



Flemingdon Health Centre

Request for Proposal (RFP)

Strategic Planning and COVID Response

Request for Proposal (RFP) Number: FHC 21/22-01

Posting Date: March 29, 2021

IMPORTANT DATES

Issue Date of RFP	March 29, 2021
Deadline for Proponent Questions	April 9, 2021
Responses to Questions	April 13, 2021
Bid Submission Date	April 16, 2021
Oral Presentation Notification	April 26, 2021
Oral Presentations	May 3-5, 2021
Notification of Preferred Proponent & Contract Award Date	May 14, 2021
Anticipated Project Start Date	May 18, 2021
Anticipated Project End Date	November 30, 2021

The RFP timetable is tentative only, and may be changed by Flemingdon Health Centre at any time prior to the Submission Date. Responses submitted after the Submission Date will be rejected.

PART 1 – PROJECT DESCRIPTION AND DELIVERABLES

1.1 ORGANIZATION DESCRIPTION

Flemingdon Health Centre is a community-based, non-profit organization that provides free health care services and community programs to residents living within our catchment area. Specifically, FHC is a Community Health Centre (CHC) that provides care to over 12,000 clients in North East Toronto. We have been in operation for over 45 years. We provide comprehensive primary health care across three locations delivered by an inter-disciplinary team of over 140 staff.

Our Vision – Strong Healthy Communities

Our Mission – FHC provides comprehensive health services, programs and support to improve the well-being of all in our communities by working together with individuals, families, communities and organizations.

Please see our website for additional information on our history, our programs and our services www.fhc-chc.com

1.2 PROJECT BACKGROUND

FHC is currently wrapping up a five year Strategic Plan that spanned 2018-2022. Please see FHC's former Strategic Plan here. We are seeking support to take FHC into the future with a strong and innovative Strategic Plan that meets the needs of our diverse communities. The successful

Proponent will bring an understanding of and experience with non-profits and the community health and social service sector. They will successfully utilize extensive strategic planning experience to engage with multiple stakeholders, to coordinate and facilitate the planning process and to create a comprehensive strategic plan.

1.3 SCOPE OF WORK

The successful consultant, will at a minimum, accomplish the following:

- Develop a critical path identifying key tasks and timeframes for completion of the Strategic Plan by November 30, 2021.
- Project coordination, including regular meeting and status updates with the Strategic Planning Steering Committee of FHC and the entire Board of Directors
- Complete an environmental scan including reviewing existing relevant plans and documents identifying patterns that are applicable, analyzing strengths, weaknesses, threats and opportunities.
- Complete a stand-alone report summarizing FHC's COVID response and lessons learned. This will be both an independent document as well as an input into our Strategic Planning.
- Design and execute a strategic visioning and comprehensive planning process including stakeholder engagement with Board of Directors, staff, clients and key community partners.
- Ensuring that conversations are productive and innovative and oriented towards creating a shared future and vision for FHC.
- Develop a comprehensive, actionable Strategic Planning document that is suitable for public review and presentation.
- Develop a set of key metrics to be able to measure the Strategic Plan's progress over time.

1.4 MAXIMUM VALUE OF PROPOSALS

FHC will not consider proposals exceeding \$35,000, excluding HST.

PART 2 – GENERAL INSTRUCTIONS

2.1 INFORMATION REQUESTED FROM PROPONENTS

FHC requests a brief proposal of no more than 8 pages including the following. These are considered Mandatory Requirements.

- Description of approach and general plan with key milestones and timelines;
- A profile of the consultant(s): qualifications, description of relevant experience and style of those who will be doing the actual work, research, facilitation, writing, etc.;
- A firm cost indicating per diem for each member of the team and the number of days necessary to complete the work;
- Out of the pocket expenses, if any expected;
- Additional Mandatory Requirements are:
 - Minimum of three (3) references for similar work;
 - Minimum of two (2) samples of work from previous engagements.

2.2 EVALUATION CRITERIA AND SELECTION PROCESS

We will be considering the following:

- Experience in the non-profit and community health and social service sector
- Experience of planning, coordinating, facilitating and communicating on the development and implementation of organizational strategic plans
- Experience working with multi-service organizations (100+ staff)
- Experience using innovative and inclusive approaches (including working virtually) to engage multiple varied stakeholders both internal and external to the organization

FHC will conduct the evaluation of proposals in the manner detailed below. FHC reserves the right to adjust scores based on result of the reference checks and interview. The following table summarizes the evaluation process:

Scoring Component	Weight as % of Combined Rated score
Mandatory Requirements	Pass/Fail
Written Rated Evaluation	35%
Oral Rated Evaluation	40%
Pricing Evaluation	25%
TOTAL	100 %

2.3 SUBMISSION INSTRUCTIONS

Proposals must be submitted by email before noon on April 16, 2021 to Elissa Hermolin (EA and Strategic Projects) and Jen Quinlan (CEO) at ehermolin@fhc-chc.com and jquinlan@fhc-chc.com

PART 3 - CONDITIONS

3.1 Proponent Responsibility

All proposals submitted in response to this RFP must be submitted to FHC by 12:00 noon on April 16, 2021. Proposals received by FHC after the date and exact time specified may not be considered. All information required in procurement document forms must be provided to constitute a responsive (valid) bid.

