



325 London Street,
Peterborough, ON K9H 2Z5
hospicepeterborough.org

705-742-4042 • Fax: 705-742-0064
admin@hospicepeterborough.org

**REQUEST FOR PROPOSALS: Strategic Plan Consulting
Hospice Peterborough**

This Request for Proposals is for a Consultant to provide advice on the strategic direction of our organization over the next three years (2020/21-2023/24).

This plan will build upon Hospice Peterborough's past strategic plans covering the years 2011-2014 to 2015-2018.

1. BACKGROUND

Hospice Peterborough (HP) is a community based, not for profit organization that supports individuals and families with life-threatening illness and grief through a variety of programs and services. Since 1988, Hospice Peterborough has created a safe, comfortable, home-like environment for clients, staff and volunteers.

After a 10-year planning, fundraising and construction process Hospice Peterborough has recently completed a major construction project and relocated to a new facility that includes a 10-bed Hospice Residence as well as space for its 25 community programs. This change means that HP is now a 24/7 facility with a staff complement that has grown from 17 to close to 40. HP is now the first hospice hub in the Central East LHIN offering fulsome programming to respond to the needs of individuals and families living with or affected by life-threatening illness, from the point of diagnosis, through death and grief.

HP envisions a future where the importance of hospice palliative care is known by all in the community and everyone realizes their role in making it happen - making illness, death and dying a recognized part of life - helping us all to realize that every moment matters.

2. CONTRACT AWARD

The contract will be awarded to the most responsive service provider whose offer will be the most advantageous to HP in terms of cost, suitability, readiness, availability, local support, flexibility and other material factors as may be identified.

Hospice Peterborough reserves the right to:

- reject any or all offers and discontinue this RFP process without obligation or liability to any potential service provider
- accept any proposal other than the lowest priced offer; and
- award a contract based on initial offers received, without discussion or request for best and final offers.

The awarding of the contract is subject to HP securing the necessary funding.

3. SCOPE OF WORK

The Consultant selected for this project shall, at a minimum, accomplish the following:

- Understand the baseline of 'current state' of HP operations.
- Design and execute a strategic visioning and planning process including but not limited to consultation with HP's Board, staff, donors, funders, clients, patients, volunteers and key community partners.
- Develop a three-year strategic plan for 2020/21-2023/24.
- Develop recommendations regarding the plan's implementation (action plan with timelines, indicators of success and outcome based measurements) and support structure.
- Develop a communication strategy for the Strategic Plan.

Supporting you through life-threatening illness and grief

The consultant should address in particular:

- *How best to communicate and manage the various programs of Hospice Peterborough within the broader context of the organization.*
- *What supports/changes to organizational structure does Hospice Peterborough need in place to effectively manage a growing number of staff, clients and programming including a 24/7 facility.*
- *How best to ensure alignment of Hospice Peterborough within the broader context of changes in the local, regional and provincial healthcare landscape (e.g., changes as a result of the introduction of Ontario Health).*

4. ANTICIPATED APPROACH

A nimble approach, able to adopt quickly to what is found, rather than sticking fast to a prescribed methodology is desired. It is anticipated that the plan will be updated through a combination of activities, such as:

- Review and present available related data and stakeholder strategic plans as well as any relevant research and best practices
- Focus groups, interviews, and/or any other method that will be useful in receiving stakeholder and community input
- Facilitated group meetings with HP contributors using strawman options rather than creating from a blank slate, to reach consensus regarding a strategic plan (including goals, objectives, strategies and tactics)
- Regular communication (every 3 weeks is suggested) via phone and/or email with the Strategic Planning Committee to provide updates

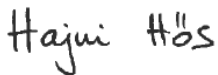
5. PROPOSAL DETAILS

This project should be completed by April 30, 2020.

Proposals should be brief, with an outline of the proposed methodology, strategic planning process including timelines and budget as well as relevant experience, and two references.

Questions concerning this RFP should be emailed to Executive Director Hajni Hos at hhos@hospicepeterborough.org.

Proposals should be delivered by courier or by hand no later than 4 pm, October 31, 2019.



Hajni Hos,
Executive Director