

***Request for Proposal (RFP)  
To Facilitate a Strategic Planning Process for  
The Brant County Health Unit (BCHU)***

The Brant County Health Unit (BCHU) is seeking competitive proposals (RFP) from qualified Proponents to facilitate a Strategic Planning Process.

The successful proponent will report to the Chief Executive Officer (CEO) and will be required to assist the CEO, the Senior Management Team and the Board of Health with the development of a Strategic Plan that guides its activities over 5 years including specific, measurable goals and objectives.

Applications must be submitted no later than 4:30 pm on Friday, November 27, 2020. Hard copy submissions in a sealed envelope will only be accepted. One (1) signed original and three (3) copies of the complete proposal are to be submitted.

*Your proposal should be mailed to:*

**Brant County Health Unit  
Attn: Manager, Finance  
194 Terrace Hill Street  
Brantford, N3R 1G7  
Ontario, Canada**

**Acceptance and rejection of quotes**

This RFP should not be construed as an agreement to purchase. The lowest priced or any proposal will not necessarily be accepted, and the Brant County Health Unit is not bound to enter into a Contract with any Bidder.

**Right to amend or cancel**

The Brant County Health Unit reserves the right at its sole discretion at any time, and for whatever reason to, by addendum, modify, amend, or otherwise change this RFP.

## ***Background***

---

The Brant County Health Unit is one of 34 health units in Ontario that serves a population of more than 136,000 people in Brant County and the City of Brantford.

Formed in 1945, the Health Unit employs more than 100 employees led by a Board of Health, Chief Executive Officer, and Medical Officer of Health. Our work is governed by the Health Protection and Promotion Act and the Ontario Public Health Standards. The Health Unit strives to deliver high quality programs and services to address the unique health needs of our community and improve the health and well-being of our population.

### **Mission**

We provide health promotion, protection and disease prevention programs and services designed to help all members of the community achieve and maintain optimal health.

### **Vision**

We strive to provide excellence in public health, exemplifying the spirit of innovation, quality, and collaboration.

## ***The Scope of Work***

---

Working in close consultation with a Strategic Planning Committee (to be established), the successful Proponent will lead the development of a comprehensive 5-year strategic plan for BCHU. The Proponent is expected to design and implement a process of plan development that considers the current legislative and regulatory environment for public health, respects the values and culture at BCHU, engages BCHU staff and external partners in the planning process and builds on past learnings and experiences.

### **Pre-Sessions – Expectations**

- Review BCHU-provided data on demographics and health profile of the Brant population (population trends, health status, social determinants of health).
- Review documents regarding the scope of BCHU services and programs, the goals, and Board of Health outcomes.
- Review provincial documents regarding the overall strategic direction and provincial priorities for public health, and other relevant documents.
- Obtain input from the management team, staff and external partners regarding needs, key strategic themes, and priorities for BCHU

### **Sessions**

- Facilitate a series of planning sessions, using methodology effective for public health program planning.

### **Post Sessions**

- Prepare and circulate a draft strategic plan document for review and feedback.
- Prepare a final document by June 30, 2021, that will outline the strategic direction for BCHU for the next 5 years.

## ***Deliverables***

---

### **Timeline (December 2020 to June 30, 2021):**

- Review and update the current vision, mission statement and organizational values.
- Formulate strategic (public health) goals.
- Formulate 3 to 5 key strategic priorities (both infrastructure and program specific) for BCHU, accompanied by rationale and next steps.
- Establish measurable objectives to reflect the BCHU goals and priorities.
- Propose measurement indicators to track progress on the identified strategic priorities.

### **Key responsibilities of the consultant include:**

- Work under the direction, and report directly to the CEO.
- Provide strong strategic planning leadership based on demonstrated experience within the public sector. Experience with Public Health is an asset.
- Provide resourcing as required to organize and chair strategic planning meetings, conduct consultations and prepare summaries from consultations.
- Conduct workshops, focus groups and community/partner consultations as required.
- Build organizational capacity in strategic planning and implementation.
- Stimulate innovative and visionary thinking and translating it into concrete planning.
- Be available to participate in ongoing consultation during the implementation phase of the plan.

### **Specific Responsibilities of the Brant County Health Unit**

- Participate with the consultant in the design and implementation of the process.
- Provide resources - time and staff to meet with consultants during review.
- Provide documentation to assist consultants with review and also provide additional information upon request within a reasonable time frame.
- Act as an advisory body to the consultant and be responsible for facilitating access to documentation, materials and perspectives that will inform the strategic planning process.

