



Strategic Plan 2018 - 2022

Request for Proposals

March 2018

Contact:

Denyse Newton,
Executive Director
Alzheimer Society Durham Region
202 – 1600 Champlain Avenue
Whitby, Ontario L1N 9B2
(905) 576-2567 ext 5223
dnewton@alzheimerdurham.com

TABLE OF CONTENTS

Timeline	3
Background	3
Purpose	3
Scope	4
Anticipated Process for Strategic Plan Development	5
Proposal	6
Criteria for Evaluating Success of the Project	7
Application Review Criteria	7
Reference Checks	8

TIMELINE

March 31, 2018	Release Request for Proposals
April 23, 2018	Consultant questions due
May 4, 2018	Proposal deadline. Proposals to be submitted via email to Denyse Newton at dnewton@alzheimerdurham.com
May 14 – June 15	Interview consultants
June 19, 2018	Consultant selected & advised
July 1 – Sept 30	Public Consultation period
October 31, 2018	Consultant’s report due

BACKGROUND

The Alzheimer Society of Durham Region (“ASDR”) is a not-for-profit charitable organization whose mission is to improve the quality of life for those living with Alzheimer’s disease and related dementias, their care partners and families, and the community at large throughout Durham Region. ASDR is nearing its 40th year of operation. In Durham Region, it is estimated that 10,000 people live with Alzheimer’s disease or a related dementia with this number expected to double in the next 15 years. The current Vision, Mission & Values of ASDR can be found in the attached Appendix “A”.

With a staff roster of 28, ASDR provides education and support to persons living with dementia and his/her caregiver & family (1:1 and group), public education, and social/recreational programming. Our operating budget of \$2.4 million (2017-18) is funded through the Central East LHIN, private donations and other fundraising efforts. An organizational chart and Board roster has been included as Appendix “B”.

For more information, please visit www.alzheimer.ca/durham.

PURPOSE

ASDR is seeking proposals from qualified consultants and/or consulting firms to assist in the development of a four-year comprehensive strategic plan that will focus on the organization’s values, services and vision for the future.

Strategic plans have been developed and are available from the Alzheimer Society of Ontario (ASO) and the ASiO (the provincial federation consisting of the 29 local AS local chapters). The ASiO

updated strategic plan will be available in May 2018. Our strategic plan must be consistent with these as well as meeting the current objectives of the Central East LHIN and its Integrated Health Service Plan (IHSP). The successful candidate, in consultation with the Board and our key stakeholders, will use the above plans as a base to prepare a comprehensive plan which would map out the strategic direction for ASDR for the next 3-5 years. Our stakeholders include the Board of Directors, staff, clients and caregivers, other Alzheimer chapters (particularly those in the CE LHIN) and community partners.

Proposals must be received no later than May 4, 2018 at 4:30 p.m. to Denyse Newton, Executive Director at dnewton@alzheimerdurham.com. Please quote "RFP Strategic Plan" in the subject line.

SCOPE

The consultant shall, at minimum, accomplish the following:

Planning Activity and Final Deliverable

1. Design and execute a strategic visioning and comprehensive planning process including consultation with ASDR Board of Directors, staff, users of ASDR services and key community partners
2. Develop an actionable four-year strategic plan
3. Develop recommendations regarding the plan's implementation and support structure

Research

It is anticipated that these tasks will be accomplished through a combination of activities, such as:

- Focus groups, interviews, and/or any other method that will be useful in receiving stakeholder and community input
- Facilitated group meetings with partners to create consensus regarding a strategic plan (including goals, objectives, strategies, and tactics)
- Review and present available related data and stakeholder strategic plans as well as any relevant research and best practices.

The consultant will have knowledge and experience in:

- Non-profit trends/issues
- Research methodology
- Public consultation
- Market research
- Statistical analysis
- Presentations
- Working with multiple stakeholders
- Demonstrated knowledge of the healthcare/community support sector in Durham Region

ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

ASDR seeks the consultant's recommendations regarding the best process to develop an actionable strategic plan to be conducted in two stages.

Stage 1. Vision and key Strategic Direction and goals

This stage includes consensus building among the key informants to:

- a) Confirm that the current ***strategic vision and mission***:
 - Is still relevant
 - Is clearly stated
 - Is compelling
 - Is timely
 - Describes a clear and present need
 - Motivates people to act
 - Is a worthwhile challenge
 - Is audacious

- b) Identify ***key strategic directions & goals*** after consultation with clients, inclusive of persons living with dementia and care partners, Board of Directors, staff, and key community partners,

This stage should produce the substantive documentation and solutions needed for informing the strategic planning process.

