



REQUEST FOR INFORMATION

For organizations interested in entering into a business partnership with Fundashon Mariadal on the island of Bonaire to establish and operate an exclusive air ambulance service in the Dutch Caribbean.

August 2022



FUNDASHON MARIADAL

REFERENCE NUMBER	22.160.TBO.FG.DL RFI - AA
OPENING DATE	01-08-2022
CLOSING DATE	29-08-2022
CLOSING TIME	16:00, AST
SUBMISSION OF RESPONSE	To submit a response, the organization must provide the requested information by e-mail to offerte@fundashionmariadal.org
CORRESPONDENCE	All correspondence shall be in writing and shall be referenced as 'Air Ambulance RFI'. Correspondence is by email to offerte@fundashonmariadal.org
CONTACT PERSON	Mr. Idius Greving
E-MAIL	offerte@fundashonmariadal.org
ADDRESS	Fundashon Mariadal 2 Kaya Soeur Bartola Kralendijk Bonaire



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1. INTRODUCTION

1.1. Background

Fundashon Mariadal (FM) is the only healthcare organization on the Dutch Caribbean island of Bonaire providing a wide range of high-quality healthcare to the people of Bonaire, including a hospital, nursing home and homecare services. Since 2012 FM has operated an air ambulance service, engaging the services of a third-party air operator. From 2013 until late 2019 over 1200 missions were flown, approximately 160 missions yearly. Of these missions, 45% had a destination in Colombia, while the other 55% were flights between the other islands in the Dutch Caribbean. Of these flights, around 26.5% were high complexity (ventilated) patients, the other missions stable patients flights only.

As part of their Corporate Strategic Plan (CSP) 2022, FM is redeveloping and reorganizing its healthcare services to take these to a next level of quality, safety and availability. This CSP 2022 also includes developing an integrated Acute Care department in FM existing of, among others, a redesigned, exclusive air ambulance service.

FM has included an exclusive air ambulance service in the CSP so as to allow FM to retain full control over the air ambulance operation as an integrated part of the hospital care and thus strive for the highest level of quality, safety and availability.

The air ambulance service FM is aiming to establish will service the Dutch Caribbean islands (which include Aruba, Bonaire, Curacao, Saba, Sint Eustatius and Sint Maarten), but will also transport patients to other destinations such as Colombia, Panama, Martinique, Guadeloupe and/or Miami when required.



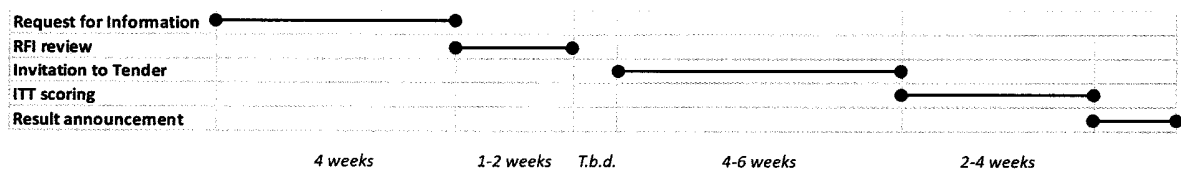
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1.2. Purpose of the Request For Information (RFI)

FM invites air operators to provide information and KPI measures regarding a potential partnership to set up and operate an air ambulance service from a home base on Bonaire.

At this stage, FM is researching its options to attain an optimal level of safety, quality and availability. By publishing this RFI, FM is seeking to receive input on the market conditions and general viability of operating such an exclusive air ambulance service. Upon completion of the RFI procedure, FM intends to issue an Invitation to Tender (ITT) to potential partners, one of which FM intends to select partner with in establishing and operating the air ambulance service. This partner should have extensive experience and knowledge of air operations, while FM will bring its extensive experience and knowledge about the medical aspects of the operation to the partnership. The aim is having both parties working together towards ensuring 24/7 availability and achieving optimal safety, quality and continuity of the air ambulance service. For these reasons, FM wants to receive and exchange ideas with various market players through this RFI.

1.3. Tender process



Timeline of tender process

After this RFI document has been made public on 1 August 2022, FM expects responses from interested parties within four weeks. These responses must include, without being limited to, the requested feedback stated in Chapter two of this RFI. In certain cases, FM requests substantiation in the form of certificates or other relevant documents, to the extent possible. Any questions pertaining to the RFI may be submitted via e-mail addressed to offerte@fundashonmariadal.org. It is possible to schedule a meeting with FM if your organization wishes to discuss further



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elements. When FM has more questions for your organization after reading the response to the RFI, FM may also request a meeting.

Based on FM's analysis of all RFI submissions and additional documents, FM may invite one or more responding organizations to participate in a custom private tender process with the ITT.

The ITT will contain the specific requirements a participant must comply with to qualify for the contract. After the participating organizations have responded to the ITT, a meeting will be scheduled. In this meeting, FM will discuss potential contract elements with the potential partners, as well as assess the synergetic benefits the potential partnership could provide.

After the ITT, FM will give all participants a score based on the RFI, ITT, and where relevant the meetings. Based primarily on this score, FM will or will not select a participating organization to award the contract to. All of the participants will be notified about FM's decision promptly.

Upon successful conclusion of final negotiations, FM will offer the selected party a multi-year partnership contract for the provision of air ambulance services. Unless and until FM has offered such a partnership contract to a selected participant, FM will be under no obligation to enter into any type of contract with any participating organization.

