



Community and Continuing Care Technology Innovation Roadmap RFQ – Vendor Q&A Summary

The Community and Continuing Care Technology Innovation Roadmap is a sector-driven initiative to define the future of digital transformation across Alberta's diverse care landscape. Led by the Alberta Continuing Care Association (ACCA), in partnership with Alberta Innovates and the Alberta Association on Gerontology (AAG), the Roadmap begins with the **Digital Readiness and Infrastructure Assessment**, which will establish a clear, evidence-informed picture of the current state of digital infrastructure, interoperability, and capacity within the community and continuing care sector encompassing home and community care services, supportive living, long-term care, hospice, and the broader ecosystem of community-based services and supports. This foundational deliverable will identify the conditions, disparities, and readiness levels that shape how services are currently delivered, particularly for rural and equity-deserving providers.

From this baseline, the Roadmap will chart a preferred future state and develop an actionable, sector-led implementation plan to guide digital innovation, integration, and investment. While grounded in the lived and operational realities of the community and continuing care sector, the Roadmap is designed to support system-wide alignment with Alberta's broader health transformation, advancing interoperability across the province's new, pillar-based health structure.

From this starting point, the project will co-develop a **Strategic Gap Analysis and 'Way Forward' Plan**, followed by detailed, actionable frameworks to support digital advancement across the sector. These include a **Funding, Privacy, and Sustainability Model**, an **Interoperability and Data Integration Framework** which is explicitly tasked with mapping interoperability gaps and opportunities across all four provincial health pillars, and a **Demonstration Project Framework** that will define evaluation criteria, cost-sharing models, and return-on-investment pathways for future innovation pilots. While grounded in the realities of continuing care, the framework is intentionally designed to support scalable demonstration opportunities that can apply across a range of care settings and provider types, consistent with Alberta's broader health transformation goals. Together, these outputs will inform a final, investment-ready **Government of Alberta Alignment Brief and Implementation Plan**, and a comprehensive **Final Roadmap document**, positioning community and continuing care to be digitally connected with, and interoperable across, Alberta's health system, including Acute Care Alberta, Primary Care Alberta, Recovery Alberta, and Assisted Living Alberta.

This document consolidates vendor questions submitted following the release of the Request for Quotations (RFQ) on **June 12, 2025**, and reflects ACCA's responses to clarify project expectations, scope, and underlying principles. Vendor questions were invited until **July 3, 2025**, and this consolidated response is being provided ahead of the final submission deadline of **July 28, 2025**.



1. Governance and Project Management

Several vendor questions sought clarification on the governance structure, committee roles, and project management approach for the Community and Continuing Care Technology Innovation Roadmap. The following section outlines the formal oversight model, advisory mechanisms, and project coordination supports that will guide Roadmap development and delivery.

Governance Structure and Roles

The Steering Committee (SC) is the formal governance and decision-making body responsible for overseeing the strategic direction, deliverables, funding approvals, and final outputs of the Technology Innovation Roadmap. It is composed of project sponsors, representatives from Alberta Innovates, Alberta Continuing Care Association (ACCA), and Alberta Association on Gerontology (AAG), and operates under a jointly approved Terms of Reference and will meet on a regular basis throughout the project. Its specific responsibilities include:

- Approving funding, project scope, schedule, and budget
- Reviewing and approving RFQs and final deliverables
- Making decisions by unanimous vote across parties
- Providing oversight on risk and progress monitoring

Alberta Innovates is the funder of this initiative, providing financial support and oversight as outlined in the funding agreement. ACCA serves as the fund administrator and project manager, responsible for managing and disbursing funds, coordinating execution, and ensuring accountability. All three partner organizations, Alberta Innovates, ACCA, and AAG serve as project sponsors through their participation on the Steering Committee, jointly guiding strategic direction and decision-making.

