

Request for Proposals

Strategic Planning Process and Implementation

South East Toronto Family Health Team & Department of Family and Community Medicine, Toronto East General Hospital Site

Terms of Reference Regarding Requirements for: **STRATEGIC PLANNING PROCESS AND IMPLEMENTATION**

February 21, 2014

PREAMBLE:

SOUTH EAST TORONTO FAMILY HEALTH TEAM

The South East Toronto Family Health Team (SETFHT) is a Wave 2 Family Health Team announced by the Ontario government in 2006. SETFHT has a mandate of providing comprehensive primary health care services to patients in an interdisciplinary setting, focusing on patient-centric care in areas of health promotion and disease prevention and management.

SETFHT is a provincially incorporated not-for-profit organization with a Board of Directors made of the sponsoring organization, the South East Toronto Family Health Organization (two locations at 840 Coxwell Avenue and 1871 Danforth Avenue). The principal source of funding comes from the Ontario government (MOHLTC) under a contract which requires the detailed tracking of eligible expenditures. Funding is also provided from a number of other sources/programs each with specific expenditure/accounting constraints.

DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE, TORONTO EAST GENERAL HOSPITAL

The Toronto East General Hospital (TEGH) is a regional, acute care hospital that provides an extensive range of primary, secondary and tertiary population-based programs and services. TEGH serves a very large and fascinating, culturally diverse community. It is a community that has seen a burgeoning re-growth of young families combining paediatrics and obstetrics with a large elderly population that lends to a challenging and rewarding medical experience. At present, TEGH serves over half a million people living in the Borough of East York, Southwest Scarborough and East Toronto.

As a teaching unit within the University of Toronto Department of Family & Community Medicine (DFCM), Toronto East General Hospital currently provides clinical training for 32 Family Medicine Residents (18 PGY1s and 14 PGY2s + 4 rural-based residents). Due to its hands-on exposure and penchant for resident independence TEGH has also served as a training site for PGY1rural residents since the inception of the DFCM rural program over ten year ago.

The TEGH teaching unit takes a broad view of the community-based nature of family practice. We consider that one of the important tasks of the family physicians is to learn about their community, its health problems and its resources.

REQUIREMENTS & DELIVERABLES:

In the fiscal year of 2010-2011, SETFHT undertook its first ever strategic planning process where the organization confirmed its vision, mission and values and identified a number of priorities for the years 2011 to 2014.

The DFCM at the University of Toronto released its five year (2009-2013) strategic plan called *Primary Connections: Linking Academic Excellence to High Quality Patient-Centred Care*. This plan is inclusive of all teaching sites and is not specific to the teaching site at TEGH.

This Request for Proposal (RFP) is to continue in the tradition of good governance and engage in a strategic planning exercise for implementation in the upcoming years. It is the first time that the TEGH Family Medicine Teaching Unit and SETFHT have done a combined strategic plan. As an academic family health team that teaches our various learners (medical residents, medical students, Nurse Practitioner students, dietitian interns and other Interprofessional health care providers), it is important that the goals and objectives of the TEGH teaching site and SETFHT be in alignment.

As such, the TEGH teaching site and SETFHT would like to undergo a Strategic Planning Refresh Process in the **Spring of 2014** in order to develop, at minimum, a 3-year plan for the organization.

The strategic planning process should include participation of all the team members but will be directed primarily by the TEGH Family Medicine Teaching Unit (FMTU) Executive, the SETFHT Board of Directors and SETFHT Management. In order to ensure that the organization moves forward with the planning, we require the winning bidder to incorporate the use of generative questioning and appreciative inquiry principles so that we can build upon the successes we have already had as an organization.

A synopsis of SETFHT's strategic plan can be found at:

<http://www.setfht.on.ca/uphotos/file/SETFHT%20Strategy%202011-2014%20Visual%20FINAL.pdf>. It is the intent of SETFHT to build its strategic plan around the vision of the organization to be a *'leading academic family health team that improves the health of our community'*.

The DFCM strategic plan can be found at:

<http://www.dfc.utoronto.ca/Assets/DFCM2+Digital+Assets/Family+and+Community+Medicine/DFCM+Digital+Assets/About+Us/Strategic+Plan.pdf>.

RESPONSE:

We are looking for a concise response that meets, at minimum, the above requirements and some of the deliverables listed below.

Deliverables may include:

1. A SWOT analysis of SETFHT and the TEGH FMTU (strengths, weaknesses, opportunities and threats);
2. Questionnaire for stakeholders (at minimum with the FMTU Executive, SETFHT Board of Directors, management, full physician group, medical residents and SETFHT Interprofessional health care providers and clinical administrative support staff);
3. Engagement strategy of patients and community members;
4. Workshop outline and agenda;
5. A list of background reading and resources;
6. A three to five year Strategic Plan;
7. A two year implementation plan;
8. Presentation to FMTU Executive, SETFHT Board and staff; and
9. An evaluation.

PRICING:

As SETFHT is a non-profit organization funded by the Ministry of Health and Long-Term Care, it is absolutely essential that costs be minimized. As a result, pricing should reflect a variety of different options starting with a basic workshop only (one day) to the price if the full menu of services is offered by your organization as per the deliverables listed above.

As a funded organization of the Ministry of Health and Long-Term Care, SETFHT also follows the Ministry of Government Services (MGS) Travel, Meal and Hospitality Expenses Directive that can be found at:

http://www.mgs.gov.on.ca/stdprodconsume/groups/content/@mgs/@home/documents/resourcelist/stdprod_062207.pdf when it comes to expenses associated with consulting services.

Evidence of Suitability:

The vendor is encouraged to identify up to three clients for whom similar services have been provided as well as contact information for one individual at each client who may be contacted for reference.

EVALUATION PROCESS:

Select members from the FMTU Executive and SETFHT Board of Directors and Management will evaluate written responses to these Terms of Reference and, at its discretion, may contact the bidder for clarification of their proposed approach.

Responses will be evaluated on the basis of quality, completeness and price thereby allowing a judgement of “best value” to determine the successful service provider.

The evaluation criteria are:

1. Demonstrated understanding of client requirements, including ability to meet requirements and appropriateness of overall approach proposed;
2. Suitability of Strategic Planning Process being proposed;

3. Price (broken down according to a variety of different menu options for consideration);
4. Work plan with proposed timelines for completion; and
5. Experience with similar organizations and overall demonstrated professionalism.

SUBMISSION OF RESPONSES:

Responses are to be submitted by noon of March 21, 2014.

Two hard copies should be delivered to:

Kavita Mehta, Executive Director
South East Toronto Family Health Team
833 Coxwell Avenue, Lower Level
Toronto ON M4C 3E8

A soft (electronic) copy, preferably in 'pdf' format, should also be sent by e-mail to:
kavita.mehta@setfht.on.ca to arrive by the same deadline.

All respondents will be advised of the outcome.

QUESTIONS AND REQUESTS FOR ADDITIONAL DOCUMENTATION:

Questions regarding these Terms of Reference may be directed to Kavita Mehta at
kavita.mehta@setfht.on.ca or by phone at 416-423-8800 x222.