

Bidding Guidelines

REQUEST FOR PROPOSAL

FOR

SOKOTO SPECIALITY MEDICAL CENTER PROJECT.

Prepared for:



Sokoto Investment Company Ltd

by



Chaste Capital Advisory Ltd

19th June, 2019

GUIDELINES ON REQUEST FOR PROPOSAL ON CONSTRUCTION OF SOKOTO SPECIALITY MEDICAL CENTER WHICH COMPRISED A DIAGNOSTIC CENTRE WITH 100-BED HOSPITAL, SUPPLY OF MEDICAL AND NON-MEDICAL EQUIPMENT AND MANAGEMENT/OPERATIONS OF THE MEDICAL CENTER IN SOKOTO STATE OF NIGERIA.

Disclaimer: This Guideline and Request For Proposal (“RFP”) is prepared by Sokoto Investment Company Limited (SICL). Neither the Guideline (as well as the RFP) nor the Bidder’s response constitute a contract for the services sought for. Sokoto State Government and Sokoto Investment Company Ltd have the right to select a preferred Bidder based on the internal criteria set for the exercise. Only shortlisted bidders will be contacted. SICL reserves the right to reject any application. Neither Sokoto State Government nor the Sokoto Investment Company Ltd accepts any responsibility or liability with respect to the information supplied in the RFP by the Bidders.

Sokoto Investment Company Ltd may use the information contained in the Proposal for contract negotiations. The Proposal selected will be a working document, SICL may consider the proposal as an integral part of the contract and will expect the Company to honour all representations made in its Proposal.

All documentation submitted in response to this RFP and any subsequent requests for information shall become the property of SICL and will not be returned to the bidder.

A. INTRODUCTION:

Sokoto State Government has identified healthcare sector as one of the key sectors that require state-of-the-art facilities in Sokoto, Nigeria. Thus, the State Government via Sokoto Investment Company Limited decided to provide world class diagnostic centre integrated with 100-bed specialised is (“the Sokoto Speciality Medical Center” or “Medical Center”) in Sokoto. The Medical Center intends to offer specialty healthcare services to niche clients both individuals, families, corporate organizations, multinationals, diplomatic missions, health management organization and other hospitals. The Medical Center is expected to be an alternative to seeking such services elsewhere within or outside the country.

The Medical Center is envisioned to be a Centre of Excellence in the following specialized areas of healthcare services:

- **Diagnostic Centre:**

Diagnostic Imaging Services: such as Magnetic Resonance Imaging (MRI), Computerised Tomography Scan (CT Scan), Fluoroscopy, Ultrasound, Radionuclide Studies, Roentgenography;

Medical Laboratory Services: such as Haematology, Clinical Chemistry, Microbiology, Serology, Immunology, Genetics among others.

- **Specialty 1 – Urology:** These include Renal Transplantation, Laparoscopy, Endoscopy and Laser procedures.
- **Specialty 2 – Cardiac Care:** These include Cardiac evaluation, Ambulatory Holter ECG monitoring, Angiography, Electrophysiology, Interventional cardiology, Pediatric Cardiology etc.
- **Specialty 3 – Neurology:** Prevention and intervention of nervous system disorder which include brain, spinal cord, extra-cranial cerebrovascular system etc.

The Medical Center will plan to increase its specialty offerings in the future as more high demand specialties are identified.

Sokoto Investment Company Limited hereby Request for Proposal (RFP) from interested Bidders for the services listed below to be mailed or hand-delivered to:

The Managing Director/CEO

Sokoto Investment Company Ltd
No. 8, Kano Road
Sokoto
+2348036928553

OR

The Liaison Officer

Sokoto Investment Company Ltd,
Apartment 1, Plot 3680,
Erie Crescent off Nile Street,
Maitama, Abuja
+2348062381279

The Proposal for the following services are required from interested Bidders:

1. **Hospital Architectural and Engineering Design Consultant**
Lot 1 - RFP Code: SSG/H/SICL/0619/01

The successful Bidder is expected to provide the architectural and engineering designs of the Medical Center in line with the current international best practice and standards. The Designs are expected to factor:

