



**Strategic Plan Development  
Request for Proposals  
July 2023**

***Doctors Manitoba Strategic Plan Development – 2024-2028***

Doctors Manitoba  
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**1.0 Background/Introduction**

Doctors Manitoba is the professional medical association for over 4000 physicians, retired physicians, and medical learners in Manitoba.

Doctors Manitoba is governed by physicians and medical learners who are elected to the Board of Directors from various regions around the province. Board Directors ensure the strategic goals and priorities of the association are supported and make key decisions on behalf of the physicians and medical learners in Manitoba.

*Our vision is that every physician has the support they need to give exceptional care to Manitobans. Our mandate is to strengthen and support the whole physician. Therefore, we promise to champion a better system for our people and profession. In everything we do, we are cultivating connectedness, and as a result we are seen as forward-thinking, committed, human, and courageous.*

Doctors Manitoba is not a regulating body but rather provides advocacy, negotiation, and member benefit services. We negotiate the Physician Services Agreement on behalf of physicians with the Government of Manitoba and other agreements with Regional Health Authorities and organizations that provide compensation for physician's services. We also provide professional negotiation services and advice related to compensation, contracts, and billing as well as representation in audits and other disputes. Doctors Manitoba administers various benefit programs and funds that we have established through negotiations with the Government of Manitoba as well as other ancillary member benefits such as our insurance plans, health and wellness programs, mentorship programs, and more. Additional information can be found at [doctorsmanitoba.ca](http://doctorsmanitoba.ca)

**Background**

Our current brand strategy and [strategic plan](#) were adopted in 2020 and focus our organizational efforts on supporting the whole physician. Doctors Manitoba is also committed to equity, diversity, inclusion, and decolonization (EDID) at all levels of the organization—including in how we govern, develop teams, cultivate leaders, engage in partnerships, and deliver programs and services to our physicians and medical learners. We are currently developing an EDID strategy which will be incorporated into the next strategic plan.

The purpose of this RFP is to secure a forward-thinking, collaborative, and solutions-driven consultant or firm to assist Doctors Manitoba in developing our next strategic plan which is reflective of Doctors Manitoba's organizational values and aligned with our brand strategy. We aim to create a culture that is accountable, sustainable, and strengthens not only Doctors Manitoba, but the medical profession in Manitoba.

## **2.0 Scope of Work**

Doctors Manitoba intends to engage a consultant or firm to support the development of the next strategic plan for the organization. This includes but is not limited to governance, policy development, human resources, training and development for the membership, Board of Directors, and staff, and creation of an accountability and communications framework.

Doctors Manitoba aims to create a safe and engaging organization for all practicing and retired physicians, and medical learners in Manitoba. We want to understand if our practices and policies may cause barriers or disadvantage to the membership and create an environment where all physicians and medical learners have what they need to provide the best care to Manitobans.

### **2.1 Strategic Planning**

Doctors Manitoba's current [strategic plan](#) will end in August 2024. To ensure that the next plan reflects the expectations of physicians and medical learners, the Board is requesting that the successful firm undertake the following:

- **Comprehensive Review:** of existing provincial and territorial medical associations (PTMAs), including strategic plans and areas of focus and or emerging trends.
- **Solicit Feedback:** from physicians and medical learners that will contribute to the development of the strategic plan. This includes development of surveys, leading and facilitating interviews/consultations and focus groups with Doctors Manitoba Staff, Board of Directors, cross-section of physicians and medical learners, and our partners.
- **Conduct an Environmental Scan:** of health care and physician medical associations that highlights emerging trends and areas of interest from a local, provincial, and national perspective.
- **Research/Discovery Report:** from the reviews, member feedback and environmental scan and any recommendations from the information gathered.
- **Prepare Strategic Planning Documents:** Final Report, Strategic Themes, Goals and Key Performance Indicators

By the end of the planning, Doctors Manitoba expects to have confirmed the organizational vision, mission, and values, a created a new strategic plan with key performance indicators to take the organization to 2028. It is essential that the strategic plan provides all physicians and medical learners and staff a clear understanding of what our strategic priorities and goals will be from 2024-2028.

