

## APPENDIX 4I

### GENERAL MANAGEMENT SERVICES

#### 1. DEFINITIONS

In this Appendix, in addition to the definitions set out in Schedule 1 of the Agreement:

“**Business Continuity Plan**” has the meaning set out in Section 3.7(a) of this Appendix;

“**Contingency Plans**” means plans and procedures for the events listed at Section 4.2(n) of Schedule 4 [Services Protocols and Specifications]; and

“**Policy and Procedure Manual**” means the Project Co manual of policies and procedures for each of the Services.

#### 2. SERVICES

##### 2.1 General Requirements

In addition to the standards and specifications set out in Schedule 4 [Services Protocols and Specifications], Project Co will deliver the General Management Services:

- (a) 24 hours per day, 365(6) days per year; and
- (b) in a comprehensive, effective, flexible and efficient manner at all times.

#### 3. GENERAL MANAGEMENT SERVICES REQUIREMENTS

##### 3.1 Management and Administration

Project Co will:

- (a) exercise reasonable and competent supervision of the performance of the Services at all times;
- (b) coordinate communication and liaison between Project Contractors, Sub-Contractors and Project Co, and, as may be reasonably required from time to time, between Project Contractors, Sub-Contractors and the Authority;
- (c) cooperate with and assist the Authority in the interface and coordination of other work or services delivered by the Authority and/or its contractors other than Project Co and the Service Providers and Sub-Contractors;
- (d) prepare and maintain Policy and Procedure Manuals;
- (e) subject to the Authority's requirements from time to time, implement a comprehensive system of financial and management controls relating to the delivery of the Services;

- (f) research and develop new delivery methods for the Services and apprise the Authority of the benefits of such delivery methods;
- (g) in addition to specific requirements of Schedule 16 [Communication Roles], provide on request and within 24 hours information that is reasonably required for contribution to the Authority's internal and external public relations relating to the Services;
- (h) in accordance with the notification requirements established by Project Co as part of the relevant Policy and Procedure Manual established for the relevant Services, notify the Authority immediately after Project Co becoming aware of any hazard that has resulted or may result in serious injury or life threatening outcome to any person in relation to the Site, including personnel of the Authority;
- (i) in connection with the provision of the Services, Project Co will liaise with:
  - (1) the Authority when undertaking or preparing to undertake action in respect of the Services which may impact upon the performance of the Authority Activities or upon the comfort and/or well being of patients, hospital employees, medical staff or visitors, including the posting of a project notification process; and
  - (2) external advisors and Governmental Authorities in respect of the Services, as reasonably required by the Authority;
- (j) be responsible for the provision of all IT and Telecommunications equipment and software necessary for the provision of the Services, which will interface with systems. This must occur in consultation with the Authority's IMIT representative. Such IT and Telecommunications systems must be in accordance with Good Industry Practice and comply with all applicable Laws. Examples of such devices and systems include:
  - (1) Personal computers (PCs) and workstations;
  - (2) Hard drive images for PCs and workstations, printers and photocopiers;
  - (3) Network switches, wireless access points and security switches;
  - (4) Network cabling;
  - (5) Application software;
  - (6) Telephone system and telephones;
  - (7) Uninterruptible power supplies (UPSes); and
  - (8) Wireless communications systems.

Additionally, equipment configurations (staging) and labelling must conform with the Authority's IMIT standards and policies in effect at the time;

- (k) appoint a general manager who will provide overall coordination of all Services, and who will personally (or through a designate) be the representative of Project Co at the Facility, available and contactable 24 hours per day and 365(6) days per year. Project Co's management team will oversee the day-to-day operations, will establish necessary policies, quality assurance systems and controls assurance and will comply with the provisions of this Agreement, including requirements to comply with applicable Law and Authority Policies, all to ensure delivery of high quality services; and
- (l) make provision for and cooperate with the Authority in the management of visits by government officials, dignitaries, etc..

### **3.2 Performance Monitoring and Reporting**

Project Co will provide all performance monitoring of, and reporting in connection with, the Services, including pursuant to the Performance Monitoring Program and other reporting described in Sections 6.1 to 6.9 of Schedule 4 [Services Protocols and Specifications]. The occurrence of a Reporting Error will be dealt with in accordance with Section 6.5 of Schedule 4 [Services Protocols and Specifications]. Project Co will ensure that it does not repeatedly submit the same or similar Reporting Errors, whether or not such Reporting Errors are related to the same or similar issues.