Stage 2. Write the strategic plan

Utilizing information from the first stage, this stage will include the development of an actionable strategic plan that will serve as the overall blueprint for ASDR's action plans for the next three years. This plan should include:

- An Executive Summary of the main findings, including key recommendations numbered and priority ranked
- A comprehensive, detailed plan that identifies:
 - Vision & Mission
 - Key Strategic Directions
 - Goals
 - Objectives
 - Strategies
 - Tactics
 - Stakeholders and their roles
 - Measures
 - Outcomes

Supplementary information should include:

- Initial communications strategies (What are the key messages? Who are the targets for those messages? How are the messages delivered? Who delivers the messages?)
- Key values and guiding principles to assist direction and decision making
- A detailed strategic planning process model complete with key milestones and timelines
- Performance measurement tools during the implementation phase
- Strategic areas of focus and service priorities for the next 4 years
- Services and programs (both current and new) that will support goals, including potential external partnerships
- A review of the current status of ASDR's organization, including existing plans, policies, financial status, long-term goals and other relevant, related research deemed necessary
- Copies of any communication items such as newsletters, publications, media releases, public meeting agendas, website updates etc

PROPOSAL:

Proposals must include the following:

General Information

The consultant understands that the scope of work requested may be conducted by a single consultant, a consultant group, or by a partnership of consultants. The proposal should provide the name, title, address, telephone number, fax number and email address for each person engaged in scope activities. Further, if a consultant group or partnership of consultants is proposed, the proposal should indicate who will serve as the "point" person for the purposes of this RFP and the engagement.

Consultant Qualifications

To accomplish the scope requested, the consultant will need to possess the following qualifications:

- Experience at successfully developing consensus-based strategic plans
- Knowledgeable of collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Knowledgeable of the non-profit sector and issues
- Knowledge of the current healthcare sector
- Working knowledge of the healthcare & community support systems in Durham Region
- Experience at creating a neutral environment for, and soliciting input from, individuals from various sectors
- Experience at gathering and utilizing data to inform the strategic planning process
- Knowledgeable in marketing, communications, and branding
- Knowledgeable in resource development

Work Plan

The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including:

- The specific activities to be conducted at each stage
- A timeline for the activities at each stage

- Milestones and deliverables tied to those activities
- A detailed budget for each stage, along with a proposed payment schedule tied to project milestones and/or deliverables. Overall budget should not exceed ten thousand dollars (\$10,000).

Criteria for Evaluating Success of the Project

The Board of Directors will deem this a successful project when they are given a clear report which outlines the strategic directions, areas of improvement and a recommended action plan. The plan must build upon the Alzheimer Societies in Ontario’s 2018- 2022 Strategic Plan and reference other studies and plans. Previous strategic and other plan materials will be provided to the consultant as background information upon request.

References

The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference should include the individual’s name, address, telephone number, and email address.

Previous Work Product

The proposal should include at least two examples of written works similar to the scope of work requested within this RFP (e.g., strategic plan).

APPLICATION REVIEW CRITERIA

The proposals will be reviewed and evaluated based on the following criteria:

<p>1. Qualifications (35 points)</p>	<ul style="list-style-type: none"> • The consultant has the qualifications needed to successfully complete the scope of work • The consultant has prior experience working on similar projects • The Consultant has extensive working knowledge of healthcare and community services in Durham Region
<p>2. Scope of Proposal (30 points)</p>	<ul style="list-style-type: none"> • The proposal demonstrates an understanding of the project objectives and desired results • The proposal illustrates an approach to the scope of work that will likely lead to the successful development of an actionable strategic plan • The proposal illustrates the consultant’s ability to successfully execute the proposed approach • The proposal includes an appropriate process to interact with the Board members and community stakeholders •

<p>3. Work Plan (25 points)</p>	<ul style="list-style-type: none"> • The proposal adequately details project activities and milestones or deliverables associated with each stage of the scope of work • The proposal includes a detailed timeline for each stage • The work can be completed within the project timeline
<p>4. Budget (10 points)</p>	<ul style="list-style-type: none"> • The proposal includes a detailed budget for each stage of the scope of work • Proposed costs are reasonable • Proposed schedule of payments corresponds appropriately with tasks, milestones or deliverables

REFERENCE CHECKS

Information from references will be evaluated using the following criteria. The evaluation will be labeled as satisfactory or unsatisfactory.

References

(Satisfactory/Unsatisfactory)

- The reference would hire the consultant again
- The original Scope of Services was completed within the specified timeline
- Interim deadlines were met in a timely manner
- The consultant was responsive to the referee's needs
- The consultant anticipated problems, and solved them quickly and effectively
- The original Scope of Services was completed within the project budget

Consultants may be asked to participate in an interview to further gauge their fit and ability to work on this project. If needed, interviews will be scheduled to take place between

Consultant selection will be based on the consultant's written proposal and the results of the reference checks.

SCHEDULE 'A'



Vision

To live in a community where people with Alzheimer's disease and related dementias are accepted and supported in their environment

Mission

To improve the quality of life of people with Alzheimer's disease or a related dementia and their care partners.

Values

- **Accountability** – We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to individuals living with dementia, their care partners, our funders and our community
- **Collaboration** – We respect and value each other, thrive on our diversity and work with partners to leverage our collective strength in making a difference for those we serve.
- **Respect** – We act in ways that honour the dignity, uniqueness and worth of every person.
- **Excellence** – We strive to be the best at what we do and a model for others to follow.
- **Innovation** – We are committed to finding new ways to enhance the quality of life for those living with dementia and their care partners
- **Empowerment** – We support individual's rights to ask for what is needed to improve his/her quality of life.

SCHEDULE 'B'

