



Operational Review of the CLFN Seniors Centre

Request for Proposals

Issued: Thursday June 10th, 2014

Submission Deadline: Friday June 27th, 2014

Request for Proposal #: 161-03-14

Prepared By: Brian Hamilton – General Manager, Curve Lake First Nation, ON



Intent to Submit Form

Curve Lake First Nation
Operational Review of CLFN Seniors Centre
Request for Proposal 161-03-14

Proponent Name

Address

City

Province

Postal Code

Telephone

Fax

Name of Contact Person

Name of signing authority for Proponent

Signature

Date

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1.0 Introduction

PURPOSE:

Curve Lake First Nation (CLFN) is seeking proposals from qualified consultants to complete a comprehensive Operational Review of its Seniors Centre. The review is being undertaken to ensure that First Nation resources are utilized to their fullest potential thereby ensuring residents of the Centre receive the most effective and efficient service and the greatest benefit possible.

BACKGROUND:

The Curve Lake First Nation is located on a peninsula situated between Buckhorn Lake, Harrington Narrows and Chemong Lake. The total registered population of Curve Lake First Nation is 2,200. There are 900 members who live on-territory while 1,300 live off-territory. The Council is comprised of the Chief and eight (8) Councillors.

CLFN operations are currently organized into the following departments: Corporate Services, Health and Family Services, Education, Culture, Lands, Economic Development and Public Works. Curve Lake First Nation employs approximately 80 full time employees and 25 casual, contract and sub-staff.

The CLFN Seniors Centre operations fall within the Department of Health and Family Services. It is a 24/7 operation with a capacity of twelve residents and is presently designated as a hostel. The current staff complement consists of 1 coordinator, 1 home and community care clerk, 8 Personal Support Workers, 1 Registered Nurse, 1 cook and 4 casual staff.

The Centre has always operated with a structured deficit. For the 2014/2015 fiscal year, projected operating revenues are \$185,000 and expenditures \$351,000.

CLFN Council has made it clear that the quality of care is of the utmost priority. It is for this reason why CLFN has issued this RFP to verify the quality of care provided and to identify key management, operational, financial issues and physical plant matters.

OPERATIONAL REVIEW PRINCIPLES:

This review will be based on the following principles:

- I. Council will make the final decision on any changes to the current managerial and operational structure or processes;
- II. The current level of services, especially the quality of care provided to residents will not be compromised, and will improve significantly;
- III. The First Nation’s administration should foster the efficient and effective delivery of services to the membership of Curve Lake;
- IV. The operational review will incorporate fiscal responsibility;
- V. All existing funding agreements in place will be respected and acknowledged.

2.0 Review Outcomes

GENERAL:

The operational review must foster a process whereby clear strategic planning by Council, the Department of Health and Family Services along with Seniors Centre staff is maximized through the design and implementation of an effective structure; that employs and directs adequate human and financial resources, to providing excellent and consistent quality of care for the residents at the Centre, all the while safeguarding the interests of the membership as a whole.

SPECIFIC REVIEW GOALS:

It is the intent of Chief and Council, in collaboration with staff and community members of Curve Lake First Nation, to have the following key areas examined, critiqued and improved:

1. Confirming the Principles and Purpose of the Centre
2. Examining and Determining the Overall Effectiveness of Management and Supervision
 - Management structure and process
 - Medical staff involvement in management
 - Program management
 - Human resources management
 - Responsiveness to community needs
 - Quality of care
 - Efficiency of care
 - Organizational climate
3. Quality of Care
 - Thorough review of the quality of care
 - Use of and effectiveness of care plans and assessment tools
 - Accuracy and frequency of resident documentation
 - Wound care
 - Management of aggressive and violent behavior of residents
 - Medication management
 - Storage of equipment and medical supplies
4. Family and Power of Attorney Engagement
 - Review of the quality, frequency and follow up of engagement
5. Program Management
 - Assessment of the coordination and delivery of regular programming
 - Determination of the effectiveness existing programming
 - Identification of new program needs
6. Operational
 - Staffing models and schedules
 - Review of the effectiveness of roles

- Review key operational processes
 - Review key work processes
7. Review of Policies and Procedures
8. Relationships
- CLFN Health Team
 - CLFN Corporate Services
 - Peterborough Regional Health Centre
 - Other agencies and health professionals
9. Physical Plant Matters
10. Fiscal Review and Integrity;
- Analysis of revenues and expenditures
 - Identification of operational savings
 - Examination of Residents Fees
 - Identification of new funding avenues

3.0 Scope of Work

The consultant or firm should, at the very least incorporate the following activities into its proposal:

- i) Facilitate strategic planning sessions with political leadership, committees, management, and staff;
- ii) Review current reports that were produced internally and by outside service providers;
- iii) Take the necessary time to become acquainted with the Seniors operation past and present;
- iv) Take the necessary time to become familiar with policies, procedures and key activities in place today;
- v) Provide an assessment of the current physical plant matters;
- vi) Undergo a full review of the CLFN Seniors Centre;
- vii) Meet with leadership, management and all staff;
- viii) Meet with the families of current and former residents for input;
- ix) Maintain accurate communication files for results are summarized and for which recommendations can be based on;
- x) Provide regular progress reports and periodic presentations;
- xi) Financial projections or budgets inclusive of possible changes or scenarios so that Council has a clear understanding of the financial implications of any change(s);
- xii) Facilitation of meeting(s).