### **3.3 Human Resources Matters**

- (a) Project Co will develop and implement appropriate operational policies, procedures and practices, subject to review by the Authority, relative to human resources matters, including recruitment and orientation training and ongoing operations, which will include:
  - (1) job role descriptions, tasks and responsibilities;
  - (2) reporting relationships for each job;
  - (3) physical layout of the Site and Facility;
  - (4) interaction with lines of communication between Project Co and the Authority;
  - (5) acknowledgement of applicable Law and Authority Policies;
  - (6) Project Co policies on health and safety, and all other policies;
  - (7) use of machines and equipment relevant to the provision of the Services;
  - (8) handling, storage and use of cleaning materials and equipment, including familiarization with the Facility's materials, finishes and colour coding system;
  - (9) manual material handling (where applicable);
  - (10) patient and customer care;
  - (11) properly and presentably dressed in appropriate uniforms and work wear including protective footwear and protective clothing where required;

- (12) maintaining a high standard of personal hygiene commensurate with their allocated tasks;
  - (13) fire risks and fire precautions, contingency plans and emergency codes;
  - (14) first aid training;
  - (15) CMMS user instruction;
  - (16) confidentiality agreement;
  - (17) infection control policies;
  - (18) occupational health and safety responsibilities, and due diligence;
  - (19) Workplace Hazardous Material Information System (WHMIS);
  - (20) code of conduct, including mutual respect training as per Authority standards of conduct, workplace behaviour, workplace harassment, and violence in the workplace;
  - (21) site orientation;
  - (22) maintaining records on professional competency, including all training records;
  - (23) ensuring that all Project Co personnel are properly trained for the relevant Service; and
  - (24) ensuring all Project Co personnel are licensed, trained and members of professional associations to an appropriate level commensurate with the responsibility of the post held and tasks required to be undertaken with training records and proficiency verification records maintained as noted above and made available to the Authority for inspection upon written request; and
  - (25) ensuring that all Project Co personnel, including managers, are knowledgeable regarding all of the requirements of this Section 3.3(a).
- (b) Project Co will provide that all new personnel involved in the delivery of any Service will take an orientation course prior to their commencement at the Facility, and will not permit any such personnel to commence the delivery of any Service unless they have taken the orientation course. Such an orientation course will include the relevant information from the orientation courses provided by the Authority to employees of the Authority. Unless requested more frequently by the Authority, every six months Project Co will, with the Performance Monitoring Report relevant to the end of that 6 month period, deliver to the Authority a list of the personnel involved in the performance of the Services and whose employment commenced during the preceding six-month period and the date at which the relevant orientation course was provided.

### 3.4 Training and Ongoing Knowledge and Skills Development

- (a) Project Co will, in addition to the orientation course referred to in Section 3.3(b) above, and prior to permitting any person to be involved in the delivery of any Service and at all times thereafter, ensure that all personnel are properly and adequately notified, trained, instructed and holding required certifications, in compliance with relevant applicable Law and Authority Policies, including with regard to:
- (1) the task to be performed;
  - (2) the provisions of the Agreement, including the Services Protocols and Specifications, and Plans then in effect that are relevant to the duties to be performed;
  - (3) the use of the BMS and the CMMS;
  - (4) the job description, and training plans for all job functions related to that description;
  - (5) professional development plan and associated training plan for each employee;
  - (6) the Policy and Procedure Manuals relevant to the Services;
  - (7) all relevant health and safety hazards, rules, policies and procedures established by Project Co concerning health and safety at work, as required in accordance with applicable Law and Authority Policies;
  - (8) use of all machines and equipment relevant to their work areas;
  - (9) handling, storage, use and transport of chemicals and other hazardous materials;
  - (10) proper lifting and handling techniques; and
  - (11) use of personal protective equipment.
- (b) Project Co will have in place reporting procedures and contingency plans with regard to personnel suffering from any illness including infectious diseases which may compromise the health and/or safety of any Authority employee, physician, patient or visitor and to identify instances of any personnel having knowingly had contact with any person with any illness which may compromise the health and/or safety of any Authority employee, physician, patient or visitor.
- (c) Project Co will provide that all personnel directly employed in the provision of the Services have a good command of the English language.
- (d) Project Co will not permit personnel directly employed in the provision of the Services to commence work until a recent signed form of Criminal Record Check Authorization or similar document is received and the results are reviewed and are satisfactory to the Authority. Project Co will prohibit any Person whose criminal record is not satisfactory to

