



# Invitation for Expression of Interest

**icare**<sup>™</sup>  
**foundation**

<b>Invitation title:</b>	Reducing psychological injury risk in the health and community services industry
<b>Date of issue:</b>	10 December 2020

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# Introduction

## Who are icare and the icare Foundation?

icare delivers best in class insurance and care services to the businesses, people and communities of NSW. icare provides workers compensation insurance to more than 326,000 public and private sector employers in NSW and their 3.6 million employees. In addition, icare insures builders and homeowners; provides treatment and care to people severely injured on NSW roads; and protects more than \$193 billion of NSW Government assets, including the Sydney Opera House, the Sydney Harbour Bridge, schools and hospitals. There are six schemes within icare that are committed to delivering better cover, treatment and care to the people of NSW.

The icare Foundation is a social venture, established in 2016 to invest in partners who can improve wellbeing outcomes for injured workers, road users, their families and carers. We're committed to redefining how we think about insurance and care and to making a difference in our community. We fund organisations that are taking a fresh approach to injury prevention, worker recovery, and improving quality of life for the seriously injured.

## What is the focus of this EOI?

In this initiative, the icare Foundation is focused on preventing psychological injuries from being sustained in the workplace and reducing psychological injury risk for workers in the health and community services industry (Appendix A contains a summary of occupation groups relevant to this initiative). Through this initiative, we are aiming to improve support to these essential workers and their employers, to enhance the wellbeing and resilience of workers in these industries and consider how psychosocial risk factors can be reduced through job design and other organisational factors.

For the purposes of this initiative, we consider there are three categories of prevention: primary, secondary and tertiary<sup>1</sup>. Primary prevention aims to prevent illness or injury before it ever occurs. Secondary prevention aims to reduce the impact of illness or injury that has already occurred or is emerging. Tertiary prevention aims to soften the impact of an ongoing illness or injury that has lasting effects. The focus for this initiative is primary and secondary prevention.

In an integrated model of workplace mental health<sup>2</sup>, this could be thought about as 'promoting the positive' or 'preventing harm' as opposed to 'managing illness'. The key point is that we seek to work with organisations developing new and effective approaches to upstream mental health support.

The focus on the health and community services sector is based on the recognition that it is a high-risk industry, with significantly higher psychological injury claims when compared to other industry sectors. The causes and drivers of injury and illness in the health and community services sector can be complex and include multiple factors, including individual, organisational or industry level causes. Based on our experience working in other high-risk contexts, and preliminary conversations with stakeholders, we understand there are a range of factors influencing injury prevalence, including:

- industry and workplace design (i.e. casualised/contingent workforce)
- the funding and regulatory environment
- education and awareness of industry and workforce risk factors
- access to adequate training for employers, managers and workforce
- exposure to workplace bullying and harassment

We are seeking partner organisation(s) to develop and implement an initiative that identifies and addresses opportunities at industry, organisational and/or individual levels to reduce psychological injury claims risk to key occupation groups in the health and community services sector. While there is further work required to define specific occupations, we expect that these will include aged care, disability and nursing support workers.

<sup>1</sup>World Health Organisation. (2004). Prevention of mental disorders effective interventions and policy options: Summary report.

<sup>2</sup>See for example LaMontagne et al (2018) - Developing an Integrated Approach to Workplace Mental Health: A Hypothetical Conversation with a Small Business Owner

The icare Foundation is seeking to partner over a three-year period with selected organisation(s) to design and implement this initiative. Funding will ultimately be confirmed via formal funding agreements and will require milestones to be met, monitoring of progress, and evaluation to be undertaken.

We expect that the initiative will follow clear and distinct stages, including:

1. Discovery – further exploration and understanding of the problem involving co-design with key industry stakeholders, industry mapping and qualitative research with workers;
2. Piloting and testing of new initiatives and interventions;
3. Review and evaluation of learnings and embedding of new service offerings or approaches.

