The Royal Children’s Hospital Priority Primary Care Centre
Expressions of interest invited

North Western Melbourne Primary Health Network (NWMPHN) invites expressions of interest from eligible primary care providers to establish a Priority Primary Care Centre (PPCC) co-located with the Royal Children’s Hospital Melbourne.

The PPCC will be located onsite at the hospital campus in Parkville and operate 7 days a week.
Applications close 5pm (AEDT) Friday, 16 December 2022.

Priority Primary Care Centres, funded by the Victorian Government, seek to reduce demand on hospital emergency departments and increase access to care for primary care presentations. They will provide GP-led care for urgent but non-life-threatening conditions such as mild infections, fractures and burns. They will also offer pathology and imaging services. Care will be provided 7 days a week, up to 16 hours a day, and will be available at no cost to the patient with or without a Medicare card.

**This document provides information and application form for eligible primary care providers interested in submitting an expression of interest for the PPCC to be established to support the Royal Children's Hospital.**

It includes:

* Part A: The activity
* Part B: About North Western Melbourne Primary Health Network
* Part C: How to apply
* Part D: Application form
* Appendix 1 – Service delivery model
* Appendix 2 – Contract departures table

**Part A: The activity**

1. **Background**

The Victorian Government is funding 25 PPCCs across the state, commissioned by Primary Health Networks in their respective regions.

The Royal Children’s Hospital PPCC is an addition to 7 PPCCs already announced in NWMPHN’s region.

Five clinics (Tranche 1) were announced and commissioned earlier in 2022. Two of these have been established in the NWMPHN region, at sites near the Royal Melbourne Hospital and Sunshine Hospital. Commissioning is now underway for Tranche 2 sites. Five of these are in the NWMPHN region, close to St Vincent’s Hospital Melbourne, Werribee Mercy Hospital and Footscray Hospital and satellite sites established in Sunbury, and Craigieburn or Roxburgh Park supporting the Royal Melbourne Hospital and Northern Hospital Epping, respectively.

The Royal Children’s Hospital PPCC will be co-located on the hospital campus. It will be onsite in Parkville and will focus on providing care to patients who would otherwise have been treated by the emergency department (ED).

**This documen**t **outlines the Royal Children’s Hospital** **PPCC expression of interest process.**

**2. Activity Purpose, Term and Funding**

The PPCC initiative seeks to reduce demand on hospital emergency departments and increase access to care for primary care type presentations. PPCCs are GP-led services, partnered with an emergency department, to provide urgent primary care – for example, mild infections, fractures, and burns – for people of all ages. PPCCs provide a viable alternative for people with conditions that require urgent attention but not an emergency response. They are free for patients are open across extended hours period. A Medicare care card is not required.

The Victorian Department of Health requires PPCC providers to be contracted, rapidly establish services and to operate for 12 months. Infection prevention and control requirements must be met before services can start.

An initial **establishment grant of up to $150,000**will be available to PPCC service providers. Additionally, a**monthly operating grant of approximately $180,000** is available, in line with the PPCC service model. This cannot be used to support existing services or operating hours.

**3.** **What’s required?**

The Royal Children's Hospital PPCC will:

* be a GP-led service supported by nursing and administration staff
* provide care to paediatric patients
* provide a viable alternative for people with conditions that require urgent attention but not an emergency response
* operate as a direct diversion model and see patients who are triaged by the hospital’s ED as suitable for care in the PPCC.

**4. Specific requirements for this paediatric co-located PPCC**

The PPCC will have specific requirements to support a co-located service model. These have been informed by previous experience of a co-located after-hours paediatric primary care service at the Royal Children's Hospital and are designed to ensure best practice standards for governance, quality and safety are met.

The successful applicant will:

* enter into a licence agreement with the Royal Children's Hospital, in addition to the contract with NWMPHN
* deliver services from the clinic site provided by the Royal Children's Hospital, including use of pathology and imaging service and payment of costs associated with rental, maintenance and agreed consumables
* ensure all clinical and administrative staff are registered with and meet the requirements of an honorary appointment to the Royal Children's Hospital (see below)
* have access to the Royal Children's Hospital’s electronic medical records for the purposes of enabling timely ED diversion through transfer of care following triage; this will include ensuring appropriate data governance arrangements are in place, and honorary appointments for PPCC staff
* adhere to approval requirements for the use of the Royal Children's Hospital’s name, logo, branding and images.

