



CENTRE DE SANTÉ COMMUNAUTAIRE
PINECREST-QUEENSWAY
COMMUNITY HEALTH CENTRE

REQUEST FOR PROPOSALS

EXTERNAL AUDITOR SERVICES

DATE : July 26, 2024

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OPEN INVITATIONAL REQUEST FOR PROPOSAL LEADERSHIP DEVELOPMENT TRAINING SERVICES

From:	Pinecrest-Queensway Community Health Centre 1365 Richmond Rd Ottawa, ON K2B 6R7
Issue date:	July 26, 2024
Inquiries:	Direct all proposal-related inquiries to: Katie McNamara, Director, Human Resources k.mcnamara@pqchc.com 613-820-4922 ext. 3647
Submittal:	Written proposals are due by 5:00 p.m. EST on August 16, 2024 Response to RFP for Leadership Development Training Services - by mail or delivery: Katie McNamara Director, Human Resources Pinecrest-Queensway Community Health Centre 1365 Richmond Rd Ottawa, ON K2B 6R7 By email: Katie McNamara – k.mcnamara@pqchc.com Any proposals received after the stated time and date will not be considered.
Contract type:	Fixed Price Agreement. Payment schedule to be negotiated following award.
Budget:	Pricing should reflect not-for-profit financial capacity.
Selection process:	Although this process is open, an interview will be performed with selected candidates and the chosen vendor will adhere to the confidentiality requirements of Pinecrest-Queensway Community Health Centre.
Anticipated start date:	November, 2024
Period of performance:	November 2024 through June 2027 (exact dates to be determined)
Completion Date:	September 10, 2029

BACK GROUND INFORMATION

Pinecrest-Queensway Community Health Centre is an innovative community based, multiservice centre. We strive to meet the needs of the diverse communities we serve. We work in partnership with individuals, families and communities to achieve their full potential, paying particular attention to those facing barriers to access, including those who are most vulnerable and at risk. Below are the priorities laid out in our current Strategic Plan:

1. Keep people, families, and communities at the core of what we do.
 - a. Better understand whom we serve and who is in our catchment.
 - b. Innovate programming to promote health equity across our catchment.
 - c. Engage and involve the community in service design and delivery.
2. Promote safe, seamless, and coordinated access to services.
 - a. Work together to address the Social Determinants of Health.
 - b. Practice evidence-informed service delivery.
 - c. Improve internal pathways and referrals.
3. Embrace opportunities to adapt and improve.
 - a. Build teams' capacity to be agents of change.
 - b. Recognize and create space for experimentation and creativity.
 - c. Emphasize attracting, onboarding, and retention of employees and career development.
4. Foster a culture of well-being and engagement for employees, students, and volunteers.
 - a. Bolster employees, students, and volunteers' psychological health and safety, wellness and mental health.
 - b. Communicate with clarity and transparency and demonstrate accountability.
 - c. Work together to create a culture based on trust and mutual respect.
 - d. Advance equity, diversity, inclusion, and belonging in the workplace.

We envision a safe, just, and healthy community for all. We value equity, diversity, caring and inclusion. We accept people without judgement and support them where they are at in their life.

The Centre, which is sponsored and managed by an incorporated non-profit community board made up of members of our community, operates from multiple locations, though primarily from 1365 Richmond Rd.

OVERVIEW OF CURRENT NEEDS

Strong leadership is core to the successful functioning of our centre, and ultimately key to ensuring quality service delivery to our clients. The organization has approximately forty individuals in leadership positions, ranging from front-line supervisors, to managers, directors and the Chief Executive Officer. In the current labour market, succession planning is key to ensure ready internal successors for key roles as over the coming years. Leadership in our sector is an increasing challenge, with many strains on leaders

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and staff to deliver needed services to our community. Turnover, burnout, compensation challenges due to lack of funding and increasing client needs are significant challenges that our leaders face.