- Reviewing and integrating the existing design of the Diagnostic Centre: The construction of standalone Diagnostic Centre had begun at Farfaru Area of Sokoto. However, the Project's concept has changed with the integration of the 100-bed hospital. The new Architectural and Engineering Designs shall incorporate the existing building structure;
- Efficiency of patient-staff flow and circulation: The movement of patients, staff, and utilities most follow the international best practice and be clearly identified;
- Location of crucial facilities and clinical departments: Some facilities and departments are expected to be arranged and sized according to the global best practice in healthcare services;
- Mapping of room-to-room equipment/furniture: Working with the Equipment Integrator, the designs are expected to factor positions of both equipment and furniture;
- Efficient utilization of space: As an interconnected medical facility with Diagnostic (imaging and laboratory) Centre, 100-Bed hospital with specific specialties, administrative departments, utilities (electricity – both national grid and generators, water treatment plant, waste management, medical gas store etc) and support services (pharmacy, laundry, kitchen, staff canteen, doctors on call quarters, staff quarters etc) require efficient and effective space management. The designs shall properly identify each in an efficient manner;
- Cost effectiveness: The design shall be cost effective.

The appointed Consultant will also act as Co-Project Manager to supervise activities of the other contractors. Other co-project managers may come from Ministry of Works and Ministry of Health.

2. Hospital Manager/Operator:
Lot 2 - RFP Code: SSG/H/SICL/0619/02

For the Medical Center to competitively provide international standard services, a highly reputable and internationally recognized hospital manager/operator needs to be appointed. The successful Manager/Operator will be shouldered with responsibilities of providing pre-commissioning as well as post-commissioning services for a period of 10 years (with possible renewal) as follow:

i. Pre-Commissioning Services

- Preparation of standard operating procedures and policies such as Institutional Policies and Procedures, Interdepartmental Policies, Patient Care Services Policies Medical Staff Policy, Department Policies and any other policies and procedures that may be deemed necessary;
- Proposed organizational design for running of the Medical Center.
- Manage Human resources such as staff requirements, salary scale, recruitment and training for both medical and non-medical personnel;
- Establishment of international affiliations to train, educate and recruit staff;
- Provision of marketing and advertisement plans for all services;
- Customize and integrate chosen health management information system;
- Updating business and financial plan as well as strategies;
- Selection and provision of Management Information System
- Preparation of phasing operation plan (if any);
- Any other incidental services to the pre-operations.

ii. Post-Commissioning (Hospital Management Services)

- Operations management: continued recruiting of qualified staff necessary for operations;
- Program development: Clinical services, education, training, human recourses and equipment maintenance/replacement
- Implement advertising and marketing plan
- International accreditation and training

- Facility planning
- Financial planning and budgeting
- 24-hour Nurse Helpline and Support
- On-site medical education programs
- Periodic Reporting on operational activities.
- Organize relationship with Health Management Operators (HMO).
- Insure the assets of the Medical Center and other necessary activities.
- Any other incidental services for the efficient and growth of the Medical Center operations.

3. Hospital Equipment Integrator

Lot 3 - RFP Code: SSG/H/SICL/0619/03

The Hospital Equipment Integrator is expected to be well versed in the current but dynamic healthcare services. Thus, the Hospital Equipment Integrator will provide:

- List of required comprehensive medical and non-medical equipment with each item code, name, brand, manufacturer and other specifications of each equipment;
- Price quotation of each equipment from vendors/manufacturers/Agents including cost of clearing, delivery to the site, installation, training and maintenance;
- List of required comprehensive medical and non-medical furniture and electronics with each item code, name, brand, manufacturer and other specifications of each furniture/electronic;
- Price quotation of each piece of furniture/electronics from vendors/manufacturers/Agents;
- Mapping out room-by-room needs of the Medical Center. Working with the Hospital Design Consultant and Hospital Manager/Operator, the Equipment Integrator is expected to factor positions of both equipment and furniture efficiently.
- Supply, installation, training and maintenance services of the equipment are combined roles of Equipment Integrator.

4. Civil Engineering Work Contractor

Lot 4 - RFP Code: SSG/H/SICL/0619/04

For the civil engineering work, the Contractor is expected to:

- Use the Hospital Architectural and Engineering Designs to provide price quotation;

- Construct the civil work according to specifications.
- Follow the specifications of the Equipment Integrator
- Provide periodic reports and valuations;
- Work with the Hospital Design Consultant and to be supervised by co-project managers from Ministry of Works and/or Ministry of Health.