1.4. Structure of the partnership

FM intends to establish and operate the new air ambulance service with a partner, who may or may not be chosen via this custom private tender procedure. The air ambulance operator will be incorporated as a new operating company, with its own certifications and accreditations.

Since the air ambulance will be registered in Bonaire, the air ambulance will be subject to applicable Dutch law. This means that all certifications will have to be issued by Dutch authorities. Furthermore, according to Aviation Act BES (*Luchtvaartwet BES*), the predominant part of the ownership (share capital) and leadership (board voting rights) of the newly incorporated company must be owned by residents of Bonaire with a Dutch nationality. Therefore, FM



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currently envisions a company structure in which FM (whether or not through a special vehicle subsidiary) holds at least 51% of the shares with voting rights and in which FM controls at least

51% of the board. The design of the actual partnership structure will be subject to further negotiations between FM and the selected participant.

To provide the patients of the Dutch Caribbean with the best care, FM and the partner must have an optimal collaboration. In the course of the partnership, both parties are responsible for a certain part of the operation. In addition, they work together when necessary to optimize certain aspects of the operation with each partner's expertise.

Envisioned organizational structure new air ambulance service

1.5. Important notes

This RFI is intended for informational purposes only. This RFI is without obligation of any kind to FM and/or the responding organizations. Nothing in this RFI, received by FM, shall in any way impose a legal obligation on FM to purchase any services from your organization, to reimburse your firm or to pay any compensation for costs incurred in the preparation of the response to this RFI, nor shall it impose any legal obligation on your organization to enter into any contract with FM

2. FEEDBACK REQUESTED

The organizations' RFI response should provide feedback and comments to the questions identified below.

2.1. Current operations

Extensive information that showcases your organization's current operations and capabilities. This information should include the following, but is not limited to:

- A brief overview of your organization's capabilities and current performance regarding air operations.
- Appropriate documents, such as a business plan, that illustrate the current operation, vision and mission of your organization.
- A certificate of Good Standing or similar documents showing your organization is established as a legal entity in compliance with all local applicable financial and legal requirements under which your organization is currently operating and that your organization is fully authorized to transact business with third parties.

2.2. Establishment

A detailed description of your vision on the operation of the air ambulance based on Bonaire. This description should include the following, but is not limited to:

- The opportunities of your organization to make the certification process with Dutch authorities run smoothly.
- An approximate timeline for the preparation of the documentation for submission to the authority. This includes documents such as the operations manuals, flight plans, and postholder résumés.
- A plan on setting up the process of receiving continuous airworthiness in accordance with EASA legislation.



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2.3. Your involvement in the operation

An overview that describes your services that can be carried out during the operation of the air ambulance alongside FM. This description should include, but is not limited to:

- Potential nominated persons. An analysis of your organization's personnel that can be potential postholders for the operation. This includes a crew training postholder, flight operations postholder, ground operations postholder and a continuing airworthiness postholder. Functions may be combined if it is not at the expense of their duties.

Your vision on engaging Dutch national's resident in Bonaire is of great interest.

- Organizational structure. Your vision on the organizational structure of the new air ambulance service.
- Flight crew. An overview of the flight crew who can be available full-time for the air ambulance. Also explain how your organization will guarantee the flight crew is available 24/7. For the support of the patient during the mission, FM will provide nurses, anesthesiologists and/or additional medical specialists as required.
- Continuing airworthiness. A description of how your organization can guarantee that the air ambulance service is maintained according to EASA norms and regulations. This includes both line maintenance and base maintenance.
- Aircraft. A specification of your current fleet, especially aircraft that are suited to and available for the air ambulance operation full time. Suitable aircraft must have a range of 1500 nm and have space for two (2) stretchers, two (2) accompanying persons, three (3) medical crew and baggage. The aircraft must be able to land at the airports within the scope of this operation. The aircraft must be registered in the Netherlands (PH registration).

If you do not currently have suitable aircraft available, how will you obtain such aircraft on a long-term basis?

- Backup aircraft. Describe the possibilities of backup aircraft with equal flight performance and medical capabilities to the main aircraft. This aircraft is needed when the main aircraft



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is undergoing planned maintenance or is unserviceable. Give an analysis of how soon the backup aircraft could be ready for operation and the steps needed to achieve this.

- EURAMI. A description of your experience with EURAMI. If you are already EURAMI accredited, please supply a copy of your accreditation history and audit details, in so far available. Any audit information you can supply, would be of use.

If you are not EURAMI accredited, please supply an explanation about the way your operator can acquire EURAMI accreditation.

- Flight planning. A detailed explanation of your organization's capabilities to carry out flight planning of this operation.
- Quality. Describe how your organization carries out quality management and assurance. This includes actions such as audits and documents that describe your Compliance Monitoring System, Safety Management System and Risk System.
- Emergency response/resilience of operations. A description of your emergency response plans/business continuity planning and how you intend to integrate them with FM operations. Details of staff training and emergency exercises should be described.
- Sustainability. Describe your commitment and ambitions to participate in innovation management during the contract period in areas such as the use of Sustainable Aviation Fuels (SAF), hybrid flying, electric flying and human resources vitality.

2.4. Pricing

You may provide more than one approach to the way you plan to co-operate with FM. You should provide a high-level overview of the expected budget that is associated with every option you propose. This overview must include the costs for both setting up the air ambulance and for the running of the operation. Note: FM is not requesting a fully costed budget at this stage, merely an indicative anticipated budget for purposes of comparison and without actual obligation for your organization in this RFI.