We need to ensure our leaders receive training that is applicable to their work, allows for consistency across teams, and leads to fair, accountable management of staff. Health equity, diversity and inclusion is core to our work as an agency and all training must be reviewed with a health equity lens. We have worked over the past years to develop a baseline understanding of what is expected from leadership and have trained leaders on a variety of topics, including the Just Culture Model, various psychological safety trainings and training on effective communication in teams.

We are seeking to build a partnership with a Leadership Development expert to build a program that involves the following components:

- 1) A framework and that allow learners to learn together over time from a consistent instructor
- 2) Trainings that recognize and account for the differences in learning needs between new and seasoned leaders
- 3) The opportunity to debrief and apply learnings to day-to-day work
- 4) Flexibility for new leaders to integrate into the training program
- 5) A solid framework that allows for timely customization of content based on current organizational needs and challenges
- 6) The ability to track impact of the training program on key organizational metrics

We are seeking to build a leadership development program for a three-year period.

THE TEAM

OUR SENIOR MANAGEMENT TEAM

Our Senior Management team is comprised of the CEO and Directors:

Tamara Chipperfield – Chief Executive Officer
Scott Miller – Director, Corporate Services
Michele Hynes – Director, Children & Family Services
Katie McNamara – Director, Human Resources
Seyi Aribuki – Director, Community Development Services
Rhonda Beauregard – Director, Employment Services
Christa Janes – Director, Integrated Healthcare Services

OUR LEADERS

We have approximately thirty Managers and Supervisors that oversee various programs throughout our community under the leadership of our Directors. All leaders, including several individual contributors in relevant roles, will be included in this training program.

SERVICE REQUIREMENTS

1. Development of a framework for a three-year training plan that meets the current needs as described under “Overview of Current Needs”
2. Development of customized training content based on organizational requirements
3. Facilitation of all training sessions and debrief sessions.
4. Development of a mechanism to track impact and value of training program
5. Development of internal marketing materials to promote the program

PROPOSAL CONTENTS

Firms should include as a minimum the following information:

Firm Background

- Firm structure

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- Two (2) references that can be contacted as required by PQCHC

Proposed Leadership Development Framework

- Proposed training framework
- Proposed leadership development training topics
- Proposed metrics tracking methodology
- Alignment with Health Equity, Diversity and Inclusion Principles

Fees

- Fees for proposed sessions
- Billing schedule

MILESTONES

RFP SCHEDULE

The following is a summary of the key dates in the RFP process. The RFP schedule is tentative and may be changed by PQCHC at its sole discretion.

Event	Date
RFP Release	July 26, 2024
RFP Closing Date – Proposals to be received	August 16, 2024
Notification to successful Bidder	September 13, 2024
First training session	Mid November 2024 (date TBD)

RFP SUBMISSION DETAILS

- Proposals will be accepted up to August 16, 2024
- One signed original of the proposal is required.

Proposals must be **delivered** no later than August 16, 2024 to the following:

By mail, or delivery:
Katie McNamara – Director, Human Resources
Pinecrest-Queensway Community Health Centre
1365 Richmond Rd
Ottawa, ON
K2B 6R7

By email:
Katie McNamara – k.mcnamara@pqchc.com

RFP INQUIRIES

Vendor to PQCHC inquiries: All enquiries regarding this RFP should be directed via email to Katie McNamara, Director, HR at k.mcnamara@pqchc.com.

PQCHC to Vendor Inquiries: Pinecrest-Queensway Community Health Centre may need to contact bidders to request clarification about their proposal. Please provide both email and telephone contact information. In addition, PQCHC may request an in-person or teleconference meeting with bidders to gather more information on the bidder's qualifications or the proposed approach.

Pinecrest-Queensway Community Health Centre **acknowledges that all recommendations provided in the proposal are preliminary**, and that a final timeline and strategy will be collaboratively developed once the contract is awarded.

APPENDIX 1: CONFLICT OF INTEREST FORM

Conflict of Interest Form

If the box below is left blank, the Vendor will be deemed to declare that: (1) there was no Conflict of Interest in preparing its submission; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Request for Proposal.

