

Invitation to Quote

De dwa da dehs nye>s Aboriginal Health Centre 2025-2028 Strategic Plan



Reference Number: **DAHC2024**

ITQ Issue Date: **April 17, 2024**

ITQ Closing Date & Time: **May 10, 2024**

4:00 PM

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1.0 Invitation

De dwa da dehs nye>s is inviting organizations to submit a proposal for a Strategic Planning process and associated activities and deliverables.

2.0 About the De dwa da dehs nye>s Aboriginal Health Centre

De dwa da dehs nye>s believes itself to be the place of “first choice and last hope for Indigenous peoples” living within the communities we serve. For over 25 years, DAHC have been successfully providing culturally safe programs and services that are relationship based, welcoming and client directed. The De dwa da dehs nye>s Aboriginal Health Centre (DAHC), one of 10 (ten) Aboriginal Health Access Centres in Ontario, prides itself in living its name of **“taking care of each other amongst ourselves”**. DAHC is the only urban Indigenous organization in the Brant/Brantford, Greater Hamilton and Niagara regions providing a blend of western and Indigenous traditional medicine practices. DAHC provides Primary Care and Health Promotion programs in the urban centres of Brantford, Hamilton and Niagara region that are well-attended and currently have wait lists. We provide services to all age demographics.

DAHC’s current Strategic Plan was scheduled to end as of March 31, 2022; however, due to several reasons including the COVID-10 pandemic, the Board of Directors approved a motion to extend the current Strategic Plan as we undertake a fulsome Strategic Planning process. As part of this process, staff and community/ stakeholder engagement is essential.

DAHC offers programs and services in Brant/Brantford, Greater Hamilton Area, and the Niagara Region. Our sites offer a range of programs and services of Primary Care, Mental Health and Addictions, Cultural Wellness and Outreach and Healthy Living Programs.

DAHC’s Vision

Vibrant, Healthy Indigenous Communities

DAHC’S Mission

Improving the health and well-being of Indigenous individuals, families and communities through wholistic Indigenous, Traditional and Western health care.

DAHC’s Values

The organizational values remain to be the Seven Grandfather Teachings of:

- Truth
- Love
- Respect
- Courage
- Honesty
- Humility
- Wisdom.

3.0 Background

Purpose

To develop and implement a Strategic Planning initiative that will inform a three (3) year Strategic Plan for De dwa da dehs nye>s Aboriginal Health Centre.

Background & Related Initiatives

The objective of this project is to support the development of a three (3) year strategic plan to address the needs of the Indigenous people the DAHC serves. To that end, this project will meet the following outcomes:

- Explore and confirm the most pressing needs of staff, volunteers, Patients/Participants and Board members of DAHC through a positive, inclusive, and productive process.
- Provide Board and staff training customized to the questions that arise from the strategic planning process. This may include how the Board and staff communicate, roles and responsibilities as it pertains to the strategic planning process and how both can continue to champion the strategic plan once it is implemented. Establish a three (3) year strategic plan that will be used to guide the Board of Directors in responding to those needs.
- Develop a framework to measure progress in meeting strategic goals and objectives.

Engagement Status

- DAHC conducts Annual Staff Engagement and Patient Experience Surveys. The results of these surveys will be available to the consultant to provide assistance in Strategic Planning process.

DAHC Upcoming or Recent Projects/Activities:

- DAHC is undertaking two distinct capital planning projects:
 - Hamilton (Biindigen Well-Being Centre)
 - Well-Being Centre in Brantford
- DAHC first accreditation with the Canadian Centre for Accreditation in February 2024.
- Development of a new mobile Primary Care program (July 2022).
- Expansion of Primary Care Services in the Niagara Region (November 2022)

4.0 Services Required

Desired Skills and Experience:

- a) Lived experience as a First Nation, Inuit, or Métis person
- b) Knowledge of Indigenous world views
- c) Experience working with an Indigenous health organization
- d) Experience developing/designing resources that support Equity, Diversity and Inclusion
- e) Experience in relationship building and partnership development with Indigenous community.
- f) Experience in organizational reviews and structures.
- g) Experience in Healthcare Transformation
- h) Experience in Project Management methodologies and change management
- i) Excellent facilitation, communication, and engagement skills
- j) Analytical and proactive problem-solving skills
- k) Knowledge of data collection and analysis
- l) Excellent follow-up, time management, and organizational skills
- m) Knowledge of the Ontario health system: Ontario Health Team framework and the ministry objectives, legislation and policy as it related to Indigenous inclusion.
- n) Knowledge of Population Health Management and Population Segmentation.
- o) Knowledge of Indigenous governance structures.

While our preference is to work with an Indigenous candidate/organization we welcome all to apply.

The Task:

Objective

To develop and implement a Strategic Planning initiative that will inform a 3-year Strategic Plan for De dwa da dehs nye>s Aboriginal Health Centre.

Outcomes/Deliverables

- a. Confirmation or revision of organizational Mission, Vision and Values
- b. Develop a detailed summary report of the Strategic Planning Process
- c. Develop a comprehensive three (3) year Strategic Plan informed by community, staff, leadership and the board.

Approach and Methodology:

- a. Demonstrate your understanding of the work required.
- b. Your proposed needs assessment/requirements gathering approach and methodology for tackling the scope of work and remaining flexible.
- c. Engagement to be in-person.
- d. Minimum monthly updates to the project team (virtual or in-person).
- e. Provide a high-level plan of how you will provide the services.
- f. Clearly outline the deliverables to be accomplished.