## What are we trying to achieve with this initiative?

There are two broad desired outcomes sought as part of this initiative (one or both may be relevant depending on your organisations focus):

1. Supporting the integration of new and transformative work practices in NSW workplaces, in ways that reduce psychosocial risk, whilst also enhancing innovation, creativity and productivity
2. Building new models of upstream mental health care and/or support systems in workplaces and communities, in ways that both broaden access to support, whilst also normalising help seeking behaviour and reducing stigma

We will be looking for innovative ideas and proposals that demonstrate a unique response to the need. This could be in the form of new partnerships, services, technologies or even a radical improvement to an existing way of working. It could be a proposal to adapt existing programs to address previously excluded cohorts or something new. For research, it could be addressing a knowledge gap of significance to the industry – but it needs to translate to direct and applied action. We will be seeking proposals that:

- Have a clear injury prevention focus to prevent or reduce injury in health and community services
- Have the potential to provide transferable benefits across health and community services
- Do not duplicate a product or service that is already operating in New South Wales

We are seeking a response to this invitation for a partnership opportunity as outlined in Part A.2. We are seeking to gain a more detailed understanding of prospective partners, industry market partner capabilities and range of solutions that may be available. As such, this EOI process will be the first stage of a multistage assessment process (the indicative timetable is contained in Part A.4).

For further information relating to the next stage of the application process refer to clause 5 of Part B.1.

## Funding

The funding envelope is yet to be finalised for this initiative, however we anticipate the quantum of funding will be approximately \$5m over 3 years. This will be subject to final approval by the icare executive and Board and will be dependent on the nature of the need and solutions identified.

## Structure of the invitation

This EOI comprises the following sections:

- Introduction – contains an overview of the structure of the documents.
- Part A – The invitation
  - Part A.1 – About this invitation
  - Part A.2 – Overview of requirements
- Part B – Conditions of participation sets out the rules applying to the EOI process for the supply of goods and/or services.
- Part C – Invitee's response details the information to be provided by invitees. Part C may include templates to be completed.

# Part A – The invitation

## Part A.1 – About this invitation

### 1. icare contact

Initiative manager	
Name:	Raashi Kumar
Position title:	Social Investment Manager
Business unit	icare Foundation
Contact details:	Email your questions through to us at <a href="mailto:foundation@icare.nsw.gov.au">foundation@icare.nsw.gov.au</a>

Second contact person	
Name:	Shona Saxton
Position title:	Project Officer
Business unit	icare Foundation
Contact details:	Email your questions through to us at <a href="mailto:foundation@icare.nsw.gov.au">foundation@icare.nsw.gov.au</a>

### 2. Closing time

Closing time	
AEST	5:00PM, 15/1/2021

#### *Lodgement details*

Email	<a href="mailto:foundation@icare.nsw.gov.au">foundation@icare.nsw.gov.au</a>
Other requirements	Submissions must be made in Microsoft Word or PDF format.

### 3. Indicative timetable

Please note: this timetable provides invitees with an indication of the timing of the EOI process. The timetable is indicative only and may be changed by icare in accordance with clause 5.1 of Part B.2.

Activity	Date
Expressions of Interest invitation issued	10 December 2020
Closing time for invitee's response	5:00PM, Friday 15 January 2021
Intended completion date of short-listing process	22 January 2021
Briefing session on Application stage	25 – 29 January 2021, exact date and time TBC
Short-listed applicants progress to Application stage	1 February 2021

## 4. Evaluation criteria

An invitee's response will be evaluated against:

- (a) The evaluation criteria identified in the table below; and
- (b) The overall proposition presented in the invitee's response.