Otherwise, if the statement below applies, check the box.

The Vendor declares that there is an actual or potential Conflict of Interest relating to the preparation of its submission, and/or the vendor foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the Request for Services.

If the Vendor declares an actual or potential Conflict of Interest by marking the box above, the Vendor must set out below details of the actual or potential Conflict of Interest:

Name: Signing Authority of Company

Title:

Signature:

Date:

APPENDIX 2: TERMS AND CONDITIONS

RFP Terms and Conditions

Communication after Issuance of RFP

The Client Representative is: Katie McNamara, Director, HR

Vendors are prohibited from contacting any staff to obtain any information pertaining to this RFP, RFP Process, or to demonstrate or justify the Vendor's services or relay other benefits of doing business with PQCHC. It is inappropriate for the Vendor to initiate contact with any member of the Client Representative or any other staff unless specifically requested to do so by the Client Representative. Please note that it is inappropriate for the Vendor to engage in any entertaining of any staff member connected with this RFP. Any Vendor who fails to comply with this requirement will be disqualified from the bidding process.

Reservation of Rights of Pinecrest-Queensway Community Health Centre

In addition to any other express rights or any other rights which may be implied in the circumstances, without liability, cost or penalty to PQCHC, PQCHC may at any time prior to or after the RFP Closing Date:

- (a) Waive formalities and accept proposals that substantially comply with the requirements of this RFP;
- (b) Waive irregularities in any vendor's proposal;
- (c) Check references other than those provided by a vendor;
- (d) Disqualify a vendor whose proposal contains misrepresentations or any other inaccurate or misleading information;
- (e) Disqualify a vendor or the proposal of a vendor who has engaged in conduct prohibited by this RFP;
- (f) Accept or reject a proposal if only one proposal is submitted;
- (g) Select any vendor other than the vendor whose proposal reflects the lowest pricing;
- (h) Cancel this RFP process at any stage;
- (i) Cancel this RFP and issue a new RFP for the same or similar services;
- (j) Discuss with any vendor different or additional terms to those contemplated in this RFP or in any vendor's proposal;
- (k) Accept a vendor's proposal as is, or negotiate with any vendor any new requirements or terms, or changes that may be deemed necessary by PQCHC; and
- (l) Reject any or all proposals in the absolute discretion of PQCHC.

Any amendment or supplement to this RFP will be communicated to interested parties in the same manner in which this RFP was issued.

Any reference to RFP in this document will mean this RFP and all addenda, amendments or supplements, if any.

Costs of proposals

PQCHC assumes no responsibility for any Vendors' costs associated with the preparation and presentation of its proposal.

Confidentiality

All information distributed in connection with this RFP is confidential, and is to be used for the sole purpose of completing submissions and are to be used for no other purpose unless prior written consent has been provided by PQCHC. All material and information distributed will remain the property of PQCHC to be used at their discretion.

All candidates electing not to submit a proposal will dispose of any and all confidential information within a responsible manner.

Governing Law

The RFP, the vendor's proposal and every document that will be required to be executed by the parties pursuant to the RFP will be governed by the laws of Ontario and the laws of Canada applicable therein, without reference to their respective conflict of laws principles.

Requirements for Completion

Mandatory Requirements

The Vendor must mail or deliver one (1) signed original of the proposal to:
Katie McNamara – Director, Human Resources
Pinecrest-Queensway Community Health Centre
1365 Richmond Rd
Ottawa, ON K2B 6R7

Or by email in pdf version to the following:
Katie McNamara – Director, Human Resources
k.mcnamara@pqchc.com

The following is a list of items to be included in the proposal:

- (a) A Cover Letter: An introduction to the vendor or vendor's organization and a clear statement that the Terms and Conditions of this RFP have been read, understood, and agreed to in their entirety and confirming that the information provided in the proposal is accurate. The letter must also be signed by the vendor or by an authorized representative from the vendor's organization and include a clear statement noting that the individual signing the proposal has the authority to bind the vendor's organization.
- (b) Vendor Profile: A description of the vendor's business and contact details including:
 - (i) The full legal name of the vendor's organization;
 - (ii) Any other relevant name under which the vendor's organization carries on business;

