

## **Physician Lead, Scarborough North Sub-Region**

**RFP 02-17**

### **Schedule 2**

### **RFP Submission Requirements**

## **SCHEDULE 2 – RFP SUBMISSION REQUIREMENTS**

### **SECTION 1 - FORMAT AND CONTENT OF PROPOSAL**

#### **1.1 Format of Proposal**

- (1) It is requested that each Respondent submit a Proposal that includes,
  - (a) Respondent Mandatory Requirements, Section 2.5 and Rated Evaluation Criteria, Section 2.6 (1) (2)

#### **1.2 Contents of Proposal**

- (1) The Respondent should prepare and submit its Proposal to include the following information and documents:
  - (a) Cover letter (recommended maximum 1 page);
  - (b) Resume or CV (Curriculum Vitae);
  - (c) Proposal Submission Form, Schedule 3;
  - (d) Information corresponding to the submission requirements set out in Section 2.6 of this Schedule 2 (the “RFP Submission Requirements”) (recommended maximum 10 pages).
- (2) The recommended page maximums refer to one-side of a printed page of information (a two-sided printed page would count as two pages). Respondents will be evaluated more favorably if they do not exceed the recommended maximum page limits.
- (3) Respondents are encouraged to develop their Proposal Submissions following the numbering and titles set out in Section 2.6 of this Schedule 2.

### **SECTION 2 – BACKGROUND, DELIVERABLES AND SUBMISSION REQUIREMENTS**

#### **2.1 Background**

The Central East LHIN is a mix of urban and rural geography and is the sixth-largest LHIN in land area in Ontario (16,667.8 km<sup>2</sup>). The Central East LHIN has a rich diversity of community values, ethnicity, language and socio-demographic characteristics. In densely populated urban cities, suburban towns, rural farm communities, cottage country villages and remote settlements, the Central East LHIN stretches from Victoria Park to Algonquin Park.

The Scarborough North Sub-Region is located in the south-western part of the Central East LHIN. The Sub-Region covers an area of approximately 42 square kilometers. Scarborough

North has six neighborhoods Agincourt South-Malvern West, Milliken, Agincourt North, Steeles, L'Amoreaux, and Tam O'Shanter-Sullivan. With a population of 176,615 (Census, 2011) and population density of 4,165.5 persons per square kilometer, it has over 17% of its population over the age of 65. The neighbourhood boasts of a rich diversity of community values, ethnicity, language and socio-demographic characteristics.

With accountability to the Central East LHIN, the Physician Lead - Scarborough North will provide leadership across the sub-region, championing both local and regional strategies within the Central East LHIN. The Physician Lead will collaborate with primary care providers, inter-professional teams, and administrative leads in the LHIN sub-region to achieve provincially defined performance metrics, and to develop a more integrated network of care at the sub-region level.

The goals of the Sub-Region Physician Lead are to:

1. Provide strong, visionary leadership at the Sub-Region level;
2. Lead local quality initiatives, working closely with primary care providers, inter-professional teams, and administrative leads in the LHIN sub-region to achieve provincially defined performance metrics;
3. Develop a more integrated network of care at the sub-region level, including primary care, public health, home and community care, mental health and addictions, long-term care, and acute care;
4. Provide leadership for local clinical engagement within the sub-region and advise the LHIN senior leadership team;
5. Participate in the Scarborough North Sub-Region Planning Tables, and work collaboratively to improve care for the population of the sub-region and the LHIN.

The Sub-Region Physician Lead does this by working collaboratively with Central East LHIN staff, other physician leads, as well as health service providers and all sub-regional partners. It is recognized that in order to significantly improve standard of care work must be focused on broader system change and change for the population as a whole.

## **2.2 Qualifications and Experience**

### **1. Leadership and Involvement:**

- a) Practicing physician, eligible to practice without restriction, actively engaged at the system level, with demonstrated leadership within the local community
- b) Proven leadership experience in complex and dynamic health care environments; experience with health care initiatives designed to improve inter-sector integration.
- c) Experience working with interdisciplinary teams and primary care partners.
- d) Demonstrated ability to lead during a period of rapid change.