3.2 Acceptance of Proposals and Selection

FHC reserves the right to make a selection based solely on its assessment. FHC reserves the right to award a contract or contracts in whole or in part. FHC reserves the right not to accept the LOWEST or ANY proposal submitted. FHC reserves the right to cancel this bid process in whole or in part.

3.3 Proposal Preparation Costs

All costs incurred in the preparation and presentation of the Proponent's proposal shall be the sole responsibility of the Proponent. All supporting documentation and manuals, if applicable, submitted with the proposal will become the property of FHC unless requested otherwise by the Proponent at the time of submission.

3.4 Proponent's Confidential Material

Material submitted by any Proponent that is to be considered as confidential must be clearly marked as such.

3.5 Contract Obligations

Upon acceptance of a proposal, or any part thereof, either by written notice or otherwise, the Proponent(s) shall, if requested, execute and enter into a formal contract that is satisfactory to FHC including appropriate protections for the legitimate interests of FHC such as, but not limited to, warranties respecting performance, to properly secure the resulting contract, and to embody indemnity and related provisions that are deemed to be required to protect FHC.

3.6 Terms of Contract

The Term of this Agreement shall commence upon the contract award date or such date as may be agreed between the parties, and continue until all requirements are met and deliverables are approved by Flemingdon Health Centre, unless terminated earlier. Flemingdon Health Centre is under no obligation to extend the scope of the work or engage the Proponent for any subsequent work.

3.7 Proponent Responsibility

All proposals are irrevocable after the official closing time. In the event the selected Proponent fails to accept the contract award, Flemingdon Health Centre reserves the right to accept the next qualified bid or any bid which meets the Request for Proposal specifications.

Proposals received by Flemingdon Health Centre after the date and exact time specified may not be considered. It is the responsibility of Proponents to allow sufficient time to ensure delivery of their proposals to the designated location prior to the stipulated closing time and date.

3.8 Queries during the RFP

The Proponent will base their proposal on Flemingdon Health Centre RFP documents. It is the responsibility of the Proponent to obtain clarification of any terms, conditions or technical requirements contained in the RFP.

Proponents shall promptly examine all the documents comprising this RFP and (a) shall report any errors, omissions or ambiguities and (b) may direct questions or seek additional information in writing by e-mail on or before the Deadline for Questions to Flemingdon Health Centre through Elissa Hermolin ehermolin@fhc-chc.com or Jen Quinlan jquinlan@fhc-chc.com

Flemingdon Health Centre is under no obligation to provide additional information but may do so at its sole discretion. It is the responsibility of the respondent to seek clarification from the Flemingdon Health Centre's RFP Coordinator Contact on any matter it considers to be unclear. Flemingdon Health Centre shall not be responsible for any misunderstanding on the part of the respondent concerning this RFP or its process.

Proponents and their representatives may not contact individuals employed or engaged by any member of Flemingdon Health Centre, other than the Flemingdon Health Centre's RFP Coordinator Contact, concerning matters regarding this RFP. Only information received by the Flemingdon Health Centre's RFP Coordinator Contact will be considered in the RFP process. All such communications must be in writing, via email. Any respondent that does not follow these instructions may be disqualified.

3.9 Amendments to the RFP

This RFP may be amended only by an addendum in accordance with this section. The answer to all questions or requests will be responded to by an addendum which will be issued to all Proponents. If Flemingdon Health Centre, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all Proponents by way of addenda through email. Each addendum shall form an integral part of this RFP. Proponents are responsible for obtaining all addenda issued by Flemingdon Health Centre.

3.10 Guarantees/Warranties

Proponent hereby covenants and agrees:

- i. The Proponent is fully registered and qualified to conduct business in Canada, and to carry out its present business and operations and the terms of the contract.
- ii. Proponents and subcontracted service providers are required to hold the requisite certificates and authorizations for practicing their trade in the province of Ontario. By virtue of making a submission, the Proponent certifies that the Proponent has satisfied itself that it is in compliance with these RFP requirements. The Proponent Acknowledges that FHC has the right to verify any information in respect of Item.1.3.14(ii) after contract award and that false, erroneous, or inadequate certification may require that the Proponent provide substitute personnel, at the Proponent's own expense, for the approval of FHC. If FHC cannot approve substitute personnel, it reserves the right to terminate the contract.
- iii. To diligently perform the work and services to which this RFP and subsequent contract applies in a good, skilled and ethical manner and to a high standard of professional competence in accordance with the Specifications, Instructions and General Contract Terms and Conditions of the procurement document under which the contract is awarded;
- iv. To save FHC, its agents or employees, harmless from liability of any kind, for the use of any composition, secret process, invention, article or appliance furnished or used in performance of the contract of which the successful Proponent is not the patentee, assignee or licensee;
- v. To comply with all laws, ordinances, rules and regulations bearing upon the conduct of the work as described herein, or affecting the employees or agents of the successful Proponent, and the successful Proponent shall indemnify and save harmless FHC against any violation thereof;
- vi. To promptly notify FHC, in writing, who shall make any and all necessary adjustment to the terms of the contract, should the successful Proponent observe at any time during the performance of its obligations and work of the contract, that the terms thereof are at variance with any such laws, ordinances and regulations governing the work;
- vii. To give all notices and comply with all by-laws and regulations as identified by FHC.