the Authority from accessing the Facility in his or her capacity as an employee, consultant or contractor of Project Co, the Service Provider or any Sub-Contractor. Personnel of Project Co, the Service Provider and Sub-Contractors who may have unsupervised access to children in the ordinary course of their employment must have no criminal record relating to any offence involving children. If any such employee is charged with any offence involving children, such employee will be prohibited from performing work on the Site. Unless requested more frequently by the Authority, every six months Project Co will, with the Performance Monitoring Report relevant to the end of that six month period, report on compliance with the foregoing.

- (e) Project Co will determine, prepare and implement all reasonably prudent policies and practices consistent with the terms of any applicable Authority Policies and subject to and in accordance with the terms of any applicable collective agreements (and where applicable Project Co will develop training programs and tests for ensuring compliance with such policies and practices) relating to:
  - (1) terms and conditions of employment, applicant screening, background checks, selection, hiring, training, supervision, compensation, bonuses, severance, pension plans and other employee benefits, discipline, dismissal, transfer and replacement; and
  - (2) the exercise by any employees of rights under any applicable labour laws including union organizational efforts, recognition and/or withdrawal of recognition, representation vote, contract negotiations, the determination of an appropriate bargaining unit or units, whether to negotiate on a single-employer, coordinated or multi-employer basis, grievances, unfair labour practice charges, strikes, boycotts or other economic activity, and lockouts.

### **3.5 Occupational Health & Safety/Risk Management**

- (a) Prior to permitting any person to perform Services, Project Co will comply and require compliance with all requirements of the Workers Compensation Act, including with respect to registration and payment of all amounts to WorkSafe BC, and will semi-annually or more frequently as required by the Authority, demonstrate compliance by all such persons, including by providing clearance letters from WorkSafe BC.
- (b) Project Co will:
  - (1) develop and implement appropriate operational policies, procedures and practices relative to occupational health & safety/risk management, including with respect to the requirements of this Section 3.5(b);
  - (2) advise the Authority of any breaches by Project Co of applicable law and Authority Policies related to occupational health & safety;
  - (3) comply with applicable Law, Authority Policies, and all health and safety legislation, including the obligation to establish a health and safety committee as well as participation in a joint health and safety committee with the Authority;

- (4) produce a comprehensive health and safety manual and ensuring it is available to, and used by, all personnel;
- (5) ensure all personnel of Project Co, the Service Provider and Sub-Contractors directly employed in the provision of the Services, subject to applicable Law, are properly immunized and tested for influenza, Hepatitis B and TB or other communicable diseases, in accordance with Project Co's and the Authority's occupational health and safety policies and infection control policies and that proper immunization records are maintained;
- (6) ensure that all personnel of Project Co, the Service Provider and Sub-Contractors directly employed in the provision of the Services do not attend work at the Site if such employee is carrying a restricted communicable disease;
- (7) ensure that all personnel of Project Co, the Service Provider and Sub-Contractors directly employed in the provision of the Services are offered annual influenza vaccine, MMR (measles, mumps, rubella) vaccine, varicella vaccine, acellular pertussis vaccine, tetanus vaccine and Hepatitis B vaccine at no cost to the employee;
- (8) produce a sharps injury prevention program, including post-exposure prophylaxis and follow up, and ensure all staff are educated in this program;
- (9) produce a respiratory protection program for staff required to work in patient rooms where airborne precautions are in place (e.g. TB patients), and ensure that such staff are educated in this program;
- (10) ensure that all personnel of Project Co, the Service Provider and Sub-Contractors directly employed in the provision of the Services have received training in proper hand washing procedures;
- (11) procure the services of a safety adviser qualified to at least the Canadian registered safety professional (CRSP) level or equivalent and coordinating the production, amendment and updating of all health and safety procedures of persons providing the Services;
- (12) provide all personnel directly employed in the provision of the Services with suitable and appropriate personal protective equipment (gowns, face shields, masks, hard hats, safety vests, safety footwear, eye protection, hearing protection, arc-flash protection etc.);
- (13) ensure suitable first aid and first aid facilities are provided to all personnel directly employed in the provision of the Services;
- (14) maintain and keep up-to-date health and safety records and documentation and make these available for inspection by the Authority, or authorized Governmental Authorities, including:

- (A) risk assessments in respect of all of the Services;
  - (B) manuals; and
  - (C) procedures.
- (c) Unless requested more frequently by the Authority, every six months Project Co will, with the Performance Monitoring Report relevant to the end of that six month period, report on compliance with the foregoing.

