**Request for Proposals**

**Country Roads Community Health Centre Strategic Facilitation**

**Introduction**

Country Roads Community Health Centre (CRCHC) is a non-profit, community-governed, community health centre that provides comprehensive primary care, health promotion and community development services. CRCHC focus in on keeping people well, making sure that the most vulnerable people in our community have access to quality health care and needed supports. CRCHC works with our community to identify strengths and needs to find creative solutions for building healthier communities.

1. **Scope of Work**

CRCHC is requesting proposals for the provision of services to conduct planning and facilitation activities towards developing a three-year strategy for CRCHC.

1. **Objectives**

The strategy will provide the foundation to inform the collaboration and operations of CRCHC to achieve the elements of the Ontario Ministry of Health’s quadruple aim: improving the patient and caregiver experience; improve the health of populations; reducing the per capita cost of health care; and improving the work life of providers as well as Ontario Health’s strategic priorities: reduce health inequities; transform care with the person at the centre; enhance clinical care and service excellence; and maximize system value by applying evidence.

The goal is to develop a three-year strategic plan that addresses the following objectives:

* Communicates the collaborative vision and mission statements
* Defines the goals and objectives over the three-year time frame
* Identifies how the CRCHC Strategic Plan fits within the Lanark Leeds & Grenville Ontario Health Team (LLG OHT) and Ontario Heath’s strategic goals
* Responsive and adaptable to requirements set forth by overseeing funder organizations (Ontario Ministry of Health and Ontario Health)
* Grounded in the Model of Health & Wellbeing and the Health Equity Charter
* Position CRCHC within the LLG OHT to provide value added programs and services both to our community and the LLG OHT region
* Identify opportunities to expand/reduce/eliminate programs and services to address current and future community needs
1. **DELIVERABLES**
	1. **Focus Groups to Gain Additional Information from Themes Identified from Data Analysis**

Stakeholder engagement (interviews and/or focus groups) to gain additional information from themes to inform the strategic plan.

Note: Stakeholder surveys and data analysis will be completed by January 31, 2023 and is not included in the scope of the RFP.

* 1. **Three Year Strategy Documents (Short and Long Versions)**

Two versions of the three-year strategy document. A long version that will contain detailed information. A short version that can be published for public consumption on the CRCHC website.

**Deliverable**: A complete three-year strategy document with a short and long version.

* 1. **Strategic Plan Implementation Strategy**

Strategy that includes how to operationalize and evaluate the strategic plan

**Deliverable** – Annual operational plan template and quarterly board report template

1. **SPECIFICATIONS**

As part of the strategic engagement process, the following are expectations as part of the overall exercise:

* Facilitated discussions across the CRCHC stakeholders (in-person or virtual depending on circumstances) to validate the themes identified during stakeholder engagement.
* A clear strategic framework to guide the facilitation and discussions that has proven success
* Understanding of how CRCHC can self-evaluate over the three years
1. **REQUIREMENTS**
	1. **Scope of Work**

CRCHC’s expectation is that Vendors address the Objectives, Deliverables, and Specifications outlined in section 2, 3 and 4, and develop a go-forward strategy. This strategy, along with other elements outlined, should be included as part of the vendor’s proposal submission.

* 1. **Vendor Profile**

Vendor to provide information about their organization and capability to provide the services proposed.

This should include, but is not limited to:

* Corporate Mission, Vision, Values.
* Corporate Goals & Objectives.
* Years in operation.
* Major products and services offered.
* Any mergers, company takeovers or purchases with which your company has been involved within the last 12 years.
* Size and location(s) of your organization and whether it is publicly or privately owned.
* Major customer markets: local, regional, national, or international.
* Principal customer types: health care institutions, financial services, universities, government.
* Employee base, including number of employees and role.
1. **INTRODUCTION TO RESPONDENTS**
	1. **Enquiries**

All enquiries regarding this RFP must be emailed to:

 Kerri Choffe

 Executive Director

 Country Roads Community Health Centre

 kchoffe@crchc.on.ca

* 1. **RFP Timelines**

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| --- | --- |
| **Event** | **Timeline** |
| RFP Issue Date | November 28, 2022 |
| Question Deadline  | December 5, 2022 |
| RFP Submission Deadline | December 28, 2022, at 12:00pm. Proposals should be sent directly to Kerri Choffe at the email address noted above. |
| Anticipated Agreement Start Date | January 23, 2023 |
| Strategy Complete | April 19, 2023 |

**Notes:**

* + Proposals received after the official closing time will NOT be considered during the selection process.
	+ CRCHC is not responsible for submissions which are delivered to any other email address or physical location other than requested in this RFP.
	1. **Clarity And Organization of Proposals**

Proposals should be complete, clear, consistent, well organized, and legible to facilitate evaluation. Proposals are required to have a separated cost breakdown that clearly outlines the cost of labour and resources. All information requested in this RFP should be provided in your proposal.

