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## Request for Proposal

# **Business and Implementation Plans**

Integrated Primary Care and Social Services Hub  
for Black, African and Caribbean Communities

Please forward all required documents  
via email by August 31, 2022 to:

Angela Carter  
Executive Director  
Roots Community Services Inc.  
36 Queen Street East  
Brampton, ON L6V 1A2  
Email: [executivedirector@rootscs.org](mailto:executivedirector@rootscs.org)

# REQUEST FOR PROPOSAL

## **Business and Implementation Plans for BAC Integrated Primary Care and Social Services Hub**

### **Background**

During the COVID-19 pandemic, the racialized health inequities that persisted across the province disproportionately affected Black, African and Caribbean (BAC) communities. Although the pandemic did not create these inequities, it has exposed the need to address and prioritize the health needs and barriers to access for BAC communities to improve overall health outcomes. Health inequities in the Black population occur due to increased risks of illness linked to social factors such as anti-Black racism, poverty and inadequate access to appropriate and safe health and social services.

The BAC communities in Peel Region were heavily impacted during the pandemic with high COVID-19 case rates and low vaccination uptake, leading to the development and implementation of supports targeted to these communities. This work highlighted significant gaps in services and major barriers in access to care. Interventions such as the High Priority Community Strategy (HPCS) and low-barrier, community-led outreach, education and vaccine clinics tangibly addressed some of the barriers and improved overall outcomes, demonstrating that culturally-sensitive, targeted interventions work at improving health outcomes for these communities.

### **Project Overview**

Roots Community Services, a multi-service organization serving primarily the BAC communities in the Region of Peel, is leading a team of community leaders seeking a consultant to develop a comprehensive business plan and implementation plan to establish an integrated primary care and social services hub within Peel Region with a focus on serving the BAC communities and other racialized groups. The goal of these deliverables is to secure funding from various sources such as, but not limited to, the Ministry of Health; Ministry of Children, Community & Social Services; municipalities, and not-for-profit organizations. This project will be governed by the BAC Integrated Hub Advisory Committee, comprised of an integrated team of health system leaders and community support sector leaders. This initiative is aligned with the objectives of Ontario Health's Black Health Plan and the Brampton 2040 vision.

### **Problem Statement**

In Ontario, there are several models that promote integrated care and support the co-location of primary care and social services agencies. While these models strive to create integration, in some cases services can remain siloed resulting in care that is disconnected, particularly for the Black, African and Caribbean communities. This often results in difficulty in care navigation, ultimately leading to the BAC communities' inability to access the care they need when they need it, impacting health outcomes.

In Peel Region, there is a significant BAC population and limited access to culturally-safe, integrated care. While Ontario Health Teams are being cultivated within the region, connections to culturally-safe services continue to be broken and the need for services outstrips the capacity of our current health system. For providers this often means they are unaware of where to refer people when they require culturally-safe services.

## Developing the Solution

As a response to this need, we are aiming to develop an integrated primary care and social services hub that addresses social determinants of health. It will introduce a new model of integrated community-based care that will serve the Peel Region, while placing direct focus on the growing BAC population. It will act as a regional resource and network that responds to the need for continuity and seamless integration of care, and the need for increased systems capacity to serve Black, African and Caribbean communities through evidence-based, culturally-safe care. As such, the development of the hub will focus on the design of following:

- 1. Culturally safe and responsive services:** We believe that the following are important considerations for culturally-safe and responsive care and should respond to the increasing complexities:
  - Understands that Black, African and Caribbean communities are diverse, and intersectionality of identities, gender, sexualities, abilities, socio-economic status, etc., are important factors in determining the care needs of clients
  - Understands the genetic (i.e., sickle cell anemia) and epigenetic (i.e.; depression, anxiety, mood disorders, diabetes, hypertension) complexities that impact the clinical outcomes of members of the BAC communities
  - Aims to eliminate anti-Black racism and bias in care, and understands that anti-Black racism is a determinant of health
  - Leverages the use of data to respond to the needs at the population level within a health service and throughout the broader system
- 2. Innovative Program Design & Service Delivery:** The design of integrated, community-based, primary care and social services that responds to Peel Region's increasingly diverse demographics, requires a holistic approach to health and culturally-safe services for Black communities across the lifespan. It also requires an emphasis on people being served where they are through mobile, virtual, and/or home-based care. Research has demonstrated that integrated care interventions can reduce the pressure on health services by improving health-related outcomes and quality of care, thus reducing the need for various health-related services, including hospital admissions.<sup>1</sup>
- 3. Client-Centred, Team-Based Care:** The design of a team-based care model that incorporates primary care, health promotion, social services and allied health providers who work together to provide integrated culturally-safe care is critical to improving client-centered services, as part of an integrated health system across the region.
- 4. Design of Physical Space (Hub):** The design and location of the physical space (including opportunities for co-location) is critical to effective care integration.
- 5. Use of Technology:** The use of technology is important to support seamless care including client referral, client tracking, provision of care and continuity of care to promote a better patient and provider experience.