## 2.2 Project Competencies

To complete the work within the assigned deadlines, Doctors Manitoba would like the following from the firm selected:

**Close Collaboration:** Work closely with the CEO, Strategic Planning Committee, Director, Planning and Physician Health, and Director, Strategy and Communications to develop specific details of the planning process, including the final timeline, logistics, and the look and feel of the deliverables. The planning groups expect the opportunity to provide suggestions and feedback with respect to the content and structure of both stakeholder engagement, board consultation and planning sessions.

**Stakeholder Engagement:** Engage stakeholders including, but not limited to, members of the public, current physicians and medical learners, Doctors Manitoba Board of Directors, partner organizations (other PTMAs, and the Canadian Medical Association) and staff. The projected number of stakeholders to be engaged outside of the context of the Board Planning Session is between 15 – 20 individuals, excluding public engagement which should aim to be statistically significant. Stakeholder engagement may consist of surveys, focus groups and/or interviews. Your proposal should describe how you will engage stakeholders, the anticipated time an individual stakeholder might have to commit, and how you will provide the results of the stakeholder input.

**Board Planning Sessions.** Conduct strategic planning consultation on November 9 (evening) and/or 10, 2023, and one strategic planning session on January 17, 2024. The consultation and planning session will be held in Winnipeg with the Board of Directors and up to 10 staff to a maximum of 30 people. It is projected that up to a 2-hour time frame could be dedicated to the Board Consultation Session on November 9 or 10, 2023 and an additional 1-hour Board Planning Session on January 17, 2024. In-person attendance is expected by the firm or consultant's representative. It is up to the firm to outline in their proposal the content and the proposed outcomes of the sessions. Overall outcomes should include:

- Confirmation of an organizational vision, mission and value statement
- Strategic goals and strategies to achieve them
- Key performance indicators to measure progress towards achieving the new strategic plan
- Incorporation of the 2023 EDID Strategy (currently in development)
- Alignment with the brand strategy

## 3.0 Time and Place of Submission of Proposals

All proposals need to be submitted electronically and hard copy (3 copies) no later than August 14, 2023.

Electronic copies should be uploaded to the [Doctors Manitoba Portal](#). Hard copies should be sent to the attention of Rick Sawyer at Doctors Manitoba, 20 Desjardins Drive Winnipeg, MB, R3X 0E8.

#### 4.0 Anticipated Selection Schedule

- RFP will be advertised from July 17-August 14/2023.
- Selection committee will review all applicants and shortlist firms to be interviewed by August 21, 2023.
- Firms will be notified of a request for an interview the week of August 21/2023.
- Interviews will be scheduled for the weeks of August 28 and September 4, 2023.
- The successful candidate will be notified the week of September 11, 2023.

Questions will be permitted during the application phase from July 17 - August 14/2023. Please contact Rick Sawyer for more information. If your firm is selected for an interview, questions will be permitted up to 3 business days prior to your interview.

#### 5.0 Project Timeline

Doctors Manitoba would like the planning process to begin in early September. The completion date must be early June 2024. Below is a suggested timeline and can be negotiated for the right candidate. Bolded dates are firm as they are already planned.

- September 2023 - Firm selected
- September 2023 – Confirm planning process
- September – December 2023 – Research/Discovery, environmental scan, and stakeholder consultation
- **November 09 (evening) and/or 10, 2023 – Consultation with Board of Directors**
- January 10, 2024 – Research/Discovery report submitted to Board
- **January 17, 2024 – Board planning session. Confirmation of vision, mission, values and first draft of strategic goals**
- February 2024 – First draft of strategic plan report to strategic plan working group. Feedback is incorporated
- March 2024 – Second draft of strategic plan report to Board of Directors. Feedback is incorporated
- April 2024 – Third draft of report to strategic plan working group and staff. Feedback is incorporated
- **May TBD, 2024 – Final draft of the strategic plan is presented to the Board of Directors for approval**

If the details of your proposal require different timing, please indicate, and provide rationale.

#### 6.0 Elements of Proposal

##### 6.1 Name and Address

The corporate name, street address, mailing address, telephone number, fax number and e-mail address, and any branch locations or affiliates as may be applicable.

##### 6.2 Overview

An overview of the firm including its size, years in existence, and an outline of the firm's experience in the areas listed in this RFP.

### **6.3 Proposed Administrator**

The name of an individual who would be responsible for assigning and supervising services provided pursuant to any agreements entered into following this RFP process.