5. Mechanical and Electrical Engineering Contractor

Lot 5 - RFP Code: SSG/H/SICL/0619/05

Due to sophistication of some medical equipment/facilities of the modern hospital projects, there are specifications on the mechanical, electrical and plumbing that are necessary. As such, the M & E Contractor is a Nominated Sub-Contractor expected to provide:

- Mechanical, plumbing and electrical works identified in the Hospital Designs;
- Provide electrical and plumbing needs to the Civil Work Contractor and other sub-contractors of the Project;
- Use materials and workmanship of high quality and standards in conformity with the Hospital Designs and Project Managers' instructions/directions.
- Provide efficient bill of quantity for Mechanical, Electrical and Plumbing materials needed for the Project.
- Provide price quotations for the BOQ including the labour and other ancillary's costs.

6. Information and Communication Technology Contractor

Lot 6 - RFP Code: SSG/H/SICL/0619/06

In our dynamic modern healthcare facilities with telemedicine and real-life communication in diagnostic and medical procedures, ICT with strong and reliable high speed internet plays a vital role. The interested ICT Contractors are hereby invited for:

- Design the ICT networks for the Project
- Provide efficient bill of quantity for ICT materials needed for the Project.
- Provide price quotations for the BOQ including the labour and other ancillary's costs.
- Construction of ICT Infrastructure for the Project
- Recommend relevant ICT software and hardware

- Any other services required to achieve ICT needs of the state-of-the-art Medical Center.

B. MANDATORY REQUIREMENTS FOR BIDDERS

The following requirements are mandatory to all the Bidders as they relate with their respective proposals.

The Bidders shall respond by restating their company's qualifications and describe how their organization meets these minimum criteria:

- The Bidder must have provided such services for a minimum of 7 years. Please indicate whether you meet this criterion, including the name/address of the client, name/address of the project, contact person, title, phone number, e-mail address, size of the client and year of contract.
- The Bidder must provide evidence of membership of relevant professional body, such as practicing license or permit in such selected service(s).
- The Bidder must include, in the proposal, certain performance guarantees. Please outline to what you are willing to agree.
- Manages at least an accredited hospital (for Hospital Manager/Operators).

C. INSTRUCTION TO BIDDERS

- Proposals must be submitted in writing with appropriate authorized signatures. The proposal should be organized under Technical Proposal and Financial Proposal as arranged in the questionnaire below.
- The Proposal shall reach either of the offices listed in the "Introduction" section of this document.
- The Proposal shall be in a sealed envelope with the service bided and RFP Code boldly written at the top right corner of the envelope.

- iv. The Questionnaires are divided into two (2) segments i.e Technical Questions and Financial Questions for (a) Bidders other than the Hospital Manager/Operator and (b) Bidders for the Hospital Manager/Operator services.
- v. In preparing your written response, Bidders are kindly required to repeat each question or requirement followed by the response.
- vi. Please provide complete answers and explain all issues in a concise, direct manner. If you cannot provide direct response for some reason, kindly indicate your reason rather than providing general information that fails to answer the question. All information requested is considered important. If you have additional information you would like to provide, you may include it as an appendix to your proposal.

D. QUESTIONNAIRES

Technical Questions to All Bidders other than the Hospital Manager/Operator

1. State the service and code being bided for in this RFP
2. State the full name of your organization and describe its structure, including your head office and branch offices. Indicate whether it operates as a corporation, partnership, or individual. If it is incorporated, include the state or country in which the company is incorporated as registered legal entity. Indicate the month and year your organization was established. List the locations where your company is authorized to do business. List the names and occupation of those individuals serving on your organization's Board of Directors.
3. Provide the current total number of employees for your entire organization.
4. Provide the name, title, address, e-mail address, phone number, and fax number of the contact person for this RFP.
5. List the name and principal occupation/business of any entity or person owning 10% or more of your organization.
6. Indicate your acquired professional license on the area of your bidding, the authority that issued such license and date/year of acquiring the license.
7. List some of the projects handled by your organization with date, contract amount, client name, client contact, status of the project.

8. Are any of the services for which you are providing fee quotes under this RFP outsourced to other vendors? If so, please provide the names of these organizations and describe the services they provide.

Financial Questions to All Bidders other than the Hospital Manager/Operator

1. Provide quotation for the relevant fees to be charged for rendering the proposed and identified service(s) on the Project.
2. State how and when the Fees are to be paid.
3. The fees shall be all-in including tax and other incidental charges/costs.
4. Any other information on the Financial Proposal.

