, digital literacy needs, and regional disparities, particularly for rural and small providers.

- **An Inclusive Stakeholder Consensus**
Built through extensive engagement with providers/operators, residents, caregivers, innovators, and policymakers, the Roadmap will encapsulate a shared understanding of sector challenges and opportunities. This collective wisdom ensures that the strategy is operationally grounded, equitable, and broadly supported.

- **Evidence-Based, Actionable Frameworks**
The project will produce detailed frameworks for funding, privacy and sustainability, interoperability, and governance. These will include best practices, cost models, evaluation criteria, and clear steps to address fragmentation, inefficiency, and inequity. These frameworks will serve as practical tools for immediate use.

- **Interoperability and Integration**
The Roadmap will deliver an Interoperability and Data Integration Framework that defines practical steps for achieving secure, scalable, and real-time data exchange across continuing care, primary care, acute care, mental health, and addiction services, leading to seamless transitions and improved continuity of care.

- **Demonstration Project Framework**
The Roadmap will include a detailed framework outlining selection and evaluation criteria, and cost-sharing models for future innovation demonstration projects. It will provide a clear blueprint for testing solutions aligned with the Roadmap's priorities including improving interoperability, enhancing person-centered care, and reducing fragmentation. This will support consistency for scalability across Alberta's continuing care system, ensuring Alberta can move quickly from planning to action and expand successful pilots into broader system transformation.

- **Strategic Prioritization**
The Roadmap will identify high-impact opportunities for digital transformation, prioritizing initiatives based on system readiness, potential value, and stakeholder input. This ensures Alberta focuses first on the areas that will deliver the most meaningful improvements in care quality, efficiency, and equity.

- **Alignment and Implementation Plan**
  The Government of Alberta Alignment Brief and Implementation Plan will synthesize project findings into a concise brief and detailed action plan that aligns Roadmap recommendations with Alberta's broader health system priorities. It will include recommendations for policy, funding, and regulatory alignment, as well as strategies for cross-ministry integration. This will ensure that digital transformation in continuing care is not an isolated effort, but a coordinated move within Alberta's health system reforms.

- **A System-Level Blueprint**
  The Roadmap will be a practical, implementation-ready guide that defines where and how technology and innovation can enhance person-centered, integrated care across Alberta's continuing care sector. It will map key priorities, policy enablers, infrastructure needs, and funding models, aligning with Assisted Living Alberta's mandate.

Deliverables Summary

- Digital Readiness and Infrastructure Assessment
- Gap Analysis and 'Way Forward' Plan
- Funding, Privacy, and Sustainability Recommendations
- Interoperability and Data Integration Framework
- Demonstration Project Framework and Cost-Sharing Models
- Government of Alberta Alignment Brief and Implementation Plan
- Final Roadmap Document

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6. Timelines and Milestones

Phase	Timeframe	Key Milestones
Consultant Procurement & Onboarding	Q3 2025	Consultant contract awarded; work plan finalized; engagement strategy confirmed.
Sector-Wide Assessments & Engagement	Q3 - Q4 2025	Digital readiness assessment launched and completed.
Roadmap Co-Development	Q1– Q3 2026	Draft deliverables (Gap Analysis, Funding Models, Interoperability Framework) developed; Demonstration Framework defined; GoA Alignment Brief prepared.

Phase	Timeframe	Key Milestones
Roadmap Finalization & Approval	Q4 2026	Final Roadmap document delivered; sector and GoA briefings held.

7. Budget

Proposals must include clear cost estimates covering all fees, expenses, and taxes.

8. Out of Scope

The following are explicitly out of scope for this contract:

- Project governance, project management, and knowledge mobilization (managed by ACCA).
- Evaluation of the Roadmap project (to be procured under a separate contract).
- Implementation of technology solutions or demonstration projects (this project focuses on planning and framework development only).

9. Submission Requirements

Proposals must include:

- **Consultant Profile:** Demonstrated experience in digital health, strategic planning, technology implementation, and familiarity with Alberta's continuing care sector.
- **Project Approach and Work Plan:** A detailed description of the proposed methodology, project plan, key milestones, and how you will manage risks and ensure comprehensive sector representation and stakeholder input.
- **Budget and Fee Structure:** Detailed cost estimates clearly outlining fees, hourly rates, expenses, and total project costs, demonstrating efficient use of resources.

10. Submission Format

This RFQ is a request for quotations (not a full proposal). Submissions must be concise and not exceed **10 pages**, excluding appendices (e.g., CVs, references).

Required Appendices
The following appendices are required and will not count toward the 10-page submission limit:

- **CVs** for each proposed team member
- **Organizational chart** outlining team roles and responsibilities
- **Three (3) professional references**, including at least one for a project of similar scope or scale

Please include references in the following format:

Client Organization	Project Name	Contact Name & Title	Email & Phone	Brief Description of Work	Dates of Engagement

Finalists will be selected based on the evaluation criteria and invited to an interview process to further assess approach, alignment with project goals, and fit. The award decision will be based on both the written quotation and interview performance.

11. Evaluation Criteria

The evaluation process will be conducted in two stages: an initial scoring of written proposals and a secondary stage involving interviews and reference checks for shortlisted firms.

Written Proposal (60% of total score):

- **Experience and Expertise (30%)**
  Proven track record with similar digital health strategic initiatives; demonstrated expertise in the community and continuing care sector; and familiarity with Alberta's health system context.

- **Project Approach (30%)**
  Comprehensive, clear, and feasible methodology; realistic timelines; detailed planning that demonstrates understanding of sector-specific complexities; clearly articulated risk management strategies; and robust mechanisms for quality assurance and validation.

- **Cost Effectiveness (20%)**
  Transparent and reasonable cost structure, demonstrating efficient resource allocation and value for money.

- **Stakeholder Engagement Strategy (20%)**
  Clearly outlined engagement approach that reflects an understanding of community and continuing care dynamics; ability to effectively engage diverse stakeholder groups, including rural, remote, and Indigenous communities; and proven methods for achieving broad stakeholder buy-in.

Interview (30% of total score):
Shortlisted candidates (top 2–3) will be invited to an interview to expand on their approach, clarify key components of their submission, and demonstrate alignment with project values and objectives.

References (10% of total score):
References will be contacted for shortlisted firms and scored based on responsiveness, reliability, and relevance to the project scope.

Note: Preference will be given to Alberta-based and Canadian-based firms that meet the project requirements and demonstrate sufficient expertise.

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12. Questions, Submission Instructions and Deadlines

Deadline for Questions:
All vendor questions must be submitted **no later than 4:00 PM MDT on July 3, 2025**.
Please email your questions to: policy.research@ab-cca.ca

FAQ Response Date:
A consolidated response to all received questions will be posted as an FAQ document no later than **July 11, 2025** at: https://www.ab-cca.ca/newswire/news/post/innovation-roadmap-RFQ

Proposals must be submitted electronically to policy.research@ab-cca.ca

Submission Deadline: July 28, 2025, 4:00 PM MDT Late submissions will not be accepted.

Tara Preston
Director of Policy, Partnerships & Research
Alberta Continuing Care Association (ACCA)
Tara.Preston@ab-cca.ca