Mandatory requirements
Alignment to icare values and brand
Demonstrated understanding of psychosocial risk factors in the health and community sector (specifically target occupations in Appendix A)
Demonstrated understanding of the target cohort/ industry and/or proposed approach to building an understanding
Relevant expertise and capability
A track record of delivery of mental health service innovations, including commercialisation and market delivery
Influence and credibility in the relevant sector/ discipline and/or track record of successful industry engagement
Operational capacity to manage the project (including capacity to be the lead partner in a consortia, if applicable)
Ability to manage complex stakeholder relationships

## Part A.2 – Overview of requirements

We are seeking EOI responses from organisations that have demonstrated research capability in psychological injury prevention in health and community services, as well as influence and credibility in the target industry.

Given the complex nature of the problems being solved, we encourage the formation of partnerships and consortia that bring together diverse skill sets and capabilities. We would like to see the inclusion of diverse organisations that can effectively support implementation and scaling of the proposed initiative. In addition to research organisations, the inclusion of the following types of organisations would be highly regarded:

- Not for profit organisations demonstrating new and innovative approaches in support of the relevant target outcomes
- Peak bodies or existing consortia that could support reach into industry or broader based adoption of new approaches and practices
- Individual organisations (particularly those that may be influential in encouraging broader market adoption of innovations) who are looking to take up or embed new types of work practices or new approaches to mental health support.

Please note that icare may engage support services to ensure that the overall initiative delivers on the desired outcomes, including specialist capabilities in Human Centred Design, evaluation and/or program management. Please highlight in your response what internal capabilities your organisation has in these areas, or whether you work with established organisations that can bring these capabilities to the project.



# Part B – Conditions of participation

## Part B.1 – icare Foundation specific requirements

### 1. Invitation

#### 1.1 Invitation

This invitation is not an offer. It is a formal request for invitees to submit a response. Nothing in this invitation is to be construed as creating any binding contract (express or implied) between icare and any invitee.

#### 1.2 Accuracy of invitation

icare does not warrant the accuracy of the content of this invitation and will not be liable for any omission from the content of this invitation.

#### 1.3 Additions and amendments

icare reserves the right to change any information or to issue an addendum to this invitation.

#### 1.4 Licence to use Intellectual Property Rights

Persons obtaining or receiving this invitation and any other documents issued in relation to this invitation may use the documents only for the purpose of preparing an invitee's response. Such Intellectual Property Rights as may exist in this invitation and any other documents provided to the invitees by or on behalf of icare in connection with the EOI process are owned by (and will remain the property of) icare except to the extent expressly provided otherwise.

#### 1.5 Costs

icare shall not in any circumstances be responsible for any costs incurred by an invitee in preparing and submitting a response to this invitation.

### 2. Communication

#### 2.1 Communication protocol

All communications relating to this invitation and the EOI process are to be directed to [foundation@icare.nsw.gov.au](mailto:foundation@icare.nsw.gov.au).

#### 2.2 Requests for clarification

Any questions or requests for clarification or further information regarding this invitation or the EOI process are to be submitted to [foundation@icare.nsw.gov.au](mailto:foundation@icare.nsw.gov.au).

#### 2.3 Briefing session

icare will hold a briefing session for shortlisted applications about the next stage of the application process. The timing for the briefing session is January 2021, exact date to be confirmed.

### 3. Submission of an invitee's response

#### 3.1 Lodgement – How can I apply

The invitee's response must be lodged by the EOI closing time. The closing time may be extended by icare in its absolute discretion by providing notice to invitees.

All invitees' responses lodged after the EOI closing time will be recorded by icare. The determination of icare as to the actual time that the invitee's response is lodged is final. Late responses will not be considered, except where icare is satisfied that the integrity of the EOI process will not be compromised.

#### 3.2 Legal entity

Responses must be submitted by a legal entity with the capacity to enter into a funding agreement. icare will only enter into a funding agreement with a legal entity.

#### 3.3 Conflict of Interest

An invitee must disclose any actual or potential conflicts of interest in its response and will provide further information at icare's request.