**Requirements for honorary clinical appointment to the Royal Children’s Hospital**

GPs must submit these documents to the RCH in order to be considered for an honorary appointment:

* + up-to-date CV including address and phone number
	+ valid Working with Children Check
	+ police check issued at most 3 months prior to appointment
	+ signed Royal Children’s Hospital privacy and confidentiality agreement
	+ details of current AHPRA registration
	+ evidence of clinical qualifications
	+ COVID-19 vaccination certificate showing a minimum of 3 vaccines

Rent for the PPCC premises is $10,000 per month, for which the Royal Children's Hospital will provide:

* 2 consult rooms (each with computer and shared printer and some diagnostics) and 1 treatment room
* reception desk
* security, cleaning, maintenance
* utilities and telephone
* consumables
* use of onsite pathology and radiology

**5. Eligibility Requirements**

To be eligible, applicants must:

* meet the mandatory criteria
* meet the PPCC specifications outlined in the EOI before commencement of the service
* agree to an external infection prevention and control assessment, and act on any recommendations arising, before commencing service
* agree to comply with the Royal Children's Hospital GP Clinic Governance Framework, including bi-directional referral pathways and protocols with the Royal Children's Hospital and participation in regular liaison meetings with representatives from NWMPHN and RCH
* comply with relevant state and federal guidance on infection prevention and control and the use of personal protective equipment
* agree to provide services to people with and without a Medicare card, with no out-of-pocket costs to patients
* demonstrate ability to scale up to full operating hours (16 hours a day, 7 days a week including public holidays) within 6 weeks of opening
* demonstrate capacity to operate for 12 months
* agree to support an integrated response by participating in regular operational meetings with NWMPHN, a local clinical working group comprising relevant services including the associated ED, and an improvement network.

**5. Attachments**

The proposed draft contract is available to [download (.pdf)](https://nwmphn.org.au/wp-content/uploads/2022/10/Draft-Contract-PPCCs.pdf). This will be used to engage successful applicants. The resulting agreement will be governed by the relevant terms, conditions and service specifications. Please complete **Appendix 2 – Contract departures table**, if required, and return with the EOI response by the closing date and time.

Please refer **Part C: How to apply – Section 2: Assessment process** for more information about proposed departures to the draft contract.

NWMPHN credentialling policy requirements: [Commissioned Clinical Services Credentialing and Safety Compliance Policy](https://app.prompt.org.au/download/184139?code=d3c1c1a6-ee24-4f4b-b2f1-f3d8873b6937) and [Clinical Governance Framework](https://app.prompt.org.au/download/184686?code=6b1dc9eb-2f3b-4c3c-a9a0-3a58be19f0b4)

Also attached are the [Victorian Department of Health PPCC Service Specifications (.pdf)](https://nwmphn.org.au/wp-content/uploads/2022/10/PPCC-specifications-FINAL-July-2022.pdf). Please note these provide general guidance regarding PPCCs and are not specific to paediatrics.

*A note on hyperlinks to documents: NWMPHN uses the Prompt document management system. Access is free and applicants do not need an account to view documents. Clicking the document links launches the Prompt download page and the document download will start immediately. NWMPHN encourages applicants to access documents through these links each time, to ensure the most current version is viewed. Please complete and return any forms to NWMPHN in accordance with the EOI requirements.*

**Part B: About** **North Western Melbourne Primary Health Network**

Melbourne Primary Care Network (MPCN) trading as NWMPHN is an independent, locally governed and run, not for profit organisation dedicated to improving primary healthcare in local communities. MPCN was successful in its bid to operate one of 31 Primary Health Networks (PHNs) formally established across Australia from 1 July 2015.

PHNs have been established with the key objectives of increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes, and improving coordination of care to ensure patients receive the right care in the right place, at the right time.

They also work with the primary health care sector to improve frontline services and collaborate with local hospital networks to ensure better integration between primary and acute care services.

NWMPHN is the largest PHN in Victoria. Its region covers approximately 3,200 square kilometres across the Melbourne CBD, north and western suburbs and adjacent rural areas, encompassing 13 Local Government Areas.

A core task is to improve health outcomes for communities by fostering innovation, leveraging and coordinating existing community and organisational assets, and driving value for money.