### **2. Knowledge and Understanding:**

- a) Demonstrated understanding of local health issues, priorities and needs while recognizing the broader trends in health care policy and system development.
- b) Practical experience in change and improvement methods and tools, and the ability to draw on leading practices to adapt and apply these skills.
- c) Experience developing and implementing health care quality improvement strategies or other large scale initiatives that cut across traditional health care sectors.
- d) Knowledge of existing medical and clinical networks that can be tapped for effective engagement and communication of strategies and initiatives.
- e) Proven skills to manage and guide planning and implementation, including developing resource requirements, timelines, and milestones.
- f) Skills for and/or a good understanding of data management, analysis, and performance measurement.

### **3. Key Attributes:**

- a) Ability to work well with others in teams, networks and organizations and achieve consensus when there are diverse views.
- b) Ability and credibility to reach and engage clinicians in different setting of care and disciplines.
- c) Ability to think conceptually, to plan flexibly, to look for ways to improve and to operate within an ambiguous context and deliver results.
- d) Sensitivity and organizational skills to operate effectively across complex work cultures and environments.
- e) Political acuity, and understanding and commitment to diversity.

## **2.3 Deliverables**

### **Physician Lead Role and Responsibility**

The role description outlines deliverables and provides additional details of how the Sub-Region Physician Lead will work with the Central East LHIN, primary care providers, inter-professional teams, and administrative leads in the LHIN Sub-Region to achieve provincially defined performance metrics, and to develop a more integrated network of care at the sub-region level, including primary care, public health, home and community care, mental health and addictions, long-term care, and acute care.

## **1. Quality Improvement and Sub-Regional Planning**

- a) Work closely with Sub-Region Director of Health System Strategy, Integration, Planning and Performance to oversee quality improvement, patient safety and performance management within LHIN sub-region.
- b) Support the design and implementation of the LHIN primary care strategy within the sub-region in collaboration with other LHIN Sub-Region Physician Leads, LHIN staff and other partners.
- c) Champion clinical standards of care and lead clinical change management at sub-region level.
- d) Monitor performance indicators for the sub-region and work with LHIN staff to review and analyse health care service data and trends, including access to primary care, access to care post-hospital discharge, avoidable ED visits, and others.

## **2. Relationship Management and Collaboration**

- a) Act as a liaison between the Central East LHIN and primary care physicians and other providers in the sub-region.
- b) In collaboration with the Sub-Region Director of Health System Strategy, Integration, Planning and Performance, facilitate and actively involve local health care providers, through targeted outreach, and create opportunities to collaborate on integration and improvement initiatives that build lasting linkages between providers.
- c) In collaboration with the Sub-Region Director of Health System Strategy, Integration, Planning and Performance, build a culture where patients, families, and caregivers have a voice and the community remains at the heart of discussions and decisions.
- d) Champion high-quality and safe care in the region and work collaboratively with all members of the health care team across all sectors (primary care, public health, home and community care, mental health and addictions, long-term care, and acute care) to improve quality care and population health of the LHIN.

## **3. Advancing LHIN Strategies & Priorities**

- a) Co-Chair the Scarborough North Sub-Region Planning Table along with the Sub-Region Director of Health System Strategy, Integration, Planning and Performance.
- b) Support development of, and participate in, regional and sub-regional governance structures and committees.
- c) Support the VP Clinical and other LHIN executive team members on development of sub-region health human resources planning.
- d) Provide advice to the VP Clinical and other LHIN leadership team on local engagement strategies, change management activities, performance measurement, physician education, and other opportunities to promote a continuous quality improvement culture in primary care and across sectors in the sub-region.

#### **4. Reporting:**

- a) Submit monthly activity reports to the Central East LHIN Vice President Clinical
- b) Meet with the Vice President Clinical on a quarterly basis to discuss annual deliverables and key issues.
- c) Complete an annual regional work plan approved and supported by the Central East LHIN.
- d) Participate in a year-end review to report on deliverables providing an opportunity to highlight regional seniors care and planned initiatives for 2017/18.

