



FIRST NATIONS HEALTH AND SOCIAL SECRETARIAT OF MANITOBA

REQUEST FOR PROPOSAL

Strategic Business and Transition Plan Development

COVID-19 Alternative Isolation Accommodation Wrap-Around Services Program

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| Issue Date: | April 21, 2022 |
| Project Title: | Alternative Isolation Accommodation Wrap-Around Services Program Strategic Business and Transition Plan Development |
| Closing Date: | May 13, 2022 |
| Closing Time: | 5:00 pm CST |

INTRODUCTION

The **First Nations Health & Social Secretariat of Manitoba** (FNHSSM) works with the 63 First Nations in Manitoba, 7 tribal councils, and the 3 PTOs, and it is structured and mandated to pursue tripartite collaboration for a unified health system in Manitoba. The FNHSSM was created in 2014 and functions under the direction of the FNHSSM Board of Directors and its membership. The objectives of the FNHSSM are to carry out business in the areas of health and social development that are founded in the Treaty and inherent right to health that are culturally appropriate, holistic, and community based.

The Manitoba First Nations Pandemic Response Coordination Team (PRCT) under the lead of the First Nations Health and Social Secretariat of Manitoba (FNHSSM) has worked in partnership with leads from MB Shared Health, Winnipeg Regional Health Authority, MB Emergency Measures Office, Indigenous Services Canada/First Nations and Inuit Health Branch, Canadian Red Cross, and Ongomiziiwin Health Services to develop and implement a plan for wrap-around services and Alternative Isolation Accommodation (AIA) locations in Winnipeg.

OBJECTIVE

The Objective of this Request for Proposals (RFP) is to select the bidder with a history of expertise, professionalism, and integrity to develop a high-quality **Business Plan for the independent continuation of the program and extension/transition to support First Nation communities transitioned outside their home community.**

BACKGROUND

The FNHSSM AIA Project (called the Turtle Team) provides wrap-around services to First Nations clients who must isolate away from their home communities due to COVID-19. Wrap-around services are provided by a team of professionals (social workers, client advocates, communications experts, Indigenous knowledge holders, nursing, data analysts, etc.) include emotional, spiritual, physical, and mental supports

that are culturally inclusive and client-centered. The Turtle Team facilitates access to ceremony, cultural activities, sharing circles, child care, safety, transport, community liaison services, and essential items. The Turtle Team works in partnership with Manitoba Shared Health, Red Cross, and City of Winnipeg Paramedics; however it is anticipated that the FNHSSM will completely takeover the whole AIA project independently and extend services to support First Nations evacuated from their communities for other emergencies such as floods and fires.

SCOPE

The FNHSSM will work with consultants to build a sustainable, future state business model which will include the following objectives:

- Conduct a practical assessment of the financial/operational health of the program to identify and categorize critical risk factors (current state analysis), including a cost-benefit analysis;
- Conduct background research analyzing implementation of comparative programs to be used to inform this strategic business plan (i.e. Red Cross Emergency Response, etc.);
- Development of an actionable and strategic 3-5 year business plan, which will guide future decisions and activities in alignment with FNHSSM overall Strategic Plan;
- Development of a program human resources plan within the strategic business plan, with special consideration of seasonal and other surge events;
- Development of a Business Plan Implementation strategy which will prioritize activities effectively and result in strategic goal achievement and delivery on mandate;
- Consideration of the feasibility of service-level integration/partnerships with identified community partners as a strategic option.

REQUIREMENTS/DELIVERABLES

The Final Strategic Business Plan & Implementation Plan should include the following components:

- Summary review of comparable programs/projects and implications for FNHSSM AIA Program
- Financial cash flow projections
- Human resource requirements
- Proposed operational partnership & model
- Program organizational restructuring/recommendations
- Marketing & communications strategies
- On-going program evaluation plan that includes identification of milestones and means of measuring achievement of milestones

PROPOSAL CONTENT

Proposals must include the following:

1. 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, 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.

2. Consultant Qualifications

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

- Experience at successfully developing business plans tailored to the charitable/not-for-profit/health sector
- Demonstrated understanding and respect for First Nations cultures, traditions, practices, and rights as well as practical understanding of issues impacting community infrastructure, jurisdictions and partners involved in service provision, and issues pertaining to emergency preparedness and response;
- Knowledge of the healthcare & community support systems, especially with respect to COVID-19 and community emergencies;
- Experience at gathering and utilizing data to inform the business development process
- Knowledgeable in marketing and communications
- Knowledgeable in resource development in the First Nations sector is an asset

3. Work Plan

The proposal should contain a detailed description of the activities to be conducted by the consultant 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 forty thousand dollars (\$40,000)

4. 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. At least one of the three references should be from a business/customer which has retained the consultant in the development of a business plan that has been fully executed by the customer.

5. 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., business plan).

PROJECT TIMELINE

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| April 21, 2022 | Release of RFP |
| May 13, 2022 | Deadline for submissions |
| May 23, 2022 | Selection of successful RFP applicant |
| August 2022 | Final Strategic Business Plan & Implementation Plan/ other deliverables; Presentation to FNHSSM Senior Management and/or Board of Directors |

Proposals to be submitted to the following contact person by *May 13, 2022*, via email only:

Deborah Simmons
Director of Human Resources
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