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- (iii) The address, telephone and website numbers for the vendor's organization for all questions and clarifications arising from the RFP;
- (iv) The proposed start and completion date for performing the services for PQCHC which would not exceed the identified timeframe for implementation.
- (c) Implementation Plan: Describe how the vendor plans to perform and complete the requested services.
- (d) Conflict of Interest Form: Review and attach the signed original Conflict of Interest Form included in Appendix 1.
References: Identify two (2) current client references. Reference should be from clients that have used the services of the vendor to meet their needs. Provide the name, title, organization, telephone number and e-mail for each reference.
- (e) Pricing Information: Identify rates for the proposed vendor resource and a total cost for the delivery of services (overview of deliverables).
- (f) Submission should not exceed 20 pages in length using 12 font, Times New Roman, single space and legal size.

Product requirements

Vendor must indicate clearly how the proposed solution meets PQCHC's assurance and financial reporting needs. In your proposal, please provide:

- ➔ a process for executing the requirements;
- ➔ a description of the services to be provided including a detailed breakdown of the work to be done;
- ➔ suggested timelines required for deliverables;
- ➔ your cost to complete the service deliverables;
- ➔ if the execution of work to be delivered under your RFP requires sub-contractors, this must be clearly stated in the proposal. The sub-contractors must be identified and the work that they will perform be identified;
- ➔ brief, one-page biography, highlighting your recent relevant experience;
- ➔ minimum of 2 examples of your past work with current client contact information to be used as references; and
- ➔ proposals should not exceed 20 pages in length.

Evaluation of Proposals

RFP Evaluation Process

The evaluation of the proposals will be conducted by the PQCHC RFP committee. A proposal must meet the requirements of each applicable stage to proceed to the next stage.

Stage 1 consists of evaluating the knowledge / experience profile, and implementation plan.

PQCHC's Evaluation Team will select the eligible proposals to move on to the next stage;

Stage 2 consists of evaluating the pricing information. PQCHC's Evaluation Team will evaluate eligible proposals, shortlisted in Stage 1 based on reviewing pricing details contained in the proposal;

Stage 3 consists of verifying reference information. PQCHC's Evaluation Team will contact the listed references of the selected candidate for verification.

The points allocated to each stage of the evaluation process are as follows:

Stage	Evaluation Process	Points	Minimum Score
1	Service Requirements - knowledge / experience profile - implementation plan	25	20 points
2	Pricing Information	25	15 points
3	Reference Verification	Pass / Fail	Pass

Each stage is evaluated separately and in sequential order. Eligible vendors must achieve a score higher than the minimum score in each stage to participate in the next stage.

SELECTION OF VENDOR

Evaluation Criteria

PQCHC will make the award to the successful VENDOR. Final selection of a VENDOR may be based on, but not be limited to, a number of criteria. More points will be given to proposals that demonstrate the knowledge, experience and outcomes listed below:

- Clear understanding of the mission values and objectives of Community Health and Resource Centres, primary care and community and social health issues and drivers;
- Experience providing the required services for organizations (see Service Requirements above);
- Alignment of business philosophy with PQCHC and community health objectives;
- Professionalism;
- Service availability; and
- Overall value for services.

Contract Award

PQCHC will make the award to the successful vendor that can meet the specified requirements of the RFP. The selected vendor's entire proposal will be evaluated on the basis of the response to all information requested in this RFP. The successful vendor will be invited in writing to enter into an Agreement with PQCHC.

Failure to Enter into Agreement

If a selected vendor fails to execute the Agreement within a period of 30 days of notice of selection, PQCHC may, in its sole and absolute discretion and without incurring any liability, rescind the selection of that VENDOR.

Notification to Other Vendors

Once an Agreement is executed by the successful vendor and PQCHC, the other VENDORS will be notified by PQCHC in writing of the award of the contract to the successful vendor.