

Request for Proposals- Health Equity Framework and Strategic Planning

Background

Pinecrest-Queensway Community Health Centre (PQCHC) is an innovative, community-based, multiservice centre. We strive to meet the needs of the diverse communities we serve. We work in partnerships with individuals 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.

Objective

As a Community Health Centre with a mandate to address the social determinants of health, PQCHC has a long history and deep commitment to health equity work. As part of this commitment, we seek to ensure that health equity is embedded in our planning processes and that these processes include the meaningful engagement of those facing barriers to access.

We are seeking a consultant who can help us to advance both our health equity and planning processes. Building on previous work, phase one of this project will focus on staff consultation, updating our DEI framework and developing and delivering leadership training. Phase two of the project will focus on leading a strategic planning process that engages staff, board members, clients, community members and partners in identifying future directions and priorities for the organization.

Deliverables:

Phase One:

- Support the development of a staff survey focused on equity and inclusion (completed and implemented by Dec 2025)
 - follow-up to a survey implemented in 2023
 - track progress in key areas, including staff demographics and experience
 - seek input to inform DEI framework update
- Update PQCHC's DEI Framework (completed by March 2025)
 - Informed by DEI survey and previous health equity work
 - Consistent with leading practices
 - Informed by lived experience perspectives
 - Aligned with Ontario Health and Alliance for Healthier Communities priorities

- Aligned with accreditation requirements
- Develop and deliver training for PQCHC’s leadership team (completed by June 2026)
 - Equipping leaders to advance the new DEI framework
 - Addresses internal strengths and areas of growth as identified by the DEI survey
 - Aligned with existing leadership training program being implemented by Catalyst

Phase Two:

- Develop a strategic plan identifying priorities and objectives to guide the organization for the period 2027-2031
- Work will include:
 - Developing and implementing an engagement strategy to ensure meaningful participation from staff, board members, clients, community members, partners and key stakeholders with a particular focus on equity deserving groups
 - Undertaking an environmental scan to identify relevant data and demographic information as well as trends, threats and opportunities at both the local and system levels which may impact the organization
 - Reviewing and updating of the mission, vision and values based on stakeholder input and to align with refreshed DEI framework
 - Producing a Strategic Plan Report with 3-5 strategic directions as well as goals, objectives and outcomes to support the advancement of this strategy

Approach

In Phase One the consultant will work with PQCHC’s leadership and health equity committees to advance the project activities.

In Phase Two the consultant will work with a Strategic Planning Committee composed of PQCHC leadership and board representatives.

Timelines

Phase One to be completed by June 2026

Phase Two to be completed by March 2027

Proposal Submission Guidelines

Proposal Requirements

Interested consultants/firms should submit a written proposal that includes:

- **Approach & Methodology:** Outline of how the consultant will address each phase, including engagement methods and equity considerations.
- **Work Plan & Timeline:** High-level milestones and deliverables.
- **Qualifications & Experience:** Description of relevant expertise, including examples of similar projects and outcomes achieved.
- **Project Team:** Names, roles, and bios of all team members (if applicable).
- **Equity Lens:** Demonstration of commitment to equity, diversity, and inclusion in both organizational practice and project delivery.
- **Budget & Fees:** Detailed fee structure, including daily/hourly rates, estimated hours, and any additional expenses.
- **References:** At least two references from clients for whom similar work has been completed.

Evaluation Criteria

Proposals will be assessed according to the following criteria:

- Demonstrated understanding of PQCHC's mission, values, and project objectives.
- Relevant experience in health equity, DEI frameworks, community engagement, and strategic planning.
- Strength and feasibility of the proposed methodology.
- Experience working with community-based, multi-service, or health organizations.
- Commitment to equity, anti-oppression, and culturally safe practices.
- Cost-effectiveness and value for money.

Budget

PQCHC invites consultants to propose a budget that aligns with the scope of work and deliverables outlined in this RFP. Proposals should include:

- A clear breakdown of fees (daily or hourly rates, estimated hours, and any anticipated expenses).
- A phased budget, with separate estimates for **Phase One (health equity framework, survey, leadership training)** and **Phase Two (strategic planning, engagement, final report)**.
- Any assumptions on which the budget is based (e.g., number of engagement sessions, level of staff involvement).

While PQCHC is not stipulating a fixed budget at this stage, we encourage proponents to outline a cost structure that reflects the complexity of the work, ensures value for money, and is consistent with similar projects in the community health sector in Ontario. Such clarity will facilitate fair evaluation and help PQCHC understand the proposed approach, resource allocation, and overall feasibility.

Timelines

- **RFP Release Date:** September 15, 2025
- **Deadline for Questions:** September 30, 2025
- **Proposal Submission Deadline:** October 15, 2025
- **Anticipated Selection Date:** October 30, 2025
- **Project Start Date:** November 17, 2025

Phase One to be completed by **June 2026**

Phase Two to be completed by **March 2027**

Submission Instructions

Please submit proposals by **October 15, 2025 at 5pm** in PDF format by email to:

Dawn Lyons, Director, West Ottawa HART Hub

Katie McNamara, Director, Human Resources

Pinecrest-Queensway Community Health Centre

Email: d.lyons@pqchc.com; k.mcnamara@pqchc.com

Terms & Conditions

- PQCHC reserves the right to accept or reject any or all proposals.
- All materials, reports, and intellectual property developed through this project will remain the property of PQCHC.
- Consultants must comply with PQCHC's policies on confidentiality, privacy, equity, and accessibility.
- Shortlisted consultants may be invited to an interview or presentation.