

Innovation Partnership
Procurement by Co-Design

MSH: Improving the Staff Learning Experience
Challenge Brief



Contact name

Adam Erwood

Response deadline

October 20, 2017

Phone number

905-472-7373 ext 6193

Challenge Brief reference #

MSH201701

E-mail

aerwood@msh.on.ca

Maximum procurement budget

\$ 60,000

Note: this does not obligate provider to procure any solution

Project Team

Project Sponsor & Executive Support: Sherry Adams, Chief Human Resources Officer
Project Lead: Cathy Treacy, Director, Human Resources Operations & Occupational Health and Safety
Procurement Lead: Elena Pacheco, Vice President, Support Services & Transformation
Project Manager: Christopher Law, Organizational Development Consultant
Evaluation Lead: Adam Erwood, Manager, Innovation
Front Line Users: Samantha Saxena, HRIS Specialist, Ashley Gilliland, Safety Coordinator, Steven Sloan, Safety Advisor.

All vendor responses must be made via completion of an "Innovator Brief" template and forwarded to the above contact via email by the response deadline, with a cc to designchallenge@marsdd.com.

The Challenge

Maximum of 1200 characters

Markham Stouffville Hospital requires a solution that can improve staff learning compliance by 25% for required organizational training courses through more efficient access, usability, and/or reporting.

Markham Stouffville Hospital (MSH), a community hospital in Markham, Ontario, has 2300 staff, over 500 physicians, and over 200 volunteers. Despite significant growth when MSH doubled its size in 2014 through redevelopment, no significant additional investments were made in learning management for staff. Additional staff training requirements for all hospitals in Ontario in fields such as quality, privacy, and safety, requires an agile, adaptive, and forward-thinking approach to learning that meets the needs and schedules of healthcare staff.

To improve the employee experience at MSH, the hospital is improving the talent management process by enabling staff to manage their career path. Current talent management tools are administered manually and do not create a cohesive 'plan' for the employee. Tools include: feedback and performance which is currently administered manually, and e-learning courses tailored to different roles and/ or competencies across the organization. The current infrastructure supporting these evaluations and courses still do not meet the needs of a diverse organization with staff, physicians, and volunteers who may work irregular shifts at irregular hours, with limited computer access, limited time, and varying degrees of education and accessibility needs. Current solutions in the marketplace considered thus far have not met the unique needs of healthcare staff in respect to access, inter-professional education principles, and learning environments.

Desired Outcomes

Maximum of 3 outcomes based specifications (OBS)

OBS #1: Solution improves current course completion rate by 25% for select required courses by catering to a variety of learning styles and improved user experience

OBS #2: Solution integrates with external learning tools, business intelligence systems, and the broader human resources information system to improve the staff experience with human resources services

OBS #3: Solution provides reports and data that decrease administrative time load by 10% for managers and content creators.

Evaluation Criteria

Criteria to be used for vendor selection (NOT to evaluate solutions).

Company

Has the company demonstrated the competency to act as partner? Do they have an innovative vision? Do they have a strong leadership team? Do they have strong references?

Proposed approach

Is the proposed approach to the challenge innovative? Do you agree that it can solve the challenge proposed? Will it have a significant impact on the end user (staff, patients, etc)?

Ability to execute

Has the company demonstrated the ability to deliver a solution to other complex challenges? What has been the outcomes of solutions they have implemented?

Ability to produce validation data

Has the company demonstrated their ability and expertise to produce validation data? Have they shared an example of data they have produced for any of their products or prototypes? Is the quality of that data sufficient enough to make a procurement decision?

Experience of project team

Does the team have experience working on innovative solutions? Did the company propose the right type of project team to take on this engagement?

Staffing and Resources

Does the team have sufficient staff/resources to undertake the project and deliver on time

Co-development

Does the company have any interest in working with MSH beyond the end of the project to further develop this or other related technologies as identified in the design phase?

Key Dates

The following is a summary of key dates in the RFP process. Program sponsor (MaRS) and provider may change any of the dates below, in its sole discretion and without liability, cost, or penalty.

Key Dates	Milestones	Duration
Sept 28, 2017	Program launch, providers invited to download and complete a Challenge Brief	2 weeks
Oct 16 - 20	All challenges posted online, vendors begin to respond with Innovator Briefs	1 week
Oct 23 - 27	Vendors have all submitted Innovator Briefs. Providers shortlist vendor selection.	1 week
Nov 6	Dialog day. Each provider will hear their selected vendor pitches. Final vendor selection completed.	1 day
Nov 7 - 10	Teams prepare and submit co-design grant application.	1 week
Nov 13 - 17	External judging panel reviews grant applications. Meets on 17th to make final decision. Co-Design grant winners announced.	1 week
Nov 20	Co-Design Workshop #1: Discovery. Teams sign collaboration agreements.	1/2 to 1 day
Nov 20 - Dec 15	Teams work on discovery phase.	4 weeks
Jan 15, 2018	Co-Design Workshop #2: Ideation & Concept testing	1/2 to 1 day
Jan 15 - Mar 3	Teams work on ideation and concept testing phase.	8 weeks
Mar 5 - 8	Design review sessions. 1 - 2 hour sessions with each team to review learnings from discovery and concept testing results.	1 week
Mar 9	Co-Design Workshop #3: MVP prototyping and evaluation framework.	1/2 - 1 day
Mar 9 - Jun 15	Teams work on MVP development and evaluation phase.	14 weeks