Technical Questions to the Hospital Manager/Operator

1. State the Hospital Manager/Operator code of this RFP
2. State the full name of your organization and describe its structure, including your head office and branch offices. Indicate whether it operates as a corporation, partnership, or individual. If it is incorporated, include the state or country in which the company is incorporated as registered legal entity. Indicate the month and year your organization was established. List the locations where your company is authorized to do business. List the names and occupation of those individuals serving on your organization's Board of Directors.
3. Provide the current total number of employees for your entire organization or group.
4. Provide the name, title, address, e-mail address, phone number, and fax number of the contact person for this RFP.
5. List the name and principal occupation/business of any entity or person owning 10% or more of your organization.
6. What are your organization core specialties in the Healthcare services?
7. Describe your most prominent experience or procedures conducted in any of your specialties.
8. As of May 2019, kindly indicate the total number of patients covered by your Medical Management Services.
9. Describe your nurse Helpline Program.
10. Does your Nurse Helpline assist patients in understanding questions to ask prior to surgery to better prepare them post discharge? If yes, do

you do post discharge follow up calls to these patients through the Nurse Helpline to validate if the patients is recuperating successfully? If a sample protocol is available, please attach as Attachment.

11. For the various diagnosis managed, please provide a description of how you identify a patients' potentially at risk.
12. What are the number and categories of staff you will hire to implement Hospital Management/Operation Services that will be needed in the Medical Center?
13. State how you will commence the phasing operations of the Medical Center.
14. Describe how you will recruit the Medical Center personnel. Kindly indicate the total number of clinical operation staff, non-clinical operation staff, local and expatriates staff, qualifications of the management team.
15. Describe your human resources development process, on-site and off-site training, international affiliation etc.
16. Describe your emergency medical evaluation services (if any) and how you can deploy such to the Medical Center.
17. Describe how your management and operations periodic reporting is and provide samples of your standard reporting package as attachment. In the report, kindly include information related to the below and indicate if reports can be provided on a monthly and quarterly basis.
 - a. Admissions, bed days and length of stay by patient, dependent, age, gender compare to the benchmark that will be used to determine return on investment.
 - b. Out-patients and Admissions avoided
 - c. Total cases handled by each specialty
 - d. High volume facility report
 - e. Activity within top ten diagnostic categories as compared to the benchmarks
 - f. Days saved
 - g. Redirection of care through the 24-hour Nurse Helpline
 - h. Categories of patients – local, national, international, gender, age etc
 - i. Referral sources
 - j. Patient satisfaction.
18. Legal and Liability

- a. Provide proof of comprehensive and general liability, errors and omissions and any other relevant insurance coverage you have and provide the coverage amounts and limits.
- b. Has your organization ever been involved in a lawsuit involving any of the covered services under this RFP? If yes, provide details including dates and outcomes.
- c. During the past five (5) years has your company, related entities, principals for officers ever been a party to any material litigation, either directly related to the services requested in this RFP or other matters? If so, provide details, dates and outcomes.

19. Implementation

- a. Provide your implementation plan to meet an effective services date of both pre-commissioning and post commissioning phases. Identify major tasks, key milestone dates, timeline and responsible party.
- b. Will you assign a dedicated team to support the implementation of the contract?
- c. Please confirm if you will be willing to support the Project during construction stage to achieve clear expectation for ease of management/operations.
- d. Please describe the most frequent problems that you have experienced during implementation of a project similar to this Medical Center. How were these problem resolved?
- e. Please confirm that quoted fees included all implementation costs. If there are any fees not included in your fees that are related to implementation, specify the description of the service and the fee that will be charged as a separate item in the Financial Proposal.

20. Performance Guarantees

SICL requires performance guarantees for successful implementation of this Project once the scope and implementation timeline have been mutually agreed to, the Hospital Manager/Operator will agree to a penalty for not meeting the agreed upon implementation timeline. Suggest the performance guarantees and deterrent mechanisms.

21. Financial Questions to the Hospital Manager/Operator

1. Provide an estimate of the annual revenue and its break down for the first 10 years of operations.
2. Provide an estimate of the personnel cost, medical consumable cost and other operating costs of the Medical Center for the first 10 years of operations.
3. Provide estimated cost of hospital equipment maintenance for MRI, CT Scan and other equipment.
4. Indicate if you are prepared to take an equity stake in the Project either at the beginning or capitalizing full or partial Management fees.
5. Provide quotation for the relevant fees per annum to be charged for rendering the Management/Operations services to the Medical Center. Also state how and when the Fees are to be paid.

Prepared for Sokoto Investment Company Ltd
Date: 19th June, 2019