1. **PROPOSAL CONTENT**

CRCHC is requesting vendors to submit a proposal for undertaking the scope and objectives as outlined in section 1 and 2. In preparing a proposal, the vendor is required to provide, at a minimum, the following information:

1. A vendor profile describing the vendor’s relevant experience in completed projects of a comparable scope and magnitude (see section 5.2), as well as individual biographies for persons assigned to this project;
2. A statement of qualifications and experience of the vendor’s proposed Project leaders and key team members to be employed on the Project, describing their capabilities, experience, academic and other qualifications, and availability of the Project. Resumes should be attached;
3. A firm quote of the total project costs (including all professional fees, expenses, travel requirements, and applicable taxes), with costs broken down by each milestone or project phase and identifying per diem consulting hours/fees for each vendor team member who will be assigned to the project, together with terms of payment;
4. Three (3) references from previous clients for whom the vendor has provided similar services, along with a contact person and telephone number for each reference provided, and a brief description of the services provided by the vendor;
5. Any potential conflicts that the vendor or a specific individual or individuals prospectively working for such vendor on the project may have;
6. A Vendor’s Value Proposition: What unique value will your Company bring to the CRCHC strategic planning process?
7. Executive Summary containing a brief description of your project development approach and costs;
8. Project understanding – a comprehensive narrative that illustrates the Respondent’s understanding of CRCHC’s requirements and project schedule. The Respondent must explain how CRCHC’s requirements will be met;
9. A recommended project scope based on the information provided here;
10. A comprehensive development plan including timelines, milestones, budgets (for each deliverable as outlined) and resources;
11. A description of your project management methodology;
12. A project management protocol identifying roles, responsibilities, and reporting structures;
13. Terms and conditions;

All pages of the proposal should be numbered and include the vendor’s name and date of the proposal. Items listed in the RFP should be addressed as thoroughly as possible.

Inability to meet any specified requirement must be stated and explained. An authorized representative of the company must sign the proposal.

Prior to submitting an offer, Vendors shall carefully examine all requirements and fully inform themselves of the conditions and limitations of the document to ensure a coordinated offer in response to this RFP.

1. **GENERAL CONDITIONS**
	1. **Cost Of Proposal**

Preparation and submission of a proposal in response to this RFP is voluntary and any costs associated with the proposal preparation, submission, meetings, negotiations, or discussions with CRCHC are solely the responsibility of the respondent submitting the proposal.

* 1. **No Claim**

 CRCHC will not be liable to any respondent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the respondent in preparing and submitting a proposal or participating in negotiations for a contract, or other activity related to or arising from this RFP. Except as expressly and specifically permitted in this RFP, no respondent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this RFP, and by submitting a proposal, each respondent shall be deemed to have agreed that it has no claim.

* 1. **Respondent's Qualifications**

 In submitting a proposal, the respondent acknowledges and agrees that they have read, understood, and agrees to all terms and conditions described in this RFP and that it has the necessary experience, skills, and ability to effectively provide the services.

* 1. **Acceptance of Proposal**

 This project is contingent on receiving funding to proceed. CRCHC reserves the right to accept or reject the lowest or any or all proposals received in response to this RFP. CRCHC reserves the right to conduct personal interviews with selected respondents and to request references.

* 1. **Withdrawal**

 Respondents may withdraw their proposal at any time prior to acceptance.

* 1. **No Binding Contract**

 CRCHC may, after reviewing the proposal received, enter discussions with one or more respondents, without such discussion in any way creating a binding contract between CRCHC and any respondent. There will be no binding agreement with CRCHC until a proposal has been presented to the CRCHC Board of Directors, and subsequently is selected and approved by the Board of Directors by way of motion.

* 1. **Confidentiality**

 Any information acquired about CRCHC, partners or by a respondent during this process must not be disclosed unless authorized by CRCHC, and this obligation will survive the termination of the RFP process.

* 1. **Conflict of Interest**

 By submitting a proposal, the respondent declares that it has no pecuniary interest in the business of any third party that would cause a conflict of interest or be seen to cause a conflict of interest in carrying out the services.

* 1. **Awarding**

 Once funding for this project has been secured, a letter of engagement, satisfactory to both parties and setting out the requirements based on this RFP and the proposal, will be entered into, and signed by both parties.

1. **EXPRESSION OF INTEREST**

In responding to this RFP, please submit your proposal to the individuals noted in point 6.1 via email, no later than 12:00 p.m. on December 28, 2022. Please include the name of the key contact, email address and telephone number.