#### **5. Organizational Relationship:**

This role has direct accountability to the Vice President Clinical, Central East LHIN.

#### **2.4 Timeline and Term:**

1. The opportunity is Part-Time for maximum of 32 hours per month.
2. The initial term will end March 31, 2018 with the option to renew for one year at the discretion of the LHIN.

#### **2.5 Respondent Mandatory Requirements**

1. Each proposal must include a resume or CV (Curriculum Vitae);
2. Completed Schedule 3 - Proposal Submission Form which includes, references and the Tax Compliance declaration Form;
3. A written proposal that provides the information requested in 2.6 below.

The Ontario Government expects all suppliers to pay their provincial taxes on a timely basis. In this regard, proponents are advised that any contract with the LHINs will require a declaration from the successful proponent that the proponent's provincial taxes are in good standing. Other than inserting the information requested and signing the Tax Compliance Declaration Form, a proponent may not make any changes to the Tax Compliance Declaration Form. Proposals containing changes to the Tax Compliance Declaration Form may be disqualified.

The LHIN will forward to the Ministry of Revenue a copy of the selected proponent's signed Tax Compliance Declaration Form for verification. By signing this Form, the proponent is consenting to the release of the information on the Form from the Ministry to the Ministry of Revenue and the result of the verification process from the Ministry of Revenue to the Ministry. In the event that the Ministry of Revenue finds that the selected proponent's taxes are not in good standing, the selected proponent must, as a precondition of entering into an agreement, ensure that its status is brought into good standing and provide evidence of its good standing to the LHIN. The LHIN may rescind the notice of selection of a proponent who fails to provide evidence of its good standing within the timeframe for satisfying all preconditions of execution set out in the RFP.

Proponents may direct enquiries regarding the Tax Compliance Declaration Form to the LHIN Contact.

Proposals which do not comply with all of the mandatory requirements, may, subject to the express and implied rights of the LHIN, be disqualified and not evaluated further.

## **2.6 Rated Evaluation Criteria.**

Each Respondent will be scored based on their written response to the items below:

### 1. Experience and Qualifications

- (a) A brief description of the Respondent;
- (b) A description of Respondents qualifications;
- (c) A description of Respondents experience in the following areas:
  - (i) The provision of hospital and community-based services;
  - (ii) Participation on professional, cross-sector and/or provincial working groups;
  - (iii) The provision of service in the LHIN;
  - (iv) The identification and resolution of systemic impediments to the provision of health care services; and
  - (v) Developing and supporting clinical partnerships.

### 2. Other Rated Criteria

Each Respondent should provide in his or her proposal a vision that identifies:

- (a) The Respondents vision for the delivery of Physician Lead Services;
- (b) Fit between the Respondents experience and qualifications with the requirements (Section 2) of the Physician Lead Services; and
- (c) The intended approach to the delivery of the Physician Lead Services.

## **SECTION 3 – REMUNERATION**

### **3.1 Remuneration for Deliverables (non-negotiable):**

1. Subject to the term of this Agreement the LHIN shall pay a maximum of \$190/hour for up to 32 hours per month. The Respondent must submit monthly for the Consulting Fee.
2. The position is not eligible for Benefits.
3. The Sub-Region Physician Lead shall be entitled to prompt reimbursement for any pre-approved expenses incurred in the performance of his/her duties hereunder and which are in accordance with Management Board of Cabinet Travel, Meal and Hospitality Directive, as may be amended or replaced from time to time (the “Directive”). The LHIN is not responsible for any travel, meal or accommodation expenses incurred by the Sub-Region Physician Lead that are not pre-approved in writing by the LHIN and charged in accordance with the Directive.
4. Remuneration may not be used for salary top-ups – as such salaried physicians must provide documentation from their employer stating the arrangements to respect this expectation and these shall be agreeable to all parties.