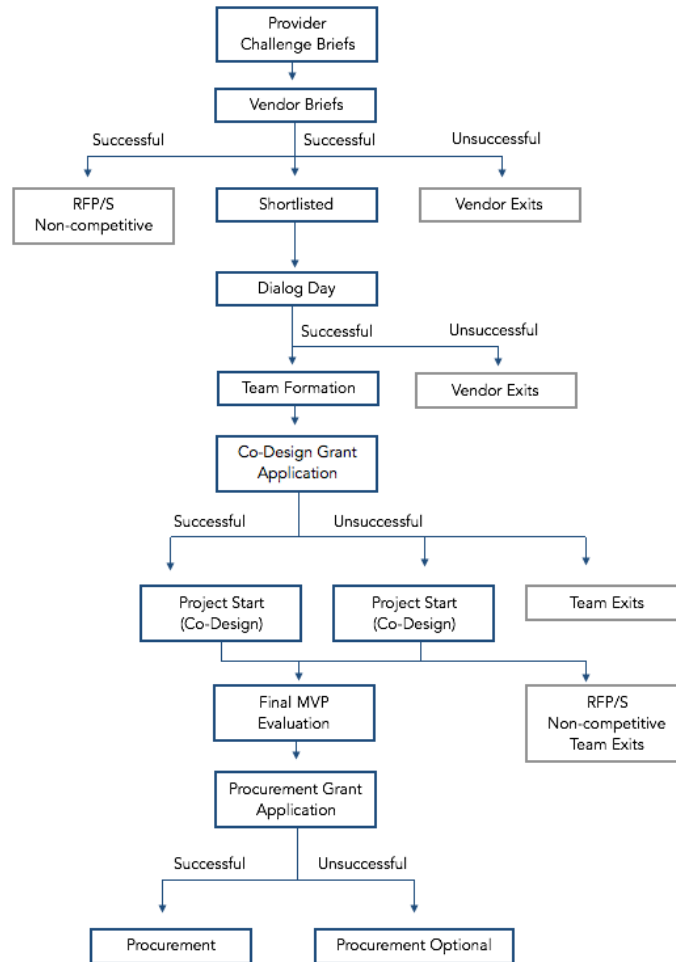
Jun 18 - Jul 5	Teams make procurement decision and formalize agreements.	3 weeks
Jul 9 - 13	External judging panel conducts site visits.	1 week
Jul 20	Final solutions day. Judges award up to \$50k for procurement.	1 day

Terms and Conditions

1. The “Innovation Partnership: Procurement by Co-Design” program may or may not lead to a procurement. There is no requirement for procurement at the end of the program, and procurement is at the discretion of the Provider. There are a number of potential outcomes from participation in this program (see figure below).
2. This Design Challenge document is issued to invite vendors who are able to develop solutions within the program timelines or have existing solutions that require refinement or validation, to respond and partner with the Provider to solve the proposed challenge.
3. The process will be in four phases:
 - a. Phase 1: Challenge Brief
 - i. Proponents prepare a submission in response to OBS
 - ii. Providers evaluate submissions based on evaluation criteria published in Challenge Brief, and generate a short list of qualified proponents
 - b. Phase 2: Dialogue Day
 - i. Short listed proponents are invited to present on submissions
 - ii. Providers evaluate presentation/discussion based on published criteria (to be made available to short listed proponents) and a proponent is selected. There are now two possible outcomes:
 1. Proponent may find an ideal solution and decide to pursue an RFP/S or non-competitive procurement strategy
 2. Proponent may form a team to pursue co-design
 - c. Phase 3: Co-Design
 - i. Selected proponent and provider form a team to co-design a solution and evaluate a minimum viable product, and decide whether to apply for the co-design grant. There are now three possible outcomes:
 1. Co-design moves forward with grant funding
 2. Co-design moves forward without grant funding
 3. Co-design does not move forward
 - d. Phase 4: Procurement
 - i. Providers evaluate success of the minimum viable product based on published desired outcomes

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- ii. Providers determine whether to move forward with a procurement, and whether to request the additional grant from IPPCD. There are now three possible outcomes:
1. Procurement moves forward with grant funding
 2. Procurement moves forward without grant funding
 3. Procurement does not move forward



4. Questions related to the Challenge being proposed must be directed to the Provider, and questions that modify the Challenge will be posted publicly for all potential proponents. Questions related to the Innovation Partnership: Procurement by Co-Design Program must be directed to MaRS (designchallenge@marsdd.com)
5. Submission requirements (mandatory requirements; proponents who do not meet the mandatory requirements will be disqualified)
 - a. Interested proponents must respond via submission of an Innovator Brief document, available online on <https://www.marsdd.com/systems-change/procurement-co-design>
 - b. The Innovator Brief document must be submitted directly to the Provider by the due date listed on the cover page of this document, with a cc to designchallenge@marsdd.com.
 - c. The submission must include proof of necessary licenses.

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6. Bid disputes must be directed to the Provider, and will be managed according to the Provider's published bid dispute resolution process.