Engagement & Action Council (EAC)

While the Engagement & Action Council (EAC) has not yet been convened, it is envisioned as an advisory body to the Steering Committee, representing community stakeholders, operators, innovators, and sector experts. The EAC will reflect the diversity of Alberta's continuing care ecosystem, incorporating a mix of roles, geographies, lived experiences, and policy, technical, and operational perspectives. Its role is to ensure the Roadmap remains grounded in the needs of those who will use, implement, shape policy for, or be impacted by digital transformation.

The EAC will remain in place for the duration of the project, supporting engagement, advising on deliverables, and ensuring continuity across phases of work. Members will:

- Provide timely input and guidance throughout Roadmap development
- Validate deliverables for relevance and feasibility
- Advise on emerging issues, gaps, and opportunities

- Inform content development with sector-grounded feedback

Acting as both a sounding board and strategic partner, the EAC will help ensure each phase of work is co-designed, transparent, and informed by the right mix of expertise and lived experience, positioning the Roadmap for real-world adoption and system-wide impact.

The EAC will not hold formal decision-making authority but will significantly influence Steering Committee deliberations through structured feedback and strategic insight. Final decisions will rest with the Steering Committee.

Project Management Support

ACCA provides .5 FTE project management and secretariat support, including:

- Scheduling Steering Committee and EAC meetings and developing agendas
- Producing Steering Committee and EAC meeting summaries and maintaining records
- Coordinating Steering Committee and EAC communications
- Drafting and finalizing RFQs, vendor contract execution, and vendor onboarding
- Liaising with the consultant team as the key contact, supporting decision-making on logistical matters and other areas not requiring Steering Committee oversight or approval
- Monitoring project timelines, risk, scope, budget, deliverables, and vendor performance
- Leading delivery of knowledge mobilization and communications strategies

2. Stakeholder Clarification and Engagement

Question: Can you clarify the stakeholder mix?

Answer:

The Community and Continuing Care Technology Innovation Roadmap will be grounded in inclusive, multi-phase engagement that reflects the diversity, complexity, and expertise of Alberta's continuing care sector. Engagement will be both broad and targeted, ensuring that technical insight, lived experience, and frontline operational realities inform every stage of development and implementation.

Broad Sector Engagement Across All Phases

Appropriate stakeholder engagement will be continuous, strategic and structured, taking place at every stage of the Roadmap, including, but not limited to:

- Digital readiness and baseline assessment

- Identification of system priorities and opportunities
- Development of frameworks (e.g., interoperability, funding, privacy)
- Design of demonstration projects and evaluation models
- Finalization of the strategy and implementation plan

Sector-wide engagement will ensure that the Roadmap reflects real needs, is rooted in operational feasibility, and garners broad support for implementation. A wide range of stakeholders will be invited to participate through interviews, focus groups, validation sessions, working groups, and knowledge mobilization activities.

Stakeholder Groups

Engagement will include but is not limited to the following groups as appropriate:

- **Care Providers and Frontline Staff:** Nurses, health care aides, allied health professionals, and others who deliver direct care and can speak to workflow, burden, and impact
- **Residents, Clients, and Caregivers:** People with lived experience who can provide insight into what person-centered digital care should look like
- **Service Operators:** Organizational leaders responsible for service delivery across continuing care, including non-profit, for-profit, and public providers
- **Technology and Innovation Leaders:** Experts in digital health, age-tech, data integration, and emerging technologies
- **Leaders in Continuing Care Innovation:** Operators and administrators within the continuing care sector who have actively piloted or implemented technology solutions. Their experience with real-world adoption including the challenges of scaling, sustaining, and integrating innovation across diverse settings will offer essential lessons for Roadmap design and feasibility.
- **Academic and Research Experts:** Researchers with expertise in health systems, digital equity, aging, and evaluation
- **Community-Based Organizations:** Those supporting older adults, caregivers, and local innovation in aging-in-place and home support
- **System and Policy Leaders:** Engaging system and policy leaders is essential to ensure the Roadmap aligns with Alberta's broader health transformation and regulatory landscape. These stakeholders play key roles in shaping policy, enabling funding mechanisms, and ensuring system-wide coherence across the continuum of care. Strategic engagement will include, but not be limited to: Ministry of Health, Ministry of Assisted living and Social Services, Ministry of Technology and Innovation, Assisted Living Alberta (ALA), Primary Care Alberta, Acute Care Alberta and Recovery Alberta.