NWMPHN has four key strategic goals:

* **To transform primary health care** by supporting the delivery of high-quality, integrated and person-centred services in its region.
* **To undertake strategic, evidence-based and targeted commissioning** that improves health outcomes and demonstrates value for priority populations through the delivery of high quality, equitable and accessible care.
* **To activate community and partnerships** by contributing to the development of an interconnected health care system in its region through community and stakeholder engagement, research activities and partnerships.
* **To strive for excellence** in our culture and organisational capability to deliver impact.

Part C: How to apply

**1. Application submission**

This EOI includes an application form for parties interested in establishing the Royal Children’s Hospital PPCC.

Please complete the required application form (Part D) and email it with supporting documentation to primarycare@nwmphn.org.au

Applications close at **5pm (AEDT) Friday, 16 December 2022.**

Please direct all queries during the EOI open period to primarycare@nwmphn.org.au

Applicants must provide clear evidence of their capability and capacity to deliver the services they are applying for. This includes and is not limited to:

* articulating how the Applicant will meet the requirements of the services
* demonstrating evidence of existing capability and capacity to meet EOI requirements
* providing specific details and/or examples to assure NWMPHN of applicant’s ability to deliver quality, safety and continuous improvement throughout service delivery
* attaching supporting documents as evidence to support statements made in the application

NWMPHN is not obliged to accept applications submitted after the EOI closes. Where an applicant provides evidence of exceptional circumstances related to late submissions, NWMPHN may, at its sole discretion, decide to accept them, but is not obliged to do so.

**2. Assessment Process**

All applications received by the submission deadline (or otherwise accepted by NWMPHN using its discretion) will be evaluated in accordance with the relevant criteria, EOI specifications and prescribed site requirements.

NWMPHN may also consider other factors relevant to the applicant’s suitability, including conflicts of interest, financial viability and current insurance.

Where referees are requested as part of this process, NWMPHN may contact them and use their comments in its assessment.

Where NWMPHN considers that an application contains an ambiguity, unintentional error or minor omission, it may, at its sole discretion, contact the applicant and invite clarification or correction. It will not do so where this would unfairly disadvantage other applicants.

NWMPHN may conduct interviews with some or all applicants to assist in making a final decision. Interviews are an opportunity to ask questions to better understand a submission, not an opportunity to make changes or submit new material.

Applicants must clearly specify and justify all proposed departures from the Draft Contract in their EOI response using the form provided in Appendix 1. Applicants will be disqualified from the EOI if departures are not submitted with the EOI application form but are sought by Applicants at later stages of the process. NWMPHN is not obligated to accept Applicants proposed Draft Contract departures at any stage of the EOI.

Successful Applicants who have current Head Agreements with NWMPHN will be issued a Schedule under the Head Agreement. These Applicants are not required to use the proposed Draft Contract unless the Applicant chooses to do so.

All applicants will be notified. Unsuccessful applicants may contact primarycare@nwmphn.org.au to apply for feedback.

**3. Contractual Arrangements**

NWMPHN receives funding from the Australian Government, the Victorian Government, and other government and non-government sources. Each funding source may have particular requirements regarding consultancies and sub-contractors. Successful applicants must comply with these.

A successful applicant will be expected to:

* enter into an agreement in a form specified by NWMPHN.
* enter into an agreement with the Royal Children's Hospital
* ensure all staff (clinical and administration) are accepted as honorary appointments of the Royal Children’s Hospital
* sign a confidentiality and non-disclosure agreement.
* provide due diligence information such as a statement of solvency.
* provide certificates of currency for relevant insurances:
	+ Workcover or similar
	+ Public liability to $20 million any one claim
	+ Professional indemnity to $10 million any one claim.
* undertake a financial audit for services exceeding $100,000 in the aggregate per financial year
* consider itself a “Commonwealth service provider” for the purposes of the [Ombudsman Act 1976](https://www.legislation.gov.au/Series/C2004A01611)
* ensure that personnel, including sub-contractors, who may come into contact with vulnerable people as part of the work, have undertaken a national police check, a Working with Children check and if relevant have developed a risk assessment and management plan
* comply with relevant legislation as specified from time to time
* comply with NWMPHN credentialing policy requirements.

Applicants must disclose any actual, perceived or potential conflicts of interest. A conflict of interest arises where a person makes a decision or exercises power in any way that may or may be perceived to be, influence by either professional, commercial or personal interests or associations. NWMPHN maintains a *Register of Conflicts of Interest and Related Entities* and reports its contents back to our funding bodies as required.