4.0 Technical Details

REVIEW TEAM:

A Review Team (RT) comprised of the political leadership, General Manager and Health Team will work in conjunction with the selected consultant. The Team will act as a liaison between the consultant and various stakeholders, and will participate in:

- i. the review of the operation
- ii. the review of administrative processes
- iii. the formulation and evaluation of options
- iv. the creation of recommendations

The Operational Team, under the direction of the General Manager, will be responsible for informing the Council as a whole of the review's progress and matters relating thereto.

ROLE OF THE CONSULTANT:

The consultant will provide independent expertise and advice on the Operational Review. The consultant will join the Review Team as a participatory member and:

- Guide, manage and monitor the progress of the Review process;
- Provide ongoing direction and support to the Review Team;
- Identify methods to engage and obtain feedback from respondent groups;
- Identify best practices in other comparable organizations;
- Assist in the formulation of options for management, operational and financial change;
- Provide expert advice on each key decision and recommendation;
- Maintain the integrity of the Centre and confidentiality.

PROPOSAL CONTENT:

Proposals should include, but not be limited to, the following components:

- Outline the consultants understanding of the work to be undertaken and the consultant's experience in similar projects;
- Outline the consultant's approach and strategies to the Operational Review;
- Outline how the data will be collected and evaluated;
- Outline how the options will be developed and evaluated;
- Identify the tasks to be undertaken by Curve Lake First Nation leadership, management and staff;
- Identify the stages of interim reporting;
- Identify the final reporting methods and products;
- Identify communication, implementation and monitoring strategies;
- Provide an itemized cost estimate to achieve each milestone within the consultant's recommended approach, including consulting fees (hourly and per diem rates for each member of the team, miscellaneous expenses and disbursements);
- The names and contact information for three referrals.

DELIVERABLES:

The consultant or firm will be required to make multiple electronic presentations to Council.

The consultant will prepare progress reports for the General Manager for each milestone in the approved work plan, including a breakdown of the costs to achieve the milestone.

The consultant will prepare a final report for consideration detailing the Review's findings, operational observations and recommendations for change. The final report will include an implementation plan that provides detailed recommendations on transitioning in the new/modified structure, as well as a detailed monitoring plan.

Electronic copies of all reports are to be provided to the Curve Lake First Nation. Additionally, 15 hard copies will need to be provided once the final report is approved by Chief and Council.

Completion date for the project is set for October 2014.

FEES AND INVOICING:

The maximum upset limit for this organizational review is \$25,000 including professional fees, administration, and other disbursements.

The invoicing schedule will be as follows:

- 25% upon acceptance of proposal by Council;
- 25% upon completion of one-quarter of work;
- 25% upon completion of half of work;
- 25% upon the acceptance of the final report as deemed satisfactory by Curve Lake First Nation.

INSTRUCTIONS TO PROPONENTS:Proposal Inquiries

All questions, requests for information, instructions or clarifications regarding any part of this proposal document must be set out in writing and directed to:

Brian Hamilton, General Manager
22 Winookeedaa Street
Curve Lake First Nation, ON, K0L 1R0
705-657-8045
manager@curvelakefn.ca

All questions related to this Request for Proposal (RFP) or any clarification with respect to this RFP must be made no later than 3 Business Days prior to the closing date of this RFP in order that staff may have sufficient time to respond. The Council reserves the right to extend the deadline for questions, if required, regarding this RFP.

Written answers or clarifications to issues of substance shall be shared with all Proponents and shall be issued as part of the RFP in the form of an Addendum. This proposal document and all addendum(s), if any, shall also be posted on the First Nation's web-site.

Proposal Submissions and Closing Date

The closing date for proposals is set for **Friday June 27th, 2014 at 12:00 pm ET (noon)**. Only proposals that are mailed or emailed will be accepted. If packages are mailed, please send 3 copies of the proposal. Packages should be clearly marked Proposal for Services for Operational Review of CLFN Seniors Centre.

5.0 Proposal Evaluation Criteria

The Consultant shall be selected according to the following criteria:

Firm:

Experience and satisfactory performance on similar contracts.

Project Team:

The number, qualifications and experience of personnel to be assigned or made available.

Proposal:

The depth and detail of the submission which indicates the understanding of the requirements of the Terms of Reference and the size, complexity and time constraints of the job.

Schedule:

The turnaround time established for dealing with requests from the Curve Lake First Nation.

Control:

Overview of the Quality Assurance and Conflict of Interest mandates of the consultant.

Costs:

Evaluation of the proposed fees and disbursements.

First Nation Experience:

The degree of experience that the consultant has in working with First Nation clients.

Referrals:

Listed referrals will be contacted by the First Nation to ensure that the firm has the experience and qualifications to undertake the work.