### **6.4 Associates, Employees, Contractors, Clients**

A list of partners, associates, other employees, and any anticipated contractors who might be assigned or engaged to provide services, the types of services that they might be involved in, and their specific qualifications and experience as they relate to those services. Please include the way conflicts of interest would be addressed by your firm.

### **6.5 References and Experience**

A list of three (3) current or past clients to whom your firm has supplied services similar in nature to those listed in this RFP and who may be contacted as references, including contact name and telephone number for each client. Previous experience/past performance history and samples and/or case studies from previous projects for Doctors Manitoba consideration.

### **6.6 Detailed Description of Service Provided**

A detailed description of the services to be performed in developing and implementing the Strategic Planning and/or Brand work as outlined in Project Goals and Scope of Work and providing potential services that may be performed in the future.

Reference and describe in detail provision of the services listed Project Goals and Scope of Work, including recommended methodology and work program to successfully achieve the objectives, key deliverables, and a timeline identifying milestones for the completion of each of the objectives. Reference and describe potential services recommended to be provided, if any, and a detailed description of services or assistance, if any, that Doctors Manitoba would be expected to provide.

List and describe items that Doctors Manitoba would be expected to provide toward completion of the project.

### **6.7 Additional Information**

Any additional information that the firm wishes Doctors Manitoba to consider in the evaluation of its proposal.

## **7.0 Proposal Submission Format**

Please submit each copy of your proposal in the following format:

1. Title Page: Showing RFP title, firm's name and address, closing date and time, and firm's contact person and telephone number.
2. One-page letter of introduction: Signed by an authorized signatory.
3. Proposal: Include ALL information requested in the RFP. Include a short summary of the key features of the proposal.
4. Appendices: Any attached work samples or other materials that demonstrate expertise and related work experience.

## 8.0 Evaluation/Scoring Criteria

Responses will be evaluated against the Elements of the Proposal (Section 6.0). The evaluation will be weighted as follows:

<b>Criteria</b>	<b>Points</b>
Company profile/qualifications	20
Relative experience and references	20
Approach	25
Knowledge of healthcare and/or non-profit sectors	20
Pricing	15
Total	100

Doctors Manitoba reserves the right, in its sole discretion, to clarify any response without becoming obligated to offer the same opportunity to any other applicant. Doctors Manitoba, as a result of this RFP process, has no obligation to establish a shortlist of proponents and reserves the right to reject any and all submissions.

## 9.0 Budget

Doctors Manitoba has allocated up to \$50,000 plus GST for this project.

Provide an outline of how your budget will be allocated per Project Goals and Scope of Work and/or indicate the budget and allocation that you would require to satisfy the Project goals and Scope of Work if different than the range indicated in this section.

## 10.0 Legal Conditions

Doctors Manitoba expressly reserves the right to:

- reject any or all proposals and to re-advertise or recommence the RFP process if it desires;
- pursue all, some or none of the subject of the RFP;
- hold negotiations with multiple firms and to request additional information or further clarification from multiple firms;
- waive any irregularities in the proposal;
- accept a proposal, which in its sole opinion, is deemed the most advantageous;
- take no responsibility for any firm lacking information or for the accuracy of the information provided in the RFP documents;
- take no responsibility for any expense incurred by any firm in preparing or submitting its proposal.

## **11.0 Conflict of Interest**

The firm, by submitting a proposal, confirms that to its best knowledge and belief no actual or potential conflict of interest exists with respect to the submission or performance of the contemplated agreement other than those disclosed in its proposal. Where Doctors Manitoba discovers a firm's failure to disclose all actual or potential conflicts of interest, it may disqualify the firm or terminate any agreement entered into with the firm.

Conflict of interest includes, but is not limited to, any situation or circumstance where: a) in relation to the RFP process, the firm has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to engaging in conduct that compromises or could be seen to compromise the integrity of the RFP process and render that process non-competitive and unfair; or b) in relation to the performance of its contractual obligations, the firm's other commitments, relationships or financial interests i. could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or ii. could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations.

Firms must confirm that:

- (1) there was no conflict of interest in preparing its Proposal; and
- (2) there is no foreseeable conflict of interest in performing the contractual obligations contemplated in the RFP.