Conflict of Interest means any actual conflict, perceived conflict and/or potential conflict, including but not limited to:

- a. any existing working or personal relationship between the invitee and icare;
- b. any personal bias or inclination which would in any way affect decisions made in relation to the EOI;
- c. any personal obligation, allegiance or loyalty which would in any way affect decisions in relation to the EOI.

### 3.4 Providing an invitee's response

It is the invitee's responsibility to:

- a. understand the requirements of this Invitation, the EOI process and any reference documentation;
- b. ensure that all the information fields in Part C are completed and contain the information requested;
- c. ensure that their invitee's response is in the correct format, complies with all requirements of this invitation and is accurate and complete;
- d. make their own enquiries and assess all risks regarding this invitation and the EOI process;
- e. ensure that it did not rely on any express or implied statement, warranty or representation, whether oral, written or otherwise made by or on behalf of icare or its representatives other than any statement, warranty or representation expressly contained in this Invitation;
- f. be responsible for all costs and expenses related to the preparation and lodgement of its invitee's response, any subsequent negotiation, and any future process connected with or relating to the EOI process.

### 3.5 Obligation to notify errors

- g. If an invitee identifies an error in their response (excluding clerical errors which would have no bearing on the evaluation), they must promptly notify icare by emailing [foundation@icare.nsw.gov.au](mailto:foundation@icare.nsw.gov.au).

### 3.6 Use and Disclosure of EOI contents and EOI information

Responses of invitees will be treated as confidential by icare. They will not disclose the information contained in an invitee's response, except:

- a. for the purposes of enabling the icare Foundation to evaluate the invitee's response. Each invitee, by submission of their response, is deemed to have granted permission to the icare Foundation to reproduce the whole, or any portion of their response;
- b. to external consultants and advisers of icare engaged to assist with the EOI process;

- c. to other government departments or organisations in connection with the subject matter of the EOI process.

Read the icare privacy policy for further information: [www.icare.nsw.gov.au/privacy/your-privacy](http://www.icare.nsw.gov.au/privacy/your-privacy)

## 4. Evaluation

### 4.1 Evaluation process

Responses will be evaluated in accordance with the evaluation criteria.

An invitee's response will not be deemed to be unsuccessful until such time as the invitee is formally notified of that fact by the icare Foundation.

icare may in its absolute discretion:

- a. alter the structure and/or the timing of the EOI process; and
- b. vary or extend any time or date specified in this Invitation for all invitees.

## 5. Next stage of the EOI process

After evaluating all responses, the icare Foundation will prepare a shortlist and invite shortlisted responses to participate in a competitive selection process with a view to establish a funding agreement with the successful invitee(s).

## 6. icare rights

Notwithstanding anything else in this invitation, and without limiting its rights at law or otherwise, icare reserves the right, in its absolute discretion at any time, to:

- a. vary or extend any time or date specified in this invitation for all or any invitees; or
- b. terminate the participation of any invitee or any other person in the EOI process.



## Part C – Invitee’s response EOI

*Your response should not exceed a total of 5 pages – this does not include the Conflict of Interest Declaration.*

***Please submit your completed EOI response addressing the evaluation criteria below (1-6). Submissions must be made in Microsoft Word or PDF format and submitted by email to [foundation@icare.nsw.gov.au](mailto:foundation@icare.nsw.gov.au) with the signed Conflict of Interest Declaration Form (below).***

We are seeking expressions of interest that cover:

- 1. Your understanding of the specific mental health challenges faced by workers in the Health and Community Services sector**
- 2. How you would approach narrowing the occupational focus, and building an adequate understanding of the challenges faced by workers in this industry to design an effective response**
- 3. Any anticipated institutional barriers to improving worker mental health outcomes, and how you would approach addressing these**
- 4. Your organisations capability, experience and expertise in the area of mental health service innovation, work redesign or other areas relevant to the target outcomes, as well as supporting capabilities**
- 5. How you would approach (or have previously approached) co-design activities and industry engagement;**
- 6. Any other information relevant to the specified evaluation criteria.**

At this stage, we are not seeking costed proposals or detailed funding requests. These will be sought in a second more detailed stage (RFP) early in 2021.