### 3.6 Health Services Accreditations

Project Co will assist the Authority and participate in the hospital accreditation processes as requested by the Authority and Project Co will provide the Services in accordance with the provisions of this Agreement in order to ensure that the Accreditations are maintained, all in accordance with Section 3.2(d) of Schedule 4 [Services Protocols and Specifications].

### 3.7 Business Continuity and Contingency Planning

- (a) Project Co will develop a business continuity plan (the "**Business Continuity Plan**") in accordance with the timelines set out in Section 4.1 of Schedule 4 [Services Protocols and Specifications] to ensure it is able to deliver all of the Services should there be a malfunction of the BMS, the CMMS or an Unavailability Event or Service Failure in any of the Plant Services, Help Desk Services, Housekeeping and Waste Management Services or Utility Management Services for which Project Co is responsible or that could result in the disruption of Services to the Authority. Project Co will keep the Business Continuity Plan current, and submit an updated plan with the Annual Service Plan in accordance with Section 4.2 of Schedule 4 [Services Protocols and Specifications].
- (b) Project Co will participate in, and review annually with the Authority, the development of the Contingency Plans for the safety and well-being of Project Co employees, Project Contractor employees and Sub-Contractor employees, Authority staff, physicians, patients, volunteers and visitors.

## 4. PERFORMANCE INDICATORS

	Indicator	Service Failure Level	Response Time	Rectification Period	Recording Frequency	Monitoring Method
4.1	Management and Administration – Project Co notifying the Authority on Project Co becoming aware of any hazard	High	5 minutes	N/A	Per Occurrence	



	Indicator	Service Failure Level	Response Time	Rectification Period	Recording Frequency	Monitoring Method
4.2	Management and Administration – Project Co appointing a general manager (or designate) and overseeing the day-to-day operations in accordance with Section 3.1(k) of this Appendix	High	1 hour	N/A	Per Occurrence	Performance Monitoring Report
4.3	Periodic Reporting - Project Co submitting Performance Monitoring Reports with the same or similar Reporting Errors on more than 3 occasions in any consecutive 12 month period	High	N/A	N/A	Monthly	Performance Monitoring Report
4.4	Human Resources Matters – Project Co completing orientation course for all new personnel in accordance with Section 3.3(b) of this Appendix	High	N/A	N/A	Semi-Annually or Per Request	Performance Monitoring Report
4.5	Training and Ongoing Knowledge and Skills Development – Project Co ensuring that all employees directly engaged in the provision of the Services have the requisite training prior to being involved in the performance of the Services, in accordance with Section 3.4(a) of this Appendix	High	N/A	N/A	Semi-Annually or Per Request	Performance Monitoring Report
4.6	Training and Ongoing Knowledge and Skills Development – Project Co completing criminal record checks for all new employees directly employed in the provision of the Services in accordance with Section 3.4(d) of this Appendix	High	N/A	N/A	Semi-Annually or Per Request	Performance Monitoring Report
4.7	Occupational Health & Safety/Risk Management - Project Co demonstrating compliance with Worksafe BC requirements in respect of all new employees in accordance with Section 3.5(a) of this Appendix	High	N/A	N/A	Semi-Annually or Per Request	Performance Monitoring Report

	Indicator	Service Failure Level	Response Time	Rectification Period	Recording Frequency	Monitoring Method
4.8	Occupational Health & Safety/Risk Management - Project Co complying with all requirements of Section 3.5(b) of this Appendix	High	N/A	N/A	Semi-Annually or Per Request	Performance Monitoring Report
4.9	Health Services Accreditations – Project Co assisting the Authority in the Accreditations processes in accordance with Section 3.6 of this Appendix	High	N/A	N/A	Per Occurrence	
4.10	Business Continuity and Contingency Planning – Project Co providing a Business Continuity Plan and Contingency Plan in accordance with Section 3.7 of this Appendix	High	N/A	N/A	Per Occurrence	