Reporting and Working Relationship:

The successful Consultant will work with the CEO (or delegate) for requirements gathering and review/feedback on products. Feedback from Subject Matter Experts may also be sought to provide feedback.

The successful Consultant will report to the DAHC assigned lead.

Timelines:

Project start date is estimated for June 2024, with a completion date of March 2025.

5.0 Evaluation Process

ITQ Evaluation Process

The evaluation will be conducted in five phases:

Phase 1: Review and validation of the ITQ responses

Determines if each proposal responds to the terms and conditions in the ITQ. The proposal must comply with all instructions listed in the ITQ and contain the contents defined in Section 4.0. DAHC reserves the right to reject any and all proposals and modify the ITQ specifications if required. Any proposal to be found non-responsive will be eliminated from further evaluation and consideration.

Phase 2: Evaluation of the proposals

Those proposals deemed responsive will be considered for evaluation. Reference checks may also be conducted during this phase. DAHC reserves the right to make an award without further clarification of the proposals received. DAHC will evaluate the proposals according to the criteria and ranking outlined in this section.

Phase 3: Evaluation of Pricing

Those proposals that are responsive to part A and B of the criteria will be evaluated for pricing. Pricing is important for selecting amongst those that are deemed qualified but will not be the sole determining factor in selection.

Phase 4: Presentation from select vendors

Depending on the outcomes of Phase 1 – 3, applicants may be requested to meet with the DAHC Project team to provide further clarification on their proposal and/or present additional information to demonstrate their qualifications and understanding of the requirements for this ITQ. If this is required, the DAHC will contact the applicant and provide them with sufficient notice and details for such a meeting.

**Phase 5: Selection and Award
Evaluation Criteria**

Evaluation Criteria	Details	Weight
Proposed Approach & Workplan	<ul style="list-style-type: none"> • Demonstrated understanding of the scope, requirements and effort required • Demonstrated understanding of the required deliverables • Sound approach for requirements gathering • Demonstrated Project management strategies for meeting timelines and the required deliverables 	30%
Qualifications and Experience	<ul style="list-style-type: none"> • Qualifications and experience of the team leading the work • Demonstrated qualifications and experience of the individuals performing the work • Project management skills and strategies are demonstrated • Samples of similar deliverables are provided 	50%
Pricing	<ul style="list-style-type: none"> • Pricing is consistent with milestones and deliverables • Pricing is consistent with industry standards • Pricing is provided for each individual working on the project 	20%
Total:		100%

6.0 Proposal Submission Guidelines

Mandatory Submission Requirements

- a. Complete and submit your proposal with a signed cover letter. The cover letter should include full legal name, business address, email address and telephone number for the person signing the cover letter. The cover letter should note that it is a Canadian business operating within the country.

- b. The proposal should include:
 - An Executive Summary
 - If a firm is applying identify status (profit or non-profit)
 - Organizational structure – a description of the firm’s knowledge and experience in delivering the required products or scope of work
 - A workplan/approach for the project
 - Profiles of all individuals that will work on the project
 - Samples of similar work

- c. Budget:
 - Outline the hourly rate or per diem for each individual that will work on the project.
 - Include costs for any travel, administrative costs or supplies that would be deemed part of the project expenses.

- This section should outline the milestones and deliverables of each associated costs.

d. A minimum of two (2) references

6.1 ITQ Schedule

The following is a summary of the key dates in the ITQ process.

Event	Date
ITQ release	April 17, 2024
Deadline for ITQ inquiries and questions	May 3, 2024 @ 4:00PM
Q & A provided to all vendors	May 6, 2024
Deadline for ITQ submission	May 10, 2024 @ 4:00 PM
Award notification	June 5, 2024

Note: DAHC intends to adhere to this timetable but realizes that delays may occur. DAHC reserves the right to amend any of the dates set forth above.

6.2 Contact Information and Inquiries

Proposals should be submitted by 4:00 p.m. on May 10, 2024, to Bryanne Smart at chair@dahac.ca.

All questions can be directed to board@dahac.ca **no later than May 3, 2024, at 4:00 p.m.**

Late proposals will not be accepted. It is the Consultant's responsibility to ensure that proposals are submitted on or before the ITQ Closing Date.

6.3 Withdrawal or Amendment of Proposal

A Consultant may withdraw or amend its proposal any time prior to the ITQ Closing Date by written notice to the Client Representative.

6.4 Proposal Irrevocable

Subject to the Consultant's right to withdraw a proposal prior to the ITQ Closing Date, proposals will be irrevocable by the Consultant and will remain in effect and open for acceptance by DAHC until three (3) months from the ITQ closing date.

6.5 Addenda

The issuance of addenda will be the only method recognized for revisions to the ITQ document. DAHC will make its best effort to issue addenda within a reasonable period of time.

6.6 Clarification and Verification of Proposal

DAHC reserves the right to seek clarification and supplementary information from Consultants after the submission deadline. The response received by DAHC from a Consultant shall, if accepted by DAHC, form an integral part of that Consultant's submission.

6.7 Proposal Preparation

Note, DAHC will not reimburse any consultant or firm for the time spent on developing a proposal submission in response to this request. In addition, we will not reimburse time spent on follow-up meetings or presentations while in the selection process.

6.8 Type and Term of Contract for Product/Service

The selected Consultant will be required to enter into a service agreement with DAHC. The ITQ and the Consultant's Proposal will become part of the Services Agreement for the selected Consultant.