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<sup>1</sup> Mansour MHH, Pokhrel S, Anokye N. Effectiveness of integrated care interventions for patients with long-term conditions: a review of systematic reviews. *Integrated Healthcare Journal* 2022;4:e000083. doi: 10.1136/ihj-2021-000083 | [Integrated Healthcare Journal \(bmj.com\)](https://www.bmj.com)

6. **Serving as a Regional Resource & Network:** There is a need to influence regional systems through building greater expertise in culturally-safe, client-centered care in the region. Serving as a regional resource and network, the hub can support consultation, education, knowledge exchange and specialized navigation for clients.

### **Project Objectives**

- To develop a comprehensive business plan and implementation plan that would identify and recommend a model of care for an integrated primary care and social services hub that would address the needs of the BAC communities in Peel Region
- To co-develop this model with the community that the hub intends to serve
- To develop a comprehensive business plan and an implementation plan to secure funding for the integrated hub.

### **Scope of Work**

The scope of the work will include:

1. **Stakeholder Engagement:** The scope of work involves extensive consultations with stakeholders and individuals within the BAC communities, Black healthcare professionals, as well as Black-led, Black-serving community and social services to ensure the voices of the BAC communities are heard and that their input directly influences the design of the hub. As part of this work, the successful bidder will create a culturally-safe engagement plan, conduct community workshops and collate stakeholder feedback to support business plan completion and hub development. A draft project governance structure and working group responsibilities can be found in **Appendix A**. The successful bidder will be responsible for project management and coordination of all working groups to ensure completion of deliverables.

2. **Design of Integrated Hub Model**

In partnership with the Advisory Committee, the successful bidder will craft an integrated hub model that encompasses the hub's vision, reflects community's needs, and integrate the model design into the business plan for submission. This model should encompass engagement and input from health and social service partners, providers, funders, etc., and assessment of existing models to leverage best practices and learnings from across the health and social system.

3. **Business Plan and Implementation Plan:**

The development of a comprehensive business plan and implementation plan to support the development and implementation of an integrated hub which is culturally-responsive to the unique needs of the BAC communities in the Peel Region. The business plan will provide details of the funding request to all relevant stakeholders and the implementation plan will outline all tangible steps to complete the hub.

**Please note that the implementation phase is not in the scope of this RFP.**

### **Requirements for Submission**

The Request for Proposal submission should detail the following:

- **Approach and Methodology** – provide details including the approach you will use to create the deliverable, major milestones and the associated timelines.
- **Work and organizational experience** – provide details about your capability (experience and/or qualifications) to create the deliverable.

- **Qualifications of the individuals assigned to the work** – the roles and responsibilities of the bidder and any of its agents, employees and sub-contractors who will be involved in providing the deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise. Please include the knowledge, skills and expertise of the bidder in the following areas: primary care, social services, data analytics, community engagement, proposal writing, and impacts on health equity and outcomes in BAC communities.
- **Budget** – the price you quote should be inclusive of costs for salaries/hours per week for staff, travel, and related expenses for this proposal plus HST. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.
- **References** – the bidder is requested to provide three (3) references from clients who have obtained similar goods and services in the last three years as those requested in this RFP. Please provide the organization’s name, address, contact name, telephone number and email as well as the date the work was completed and the nature of the work accomplished.

Roots Community Services and the Advisory Committee reserve the right to consider the provision of references to be a minor formality and to waive or vary that requirement at their discretion.