NWMPHN may seek formal government approval and will disclose contract details including legal and trading name of successful applicant, the nature and duration of the work to be undertaken, and the procurement process. Approval is granted at the discretion of the government department. Relevant departments may require additional information at any time which NWMPHN is obliged to provide. Relevant departments may list this information on their websites from time-to-time.

Please note that the Australian or Victorian Government reserves the right to terminate NWMPHN funding at its convenience. This requirement is passed through to the successful Applicant. Expenses incurred and committed up to and including the termination date will be paid.

**No contract or warranty**

No legal relationship is created by the issue of this Expression of Interest, or the submission of any application in response to it.

NWMPHN is under no obligation to award a contract to any applicant as a result of this process.

NWMPHN has taken reasonable steps to ensure that all information presented in this Expression of Interest is accurate at the time of issue. However, NWMPHN accepts no responsibility for errors or omissions and recommends that Applicants make their own enquiries about any matter relevant to the preparation of an application.

Part D: Application Form – EOI – The Royal Children’s Hospital PPCC

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| **Applicant name:** |
| **Name of practice:**  |
| **ABN/ACN:** |
| **Address:** |
| **Applicant details:**  | **Phone:** | **Email:** |
| **Practice manager details:** | **Phone:** | **Email:** |
| **Practice principal details:** | **Phone:** | **Email:** |
| **ELIGIBILITY QUESTIONS****Please check the boxes to confirm compliance** |
| **Mandatory criteria:**I, the applicant, confirm that I: * operate an existing accredited general practice in the NWMPHN region
* meet or have capacity to meet the PPCC specifications before commencement of the service (ensure checklist is completed in Appendix 1 Service Delivery Model), including the requirements to deliver a co-located PPCC service at the Royal Children’s Hospital Melbourne

And, by ticking the boxes, I agree to * operate a co-located service onsite at the Royal Children's Hospital
* to enter into an agreement with the Royal Children's Hospital (in addition to NWMPHN contract) to lease the onsite space and ancillary services
* an external infection prevention and control (IPC) assessment and to act on recommendations arising before commencement of the service
* comply with relevant state and Commonwealth guidance on IPC and the use of personal protective equipment
* comply with the Royal Children's Hospital’s IPC requirements
* provide services to people with and without a Medicare card, with no out-of-pocket costs to patient
* establish operating bi-directional referral pathways and protocols in partnership with the Royal Children's Hospital
* ensure all staff (clinical and administration) are accepted as honorary appointments of the Royal Children's Hospital
* sign a confidentiality and non-disclosure agreement with NWMPHN and the Royal Children's Hospital
* provide due diligence information such as a statement of solvency
* undertake a financial audit for services exceeding $100,000 in the aggregate per financial year
* ensure that personnel, including sub-contractors who may come into contact with vulnerable people as part of the work have undertaken a national police check, a Working with Children Check and, if relevant, have developed a risk assessment and management plan
* comply with relevant legislation, as specified from time to time
* comply with NWMPHN credentialing policy requirements (see section Part A: Section 5 above)
* participate in regular contract meetings with NWMPHN, and local clinical working groups comprising services including the local hospital emergency department (as selected above) and an improvement network
* scale up to full operating hours in 6 weeks of opening and operate for 12 months from contract execution.
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**Insurances and other requirements**

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| **Item** | **Response checklist**  |
| 1. The applicant must maintain and comply with insurance requirements. Please submit the following certificates of currency with this application and check the boxes to the right to confirm:
* Public liability: minimum $20 million per claim
* Medical indemnity for the practice: minimum $20 million per claim
* Medical indemnity for all medical practitioners working in the facility: minimum $20 million per claim
* Workers’ compensation
 |  ☐ Public liability: minimum $20 million per claim evidence attached to this application☐ Medical indemnity (for the Practice): minimum $20 million per claim evidence attached to this application☐ Medical indemnity (for all medical practitioners working in the facility): minimum $20 million per claim evidence attached to this application☐ Workers’ compensation evidence attached to this application  |
| 1. The applicant must operate a general practice that is currently accredited against RACGP Standards. Check the box to the right to confirm.
 | ☐ RACGP Standards accreditation evidence attached to application  |
| 1. Is the applicant willing to enter into a contract with NWMPHN in the form of the draft contract [download (.pdf)](https://nwmphn.org.au/wp-content/uploads/2022/10/Draft-Contract-PPCCs.pdf) if successful?