The icare Foundation embodies icare’s ethos of a commercial mind and social heart. We work with partners to create societal value so that the people of NSW are happier and healthier. In this EOI, we are looking for ideas that generate tangible social and economic outcomes for workers, employers, our insurance schemes, and the larger industry. Examples of what we’ve funded in the past range from workplace mental health interventions, social enterprises to support recovering workers and early intervention approaches that prevent workers falling into addiction or losing their social supports.

## Conflict of Interest Declaration

The EOI response must disclose any actual, perceived and/or potential conflicts of interest in its response, and must be willing to provide further information at icare's request. **Please answer the following questions and return the completed Declaration with your EOI response by email to: [foundation@icare.nsw.gov.au](mailto:foundation@icare.nsw.gov.au):**

Does your organisation and/or proposed partners have an existing relationship with icare?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, please provide further detail in 'Table 1' below.			
Do you or any members of the proposed project team have a personal relationship with any icare employees, Board members or directors?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, please provide further detail in 'Table 1' below.			
Has your organisation and/or proposed partners received any funding from icare to deliver any other goods and/or services?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, please provide further detail in 'Table 1' below.			
Has your organisation and/or proposed partners received any funding from other entities to deliver on goods and/or services that are aligned to the scope of this EOI?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
	If yes, please provide further detail in 'Table 1' below.			

In responding to this EOI, I declare that:

I do not have any additional matters which may give rise to an actual, perceived and/or potential Conflict of Interest.

OR

I have additional matters which may give rise to an actual, perceived and/or potential Conflict of Interest, as set out in 'Table 1' below:

**Table 1: Declaration of Conflicts of Interest**

1.	
2.	
3.	
4.	
5.	

## Submitted and Authorised by

Signed

Name

Job title/ Position

Organisation

State the information provided within this EOI response is correct to the best of my knowledge and belief.

Date

## Appendix 1 – Summary of relevant occupation group - Personal Carers and Assistants<sup>3</sup>

icare claims data, which is coded in accordance with SIRA workers compensation insurer data reporting requirements, has identified that 'Personal Carers and Assistants' account for approximately a quarter of psychological injury claims over the past three years.

The coding of Minor Group 423<sup>4</sup> 'Personal Carers and Assistants' includes the following occupations:

<b>Personal Carers and Assistants</b>	Aged and Disabled Carers
	Dental Assistant
	Nursing Support and Personal Care Workers
	<ul style="list-style-type: none"> <li>• Hospital Orderly</li> <li>• Nursing Support Worker</li> <li>• Personal Care Assistant</li> <li>• Therapy Aide</li> </ul>
	Special Care Workers
	<ul style="list-style-type: none"> <li>• Child or Youth Residential Care Assistant</li> <li>• Hostel Parent</li> <li>• Refuge Worker</li> </ul>

### Disclaimer

The information provided is intended to be a guide only. We shall not be liable for any costs or loss incurred or sustained as a result of an applicant's reliance on any information provided by us pursuant to EOI or of the applicant's participation in this EOI. We reserve the right in our absolute discretion to vary any of the terms contained in this document; accept or reject late submissions; vary the dates for key stages; freely discuss aspects of an applicant's application directly with them; or discontinue this investment call.

We will not be legally bound to provide any funding to an applicant until a funding agreement has been signed by the applicant and us.

<sup>3</sup>As identified by icare claims data – further work required to verify occupations of specific interest

<sup>4</sup>Australian Bureau of Statistics. (2009, June 25). 1220.0 - ANZSCO - Australian and New Zealand Standard Classification of Occupations, First Edition, Revision 1. Australian Bureau of Statistics, Australian Government. Retrieved November 23, 2020, <https://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/3BC8CA53FA5B3455CA2575DF002DA5D3?opendocument>.