3. Digital Readiness and Infrastructure Assessment



Question: What does “85% of the stakeholders” refer to?

Answer:

The “85%” figure refers specifically to the targeted participation rate for the Digital Readiness and Infrastructure Assessment. The RFQ (page 5) states:

“The target is to achieve engagement and data collection from at least 85% of all operators, ensuring a comprehensive, representative assessment.”

Question: How many operators are in-scope for the Digital Readiness & Infrastructure Assessment?

Answer:

All Alberta Based Operators/Providers: Type A, B and C Continuing Care Homes (supportive living and long-term care, home care, hospice/end of life) and Home and Community Care operators. The project target is not limited to ACCA members, it is sector wide, regardless of membership to any association. This includes for profit, non for profit, faith based, nonfaith based, AHS contracted operators and non contracted operators.

Question: What is the total number of stakeholders? (Operators)

Answer:

The expectation is that the engagement will involve a representative cross-section of the sector, including organizations of varying sizes (small, medium, large), types (home and community care, supportive living, long-term care, retirement communities, community agencies), geographic locations (urban and rural), and governance models (for-profit and not-for-profit).

Importantly, this work will be conducted using an enterprise approach. That means data and insights should be gathered at the organizational or corporate level, rather than from each individual facility or site. The assessment should engage central leadership, such as a Chief Information Officers, IT directors, or privacy officers to understand how the organization as a whole manages its digital infrastructure, IT strategy, staffing, and data governance.

This approach is standard in large, multi-site systems and avoids duplication, improves efficiency, and ensures the findings reflect enterprise-wide capacities rather than fragmented site-level data. The goal is to collect credible, representative, and actionable data that supports a system-level understanding of the sector’s current digital state.

Questions:

Can you clarify the nature and extent of the data that will be made available to the consultant team? Specifically, will the focus be on synthesizing existing data sets, or is there an expectation



for primary data collection as part of the digital readiness assessment? Will we be granted access to any existing digital maturity or infrastructure assessments previously done by AHS, AAG or Alberta Innovates?

Answer:

Primary data collection is required for the Digital Readiness and Infrastructure Assessment. To our knowledge, there is no preexisting data on digital maturity or infrastructure assessments available to provide to the consultant team.

Question: What are the professional backgrounds of the site operators involved? Are they clinicians or focused on administrative/facility operations?

Answer:

The Digital Readiness and Infrastructure Assessment will focus on administrative and operational leaders who oversee service delivery, infrastructure planning, and digital systems. These individuals may include executive directors, site managers, IT leads, and quality improvement or policy staff. While some may have clinical backgrounds, the emphasis is on those who can speak to organizational-level readiness, systems, and integration capacity.

That said, the broader stakeholder engagement process, including interviews, co-design sessions, and validation workshops will include frontline staff, clinicians, and others with lived or professional care delivery experience. Their perspectives are critical to understanding workflow impacts, care quality, and usability considerations, particularly as the Roadmap informs the design of future demonstration projects and sector-wide recommendations.

This two-layered engagement ensures that the Roadmap is both strategically grounded and operationally relevant, incorporating insights from those who lead digital transformation efforts and those most affected by it on the ground.

Question: Will Assisted Living Alberta facilitate access to privacy officers and vendor SMEs for the engagement assessments?

Answer:

Assisted Living Alberta (ALA) is a key strategic partner in Alberta's health system transformation and plays a central role in shaping the policy and system context that informs the Roadmap. However, ALA will not directly coordinate engagement logistics with vendors or privacy officers.