3.11 SAFETY, LIABILITY AND INSURANCE

(i) Health and Safety

While performing its obligations under the contract, the successful Proponent's employees, staff,

and agents shall comply with the Occupational Health and Safety Act, Revised Statutes of Ontario, 1990, Chapter O.1, and all relevant Regulations, as amended from time to time, as well as any safety practices required by FHC. The Proponent is responsible for following FHC's infection control procedures including, but not limited to, supplying their employees with required Personal Protective Equipment and following FHC's screening protocol.

(ii) Liability

The Proponent shall indemnify and save harmless FHC from any and all loss, damages, or liability which may result from any accident to any of its employees, agents, or any other person (including employees, agents or representatives of FHC), by reason of any negligence, willful act or omission to act by any employee, agent, or those for whom the Proponent is in law responsible, whether on FHC's premises or otherwise. This indemnity by the Proponent shall include any additional assessments, which the Workplace Safety and Insurance Board may assess/apply to FHC as a result of any accident involving the Proponent, its employees, staff, or agents, or those for whom the Proponent is in law responsible.

The Proponent shall indemnify FHC from any suits, claims, causes of actions, costs or damages incurred by reason of any negligence, willful act or omission of the Proponent, its employees, staff, or agents, or those for whom the Proponent is in law responsible, and any costs of preparing for and attending any hearing, and any legal fees involved in obtaining the services of expert witnesses.

(iii) Insurance

The Proponent shall not rely upon FHC for fire, liability, or other insurance coverage during the performance of its obligations under this contract.

During the term of the contract, the successful Proponent shall maintain in full force and effect commercial general liability and professional liability insurance for a minimum of \$5 million for any one occurrence. The successful Proponent will also maintain cyber insurance for a minimum of \$5 million for any one occurrence. Such insurance shall name FHC as additional insured but only with respect to this agreement.

The general liability insurance shall include at least the following:

- Products and completed operations;
- Personal injury;
- Cross liability;
- Contractual liability;

Thirty (30) days' prior written notice of material change to, cancellation, or non-renewal of the policy.

The successful Proponent shall provide FHC with evidence of insurance upon request.

The Proponent shall indemnify FHC from any suits, claims, causes of actions, costs or damages incurred by reason of any negligence, willful act or omission of the Proponent, its employees,

staff, or agents, or those for whom the Proponent is in law responsible, and any costs of preparing for and attending any hearing, and any legal fees involved in obtaining the services of expert witnesses.

3.12 PRIVACY

The successful Proponent must comply with any applicable privacy legislation including the Personal Health Information Protection Act (PHIPA), and with FHC's privacy policies and practices.

The successful Proponent must demonstrate rigorous privacy and security practices including administrative, technical, and physical safeguards protecting FHC systems (including cyber-incident response plan).

Unauthorized Access

The successful Proponent shall immediately notify FHC if Confidential Information it handles on FHC's behalf is stolen, lost, accessed by unauthorized persons or collected, used, or disclosed inappropriately.

In particular, the successful Proponent shall immediately notify FHC if Personal Health Information it handles on FHC's behalf is stolen, lost, accessed by unauthorized persons or collected, used, or disclosed inappropriately.

3.13 INTELLECTUAL PROPERTY

Flemingdon Health Centre Intellectual Property

The successful Proponent agrees that all Intellectual Property and every other right, title and interest in and to all concepts, techniques, ideas, information and materials, however recorded, (including images and data) provided by FHC to the Proponent shall remain the sole property of FHC at all times.

No Restrictive Material in the Deliverables

The successful Proponent shall not incorporate into any Deliverables anything that would restrict the right of FHC or of any client to modify, further develop or otherwise use the Deliverables in any way that FHC deems necessary, or that would prevent FHC or any other client from entering into any contract with any contractor other than the Proponent for the modification, further development of or other use of the Deliverables.

Flemingdon Health Centre May Prescribe Further Compliance

FHC reserves the right to prescribe the specific manner in which the successful Proponent shall perform its obligations relating to this Article.

Survival

The obligations contained in this Article shall survive the termination or expiry of the Contract subsequent to this RFP.

3.14 FREEDOM OF INFORMATION

All proposals and associated information submitted to FHC shall become the property of FHC and shall be subject to the Freedom of Information And Protection of Privacy Act (FIPPA).