Manitoba Association of Community Health (MACH)

Request for Proposals
2017-19
Manitoba Association of Community Health
Request for Proposal
Strategic Development Consultant

April, 2017 to March 31, 2019 (24 months)

Statement of Purpose
The Manitoba Association of Community Health (MACH) is seeking proposals for the services of a Strategic Development Consultant who will actively engage with MACH members and their community partners, to assist in the implementation of our strategic priorities, and to consult on a sustainable membership model.

Project
MACH is a unique membership organization consisting of eleven Winnipeg based Community Health Centres (CHCs) focused on improving the health and wellbeing of Manitoba residents. MACH’s eleven not for profit, publicly funded, primary health care organizations deliver “integrated, people-centered services and programs that reflect the needs and priorities of the diverse communities they serve” (CACHC, 2016) Its membership includes: Aboriginal Health and Wellness Centre, Centre Santé, Hope Centre, Klinic Community Health, Main Street Project, MFL Occupational Health Centre, Mount Carmel Clinic, Nine Circles Community Health, Norwest Community Co Op, Women’s Health Centre, and Youville Clinic.

The goal of this project is to support the development of MACH in its engagement and representation of Community Health Centres (CHCs) around how they continue to deliver health, and other important services, to Winnipeg’s most marginalized populations.

To best advocate for and participate in the health of our communities, a consistent voice for CHCs is at times required, to both get attention for community programs and research, as well as reflect community concerns at the regional, provincial and federal health planning level.

It is our belief that our involvement in these conversations is critical to the health of our communities, and to take advantage of these opportunities we require focused organizational support. As we work to grow MACH and our membership model we hope to develop MACH’s own organizational capacity to have a self-sustaining coordinator role. Evidence from other Provincial associations, such as the Association of Ontario Health Centres (AOHC), demonstrates that this is very feasible, and we intend to draw on their and other provincial experiences in strengthening MACH.

Background
CHCs in Winnipeg date back to 1926, when Mount Carmel Clinic opened their doors 90 years ago, to address the needs of their community. CHCs are rooted in their communities and values such as social justice. Although every CHC is different, each serving a unique community, they also have much in common. CHCs work with their communities to determine programming, prioritizing marginalized populations.
Research exists demonstrating that some areas of Winnipeg have greater risk for long term, poorer health outcomes, due to a variety of social and economic factors. It is in these communities that CHCs exist and offer support. *Our City, A Peg Report on Health Equity*, released in 2015, compared 14 health indicators between communities in Winnipeg, noting significant differences in health status, correlating directly to such social determinants as income, employment, housing, and education. *The Truth and Reconciliation Report* identifies large health inequities between aboriginal and non-aboriginal people, calling for action in consultation with Aboriginal peoples to close the gaps in health outcomes. Recent research by the MB Centre for Health Policy (see link below) confirmed that patients seen at Community Health Centres are among those most impacted by multiple social determinants of health.

MACH members are developed directly in response to these communities, acting as agents who engage and address health promotion, illness prevention, and illness management, at both the individual and community level. Operationalizing, both on the ground and in the frontline, while at the same time being effective at the planning table, involves organization and coordination, which MACH is currently attempting to do. With Winnipeg Regional Health Authority recently identifying health equity and community engagement as priorities in their most recent strategic plan, CHCs are celebrating that their voice has been heard. As experts in community engagement and health equity, CHCs are currently caught in the center of consultations, program development and their work in the community. MACH, as the representation of CHC expertise in these areas, is the core of the community voice at health planning tables.

In recent years there has been an increased focus on how we create efficient and responsive health care in our Province, and we believe that internationally Community Health Centres have demonstrated that we are very efficient and able to work effectively with people who are often the highest users of system resources, due to multiple complexities. By supporting the development of MACH and a unified voice for community based, community governed, health services in Manitoba, we have substantial opportunity to influence the system to put more resources in the community where they are most needed, and create the most effective and responsive system.

**Scope of Work**
The Consultant’s contributions will include:

1. **Leverage MACH member resources and strengthen how the organization communicates internally and externally, in order to better articulate and communicate the vision of MACH for healthier communities.**

2. **To guide and drive CHCs in achieving their strategic priorities outlined in the MACH Better Together document.**

3. **To research and develop a sustainable membership model that will support and grow the association, with new partner organizations within Winnipeg, and future membership of centres throughout Manitoba.**
The applicant must be willing to fulfill the scope of work between 2017 and 2019 at a total fee no greater than $32,500.00 (including taxes)

Deliverables and Performance Standards

Year One Deliverables will include:

Planning Phase (First 3 months)
- Conduct a joint MACH membership/Board meeting to introduce the project.
- Confirm core project objectives with all MACH stakeholders.
  - Perform strategic analysis with MACH stakeholders.
  - Design a viable ‘membership growth strategy’ (explore existing models).
  - Research potential income model to sustain the organization.
  - Formalize a communications strategy (coordinate with existing working groups).
- Construct realistic project objectives, timeframe, and measurable indicators.
  - Formalize the impact and process objectives.
  - Define methods for measuring indicators (e.g. identify capacity building measures).
- Create the project Monitoring & Evaluation Plan.
  - Determine data acquisition needs (e.g. member demographics and related statistics; definition of new-membership criteria; other qualitative measures).
  - Assess administrative, I.T., and communications requirements (all in-kind).
- Finalize the Project Action Plan and present to the MACH Board for approval.

Implementation Phase (6 - 8 months)
- Perform coordination activities as outlined in the Project Action Plan.
- Pilot the designed self-sustaining ‘membership growth model’.
- Obtain ongoing feedback from MACH members and community stakeholders.
- Conduct mid-term evaluation halfway through the Implementation Phase.

Evaluation & Lessons Learned (2 - 3 months)
- Actuate the final project evaluation in accordance with the Project Action Plan.
- Follow-up with the required participatory evaluation activities as outlined in the Plan.
- Write-up and communicate lessons learned to MACH stakeholders.

Term of Contract

The project will begin as soon as the contract with the successful consultant is complete and will end on (or around) March 31, 2019.

Payments
Payments will be based on fees requested in the successful proposal, at regular intervals throughout the pilot project. Please contact Michael Payne at 204 940-6000 or mpayne@ninecircles.ca for more information.

**Contractual Terms and Conditions**

Standards contractual terms related to propriety of information, confidentiality, timely service delivery, non-disclosure, self-insurance and contract termination will be determined with contract development.

**Proposal Preparation**

Proposals should include:

- Overview of knowledge, expertise and experience
- Identification of persons providing service delivery
- Approach to service delivery
- Preliminary workplan
- Hours involved and availability
- Fees and basis for fees
- References

**Evaluation and Award Process**

Proposals will be reviewed by a team consisting of selected representatives of the Manitoba Association of Community Health.

Contracts will be awarded based on expertise, experience, ability to deliver, insight, vision and fee structure.

**Timelines and Contacts**

Proposals will be accepted prior to May 19th 4:00 p.m. – Michael Payne, Chairperson
Please submit proposals either by email or letter (no faxes) to

c/o Nine Circles Community Health Centre
705 Broadway
Winnipeg, Manitoba
R3G 0X2