The ACCA Project Manager will serve as the primary liaison for all stakeholder coordination, including interactions with ALA. Where appropriate and aligned with project needs, the ACCA Project Manager will work to facilitate access to relevant government contacts, including privacy officers and vendor subject matter experts (SMEs), through established relationships with ALA and

government departments as required. However, ACCA will not schedule meetings between these individuals/groups and the consultant team.

This centralized coordination ensures streamlined communication and alignment with project governance processes, while respecting the advisory and policy oversight role of ALA.

Question: Are there existing communication channels with rural and Indigenous communities that can be leveraged?

Answer:

Yes. The ACCA Project Manager will utilize established networks and sector relationships to facilitate communication with rural, remote, and Indigenous stakeholders. While there are no formal or centralized channels specific to this project, ACCA has longstanding relationships with operators and associations serving these communities and will support the consultant team in engaging them effectively. The consultant is expected to propose an engagement approach that is accessible, culturally appropriate, and responsive to the needs of these groups.

4. Scope of Work and Project Expectations

Question:

To what extent can the provider user experience of current digital assets interoperability or lack thereof be included? Particularly in the demonstration project/s?

Answer:

Yes, understanding the provider user experience with current digital systems including limitations in interoperability is a core focus of the project. These insights will be gathered through the Digital Readiness and Infrastructure Assessment and broader stakeholder engagement activities involving operators, administrators, and technology users.

This input will help:

- Identify gaps in functionality, integration, and workflow alignment;
- Prioritize areas for investment or system improvement;
- Inform the criteria and use cases for demonstration projects to ensure alignment with operational realities.

The provider experience will play a central role in shaping the Roadmap and will directly inform the design of the Demonstration Project Framework, including selection and evaluation criteria and

cost-sharing models. However, it is important to note that the implementation of demonstration projects is outside the scope of this initiative.

Question:

Do you expect recommendations down to the specification level (e.g., FHIR resources), or higher-level principles?

Answer:

The Roadmap should prioritize strategic, principle-based recommendations that support system transformation and interoperability across the broader health system, not just the continuing care sector. However, because the outcome of this initiative is intended to inform implementation planning and future investment decisions, the consultant team is expected to provide a sufficient level of technical specificity to support actionable next steps.

Detailed specification-level outputs such as defining individual resources or prescribing system architectures are not required. However, it may be appropriate to reference widely used technical standards, such as those that support consistent data formatting and exchange across systems, to illustrate interoperability considerations and inform strategic choices.

The focus should be on:

- Framing interoperability in terms of principles and system-level enablers,
- Outlining options that reflect current capabilities and future-state goals, and
- Providing recommendations that are technically informed, practical, and aligned with implementation planning.

In summary, while the Roadmap should avoid prescribing technical configurations, it must still offer clear, actionable guidance to support alignment and interoperability across the health system.

5. Connect Care and System Integration

Question: Is expansion of Connect Care into privately run but publicly funded Continuing Care facilities contemplated in the RFQ?

Answer:

The RFQ does not prescribe a position on the expansion of Connect Care into privately operated, publicly funded continuing care facilities. Instead, the consultant team is expected to critically

explore all viable and feasible options for improving interoperability across the sector, including the potential role of Connect Care where relevant.

This includes assessing the current state of integration and identifying key enablers and barriers. The assessment may reveal that continuing care operators are using EMR systems that are not Connect Care. While Connect Care may support interoperability, there are still important questions about how usable or suitable it is for this sector. That's why this assessment is needed to explore solutions. Connect Care may be one of several systems considered in this analysis, but no assumptions should be made about its suitability or mandated use across all provider types. The consultant is expected to provide evidence-informed recommendations based on sector needs, technological feasibility, and alignment with Assisted Living Alberta's transformation goals.

Question: To what extent will Connect Care be a key enabler of this roadmap?

Answer:

Connect Care is recognized as one of several critical integration points in Alberta's digital health ecosystem. The Roadmap will assess existing systems, identify gaps, and define recommendations for enabling real-time, secure information exchange across primary care, acute care, continuing care, and mental health services. This may include mapping opportunities for alignment with Connect Care. However, Connect Care is not the sole focus of the Roadmap, nor is it presumed to be the default or exclusive solution. The project will take an approach to interoperability that supports flexibility, scalability, and system-wide coordination aligned with Alberta's digital health standards.