*To be evaluated for this EOI, proposed departures must be submitted with this application form. Departures proposed after the EOI closes will not be considered.* | ☐ Yes – Without proposed departures.☐ Yes – With proposed departures. Applicant must complete – Appendix 2 as part of the EOI response. |
| 1. Is your organisation currently solvent (i.e. able to pay its debts as required and when they fall due)?
 | ☐ Yes ☐ No - Please explain why you are unable to meet this criterion. (500-word limit) |

**Weighted Evaluation Criteria**

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| Note: Applicants are not obliged to reach the specified word limit, but should not exceed it.  | **WEIGHTING** |
| **Please provide an overview or your organisation’s current service delivery model.** (500 words)**Guidance:** *This is to demonstrate your experience and ability to deliver quality clinical**primary care, particularly for paediatric patients Including current staffing model/profile, business model, IT systems and support, clinical governance structures, existing partnerships, hours of operation, (include attachments if required)***Applicant response:** | 15% |
| **How have you successfully upscaled in clinical service delivery within your organisation?** (500 words)**Guidance:** *Providing an example of why the upscaling was required, how it was implemented, managed, evaluated and if the overall outcomes were achieved.***Applicant response:** | 15% |
| **Please complete the Service Delivery Model table in Appendix 1. Applicants must complete the table in Appendix 1 as part of this response.**  | 30% |
| **Describe how you propose to partner to deliver additional clinical services outlined within the scope of this EOI to paediatric patients in the community.** (500 words) **Guidance:** *Outlining capacity to establish external stakeholder relationships with intent to develop formalised working agreements, and bidirectional referrals between services***Applicant response:** | 15% |
| **Explain how you will build on existing resources or develop additional resources to support the capacity of your organisation to deliver additional services within the scope of this EOI.** (500 words)**Guidance**: *Include the structure of your proposed team, roles, and responsibilities of key personnel including experience in providing paediatric care. If recruitment is required, include recruitment plan, minimum education requirements and induction process for incumbent staffing. If resources include infrastructure, please provide information on items required including plans and associated costs to obtain resources***Applicant response:** | 20% |
| **Explain how you propose to effectively manage data for the PPCC that will support patient management as well as facilitate evaluation and monitoring of the PPCC initiative**. (500 words)**Guidance:** Please provide information on * *how you intend to comply with applicable laws in relation to the collection, storage, access, use or disclosure of data.*
* *organisational data policies*
* *current processes for utilising data for quality improvement activities*

**Applicant response:** | 5% |
| **Are you aware of any actual,** **perceived or potential conflicts of interest in relation to this activity?** **If so, please provide a detailed response addressing:**1. **the particulars of any conflicts; and**
2. **details of the process and procedures used to manage or resolve them**. (250 words)

**Applicant response:** |
| **Please provide any additional information to support your application.** **Applicant response:** |
| **REFEREES** **Please provide details for two referees.**  |
| **Referee #1****Name:****Organisation:****Phone:****Email:** | **Referee #2****Name:****Organisation:****Phone:****Email:** |

**Appendix 1 - Service Delivery Model. MUST BE COMPLETED AS PART OF APPLICATION**

**Specification checklist – PPCC clinic requirements**

To be eligible for this project applicants must be able to fulfill each of these criteria.

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| 1. **Infrastructure/facilities**
 | **Response**  |
| The Royal Children’s Hospital will provide access via a lease agreement to: * 2 consult rooms (each with computer and shared printer and some diagnostics) and 1 treatment room
* Reception desk
* Security, cleaning, maintenance
* Utilities and telephone
* Consumables
* Use of onsite pathology and radiology

Please describe any additional equipment or set up that would be required for the proposed PPCC to support effective patient management.    |  |
| Describe how the proposed PPCC complies with relevant state and commonwealth guidance on infection prevention and control and the use of personal protective equipment.  |  |