## ***Proposal Requirements***

---

All information provided in response to this RFP must contain sufficient detail to support the services being proposed. Elaborate or unnecessarily voluminous proposals are not desired.

Responses should be organized into the following Item sections:

### **A. Covering Letter**

A covering letter on the proponent's letterhead shall be submitted and include the following:

- a) A description of the company or joint venture/consortium.
- b) The names of the principals.
- c) The primary contact person with respect to this RFP.
- d) The locations of primary and all other offices that would be servicing the contract.

### **B. Table of Contents**

The proponent shall include a table of contents using the response item headings identified in this section of the RFP.

### **C. Executive Summary**

The proponent's proposal should include an executive summary highlighting the following:

- a) A summary of the proponent's proposal, including key features of the proposal, features that make the proposal superior, innovations or cost-saving opportunities.
- b) A brief statement of the proponent's qualifications to meet the need of BCHU.

### **D. Proponent's Qualifications**

The proponent's proposal should include information about the proponent's qualifications as follows:

- a) A description of the firm, its age, organization, number of full-time employees and service specialization.
- b) Resumes for all project personnel, including subcontractors, if any.
- c) Three (3) client references, including the names and contact information.

### **E. Project Management Plan**

The Project Management Plan should provide a detailed work plan of the approach and timing for the completion of the Strategic Plan. This may include any different thoughts or innovative ideas the consultant may have regarding the structuring of the work to achieve the desired goals. The work plan should:

- a) Outline the number of meetings being proposed.
- b) Provide a timeline for the completion of the entire project, detailing the various stages of the project.
- c) Identify resources (staff and/or materials) required from the Health Unit to assist with the Strategic Planning Process. Identify what reports, diagrams, etc., will be required to assist with your review.
- d) Detail any value-added services available to the Health Unit.

### **F. Pricing Proposal**

The proponent must submit a fixed (firm) price for the entire project. All prices and amounts of money in the proposal are to be quoted in Canadian dollars and be exclusive of taxes.

### ***Evaluation Criteria***

---

Submissions will be evaluated by a selection committee based on company capabilities and credentials, personnel and qualifications, methodologies and approaches, reasonableness and costs, delivery and value-added benefits.

### ***Negotiations***

---

The BCHU reserves the right, prior to contract award, to negotiate changes to the scope of the services or to the contract documents (including pricing to meet budget) with the proponent or any one or more proponents, proposing the "best value" without having any duty to advise any other proponent or to allow them to vary their proposal as a result of changes to the scope of the services or to the contract documents; and the BCHU may enter into a changed or different contract with the proponent(s) proposing the "best value", without liability to proponents who are not awarded the contract.

## ***Irrevocability***

---

The BCHU requests that Proposals remain open for acceptance for a period of not less than sixty (60) days from the closing date and time.

## ***Conflict of Interest***

---

Proponents shall disclose any actual or potential conflicts of interest and existing business relationships it may have with the BCHU, the members of the Board of Health or employees.

## ***Liability for Errors***

---

While the BCHU has used considerable effort to ensure an accurate representation of information in this RFP, the information contained is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the BCHU, nor is it necessarily comprehensive or exhaustive. Nothing in this RFP is intended to relieve the Proponents from forming their own opinions and conclusions with respect to the work in this RFP.

## ***Health and Safety Requirements***

---

The successful Proponent shall strictly comply with the current federal, provincial, and local Health and Safety regulations and the safety policies/procedures of the BCHU.

The successful Proponent shall be required to complete a contractor's agreement outlining their responsibility to comply with all health and safety regulations, legislation and safety rules, and procedures of the BCHU.

The successful Proponent shall submit a copy of their company Health and Safety policy, as well as a copy of their company Health and Safety manual before beginning work at BCHU. Proof of training and verification of certificates of qualification may be requested at any time by BCHU. The successful Proponent shall submit copies of required certifications by request.

## ***Confidentiality***

---

Confidential information supplied may be disclosed by the Board of Health where it is obliged to do so under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), or otherwise required by a court of law.

The successful Proponent shall be required to complete a Declaration of Confidentiality form.

## ***Insurance Requirements***

---

A current Certificate of Liability Insurance indicating the amount of coverage available for both General Liability and Professional/Errors and Omissions Liability. At least two million dollars of coverage must be provided for each category.

## ***Post Award***

---

Bidders or proponent are entitled to a post-award debriefing. Protest are to be submitted in writing within 15 days of the award.

If you have any questions regarding this RFP prior to submission, please contact:

Lisa DiDonato  
lisa.didonato@bchu.org