6. Data Access, Privacy, and Governance

Question: Are there specific privacy frameworks or tools (e.g., GoA privacy risk assessment templates) that we are expected to apply in the privacy and data governance framework?

Answer: No, there are no prescribed privacy frameworks or tools. However, the consultant team is expected to ensure alignment with provincial and national privacy standards and may refer to existing Government of Alberta tools (e.g., PIAs or risk templates) where relevant. The framework developed should be practical, scalable, and appropriate for the diversity of providers in the sector, many of whom operate with limited internal privacy expertise.

7. Tools, Platforms, and Templates

Question: Are there any preferred tools, platforms, or templates that the consultant team is expected to use for data collection, reporting, or stakeholder engagement (e.g., survey tools, collaboration platforms)?

Answer: No, there are no mandated tools or platforms for this engagement. The consultant team is expected to propose fit-for-purpose tools that enable inclusive, accessible, and effective engagement and data collection across a wide range of provider types including rural, Indigenous, and equity-deserving communities.

Selected tools should be user-friendly, secure, and compatible with the technical capabilities of the continuing care sector.

ACCA also has access to a variety of platforms and communication channels and is open to leveraging these where appropriate. The final selection of tools and platforms will be made collaboratively between ACCA and the consultant team, based on the engagement strategy and target audiences.

8. Timelines and Definitions

Question: Is there a preferred or required start date beyond “Q3 2025”?

Answer:

The preference is to begin the project immediately after a contract is fully executed between the successful consultant and the ACCA. The estimated timeline to begin is September 2025.

Question: Do the quarters referenced use the Alberta government fiscal year or the calendar year?
The quarters outlined

Answer: The timelines outlined in Section 6 (pages 8 and 9) are based on the calendar year.

Question: What are the reasons for the 12+ month timeline for completion and approval of the Roadmap rather than a shorter timeframe?

Answer:

The 12+ month timeline included in the RFQ is an estimated duration for completing all project deliverables, from discovery and assessment through to co-development, validation, and final approval. This estimate was developed by project partners to reflect the breadth and complexity of

work involved, but it is not based on formal IT project management modeling or IT consulting expertise.

That said, the project is expected to be completed and fully approved by Q4 2026, which serves as the fixed project end date. Within that boundary, proponents are encouraged to propose more efficient or streamlined timelines, provided they demonstrate how quality, sector engagement, and deliverable integrity will be maintained.

If your team can achieve the same high standard of outputs within a shorter timeframe, we welcome proposals that include a tighter, well-rationalized schedule.

9. Evaluation

Question: Is the evaluation based on how we would evaluate the work that we are doing? Or is the evaluation based on how we would be evaluated on the proposal submitted?

Answer: The Evaluation Criteria outlined in section 11 of the RFQ (page 10) describes how the proposals submitted in response to the RFQ will be judged by the Steering Committee.

Questions:

- How will the success of the Roadmap be evaluated by the Steering Committee and Engagement Action Council?
- Are there predefined metrics or outcomes that the consultant team should aim to support?

Answer:

The Steering Committee currently intends to engage an independent, external evaluation consultant. The evaluation plan will be refined and formalized by the external evaluator, working in collaboration with the Steering Committee and the Engagement Action Council (EAC) and others to ensure a sector-informed, contextually appropriate evaluation aligned with stakeholder expectations.

10. Proposal Format

Question: Can you please confirm if the title page and table of contents are included in the 10-page submission limit for this RFQ?



Answer: The title page and table of contents may be excluded from the 10-page submission limit, allowing for a full 10 pages of proposal content.

Question: Are there any restrictions on what may be included in the appendix section of our submission—for example, more detailed descriptions of past project experience or additional service offerings?

Answer: There are no limitations placed on the appendix section.