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| 1. **Accessibility**
 | **Response**  |
| *Opening hours* PPCCs must open for extended hours (up to 16 hours per day), 7 days a week, including public holidays. A staggered approach to opening to full capacity over 6 weeks, with priority in after-hours and weekends, will be included in final contract documents.  Services are expected to commence mutually agreed initial opening hours within 3 weeks of contracting.  In the table, please detail the planned full capacity opening hours of the proposed PPCC.  | Days  | Opening time (at commencement) | Closing time (at commencement) |
| Monday  |   |   |
| Tuesday  |   |   |
| Wednesday  |   |   |
| Thursday   |   |   |
| Friday  |   |   |
| Saturday  |   |   |
| Sunday  |   |   |
| Please include plans and timeframes to scale up service to 16 hours per day.  |
| *Appointment structure/access* The Royal Children’s Hospital PPCC will provide a pure ED diversion model. During opening hours appropriate patients will be triaged to the PPCC. Pathways will be established between the ED and PPCC to monitor capacity. Describe how the proposed facility will manage this patient flow. Include details, timelines and costings for any activities to improve appointment accessibility.   |   |
| *Capacity*Unless otherwise specified, PPCCs need to be able to see approximately 330 patients per week, when operating at full capacity.  Please outline how the proposed facility will meet this criterion. *\*the number of people supported by each PPCC may vary, depending on location and demand patterns*  |   |

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| 1. **Staffing/workforce**
 | **Response**  |
| PPCCs are GP-led services supported by nursing and administration staff. Additional staff can be considered.Outline current and planned staffing for the proposed PPCC, including numbers and fixed term employees (FTE) for all clinical and non-clinical staff.  Detail whether staff are currently contracted or will need to be recruited.  Detail the paediatric experience of the clinical staff including any relevant training/qualificationsOutline the processes that will be used to ensure all clinical staff are appropriately qualified, AHPRA registered and have the required medical indemnity.  |   |

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| 1. **Data Management**
 | **Response**  |
| Effective data management by PPCCs will support patient management as well as evaluation and monitoring of the larger PPCC initiative.   The applicant must be prepared to:* provide regular de-identified patient data to enable clinical throughput to be analysed, and adjustments made as required
* provide regular data updates to NWMPHN in line with supplied data and reporting specifications
* undertake appropriate medical record-keeping using recognised practice management software
* be willing and able to participate in any evaluation processes undertaken.
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**Specification checklist – Service Model requirements**

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| 1. **Patient cohort**
 | **Response**  |
| Provide details of how the PPCC will ensure there are appropriate triage protocols in place to ensure care can be provided for paediatric patients.   |   |
| Describe how the PPCC will have the capacity and capability to assess and treat a broad range of low acuity presentations in children, including: * mild infections
* fractures
* burns
 |   |
| Describe how the proposed PPCC will ensure capacity and capability to treat diverse patient cohorts including at-risk populations, and patients without Medicare cards. This should include access to interpreters when required.  |   |

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| 1. **Referral pathways**
 | **Response**  |
| How will the proposed PPCC partner with the Royal Children's Hospital and participate in multi-directional referral pathways? Detail any existing arrangements or other enablers, as well as any planned activities, which would support the establishment of partnerships and referral pathways.  |   |
| Describe the referral and discharge protocols, including: * provision of appropriate referrals to health and other services
* discharge summaries to the patient’s usual GP or care practitioners and My Health Record to ensure continuity of care.
 |   |
| Describe how the proposed PPCC will support patients to identify and access ongoing GP care where they don’t have a regular GP, such as through the National Health Service directory.  |   |
| Describe how the proposed PPCC will access secure messaging to support referral pathways.  |   |

**Appendix 2 – Proposed Draft Contract departures**

Refer to Part C: Section 2 for the Draft Contract proposed departure requirements when completing this form. If not proposing departures, please mark the table as ‘Not Applicable’ when submitting the EOI application form.

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| **Clause/Item Number** | **Question or Proposed Change** | **Reason for Proposed Change** | **NWMPHN Response** |
| *Please indicate clearly if it is a* ***Clause*** *or* ***Item*** *of the Contract you are referring to [EG:* Page 11 **Clause** 6.3 Licence **of** Contractor Materials to PHN *vs* Page 31 **Item 6.3** Excluded Developed Material (to be owned by the Contractor)*]* | *Please clearly state the question and/or proposed change for NWMPHN to easily understand the matter.* | *Please make clear statements for NWMPHN to easily understand the matter.* | *If applicant is successful, NWMPHN will provide a response to questions and accept or reject departures, during negotiations.* |
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