### Contract Terms & Conditions

The Advisory Committee has been established to support this work along with the working groups. The successful bidders will be accountable to the Advisory Committee.

All contracts are subject to review by the Advisory Committee, and the project will be awarded upon signing of an agreement or contract which outlines terms, scope, budget and other necessary items.

### RFP Timelines & Review Process

Date	Requirements
August 17, 2022	Request for Proposal is open for bids.
September 16, 2022	Bidders to submit their proposal by email to Angela Carter at <a href="mailto:executivedirector@rootscs.org">executivedirector@rootscs.org</a> .  <b>Late proposals will not be considered</b>
September 19, 2022 to September 23, 2022	Proposals will be evaluated. Interviews may be required during this timeframe. Bidders will be notified if needed.
September 26, 2022	The successful bidder will be selected and notified.
October 7, 2022	Contract is written, finalized and signed off by relevant parties.
March 3, 2023	Business and implementation plan must be completed and submitted.

## Proposal Evaluation Criteria

An evaluation of all submitted proposals will be conducted prior to award of contract. The evaluation shall be based on the following criteria:

Criteria	Weight
Approach and Methodologies	40%
Work and organizational experience	30%
Qualifications of individuals assigned to the work	15%
Cost	10%
References	5%

Proposals will be assessed in accordance with the submission requirements outlined in the RFP. An evaluation team composed of the Advisory Committee and other partners will evaluate the proposals accordingly.

The Advisory Committee reserves the right to consider or reject any and all proposals. The Advisory Committee reserves the further right to extend the deadline for proposals and to add, delete and/or change the terms of the RFP and issue corrections and amendments to it. The Advisory Committee has made every effort to ensure the completeness and accuracy of the information contained in this RFP. The Advisory Committee shall not be liable for any errors or omissions or responsible for any bidder interpretations or conclusions regarding the information contained in this RFP.

Bidders who submit proposals will not acquire any legal or equitable rights or privileges whatsoever until a contract is signed with Roots Community Services.

## Conflict of Interest

Each proponent (on its own behalf and on behalf of all members of its team, if any) shall declare in its response any real or perceived conflict of interest which either presently exists or can reasonably be foreseen as arising in the future. A conflict of interest will be evaluated on its merits and will not necessarily result in the exclusion of a response

## Questions and Clarification

All interested parties will have the opportunity to ask questions and seek clarification by sending an email to: [executivedirector@rootscs.org](mailto:executivedirector@rootscs.org) with the subject line: **Request re Integrated Hub**

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## About Roots Community Services

Roots Community Services (RootsCS) strives to build a vibrant Peel Region by inspiring individuals and families to lead healthy and well-balanced lives and become strong contributors within their various communities. With a focus on the Black, African and

Caribbean (BAC) population, our programs are offered from a culturally-appropriate perspective and within an anti-oppression, anti-racism framework. Our programs are geared toward children aged 6 years to seniors well into their 90s.

**Mission**

Roots Community Services is a charitable organization that provides culturally-relevant programs and services to inspire and empower residents, primarily from the Black, African and Caribbean communities, to make positive changes in their lives and within their communities.

**Vision**

To be a leader in the transformation that would ensure equity and equality for Black, African and Caribbean communities within the Peel Region and beyond.

We invite you to learn more about our organization at [www.rootscs.org](http://www.rootscs.org).

## Appendix A



### Primary Care:

- Identification of the primary care services to be included
- Identification of allied health supports
- Scoping of culturally appropriate primary care supports
- Map primary care referral pathways: Referrals into and out of the hub
- Partnership opportunities with the institutions such as the Toronto Metropolitan University, University of Mississauga, Sheridan College

### Social Services:

- Identification of social services to be included
- Scoping of culturally-appropriate social services support
- Map social services referral pathway: Referrals into and out of the hub

### Integrated Services:

- Design integrated services model
- Map internal service pathway to ensure seamless connection to services within the hub
- Establish centralized booking model
- Completion of organizational design

### Funding:

- Identify all potential sources of funding
- Communicate with appropriate funding stakeholders (Ministry of Health, Ministry of Children, Community and Social Services, Region of Peel, City of Mississauga, and City of Brampton)
- Complete all supporting documentation related to funding