



REQUEST FOR PROPOSALS

Submission due date: September 4, 2024

PURPOSE OF THIS REQUEST FOR PROPOSALS:

The purpose of this RFP is to ensure that the Lead Agency Consortium and its members are well supported and guided in their work.

The Managing Director will steer the membership (31 Executive Directors/Chief Executive Officers of the Child and Youth Mental Health and Addictions sector) and manage the LAC's operations as well as advance the work of the LAC with respect to system transformation.

The successful individual will always represent the collective interests of the Consortium members, report



to LAC and execute its decisions.

ABOUT THE LEAD AGENCY CONSORTIUM:

The Child and Youth Mental Health Lead Agency Consortium (“LAC”) is presently composed of thirty-one (31) lead agencies representing thirty-three (33) service areas as identified by the Ontario Ministry of Health. Members of the LAC have a mandate to collaborate with core service providers in the child and youth mental health system to plan, implement and continuously improve the services. The focus of the LAC is to create a system of high-quality, accessible, equitable, evidence-based, cost-effective services that are safe, locally responsive and client-centered.

Affiliated Agencies

The Lead Agency Consortium represents 33 service areas across Ontario. Each of these service areas contains community-based Child and Youth Mental Health Agencies. These service agencies provide free clinical mental health services to infants, children, and youth who may be experiencing emotional, social, and/or psychological problems at home, school, or in the community and their families/caregivers. These community-based agencies employ regulated health professionals and others trained in the provision of assessment and evidence-based treatment and adjunct programs services.

LAC’s VISION:

Ontario’s children, young people, and families have seamless access to an inclusive, effective, and efficient provincial mental health and addictions care system.

LAC’s PURPOSE:

Driving the evolution of an integrated child and youth mental health and addictions care system through collective leadership, planning, program alignment, and performance management.

LAC’s VALUES & ORGANIZING PRINCIPLES:

The work of the LAC is grounded in values and organizing principles that ensure the needs and wants of Ontario’s young people are integrated into activities and projects and amplified by its membership. The LAC commits to being a champion of the **VOICES** of Ontario’s community based CYMHA service areas and service providers:

Visibility: Leadership presence; responsiveness to system needs; engaging authentically with all interested and affected partners; showing a willingness to hold space through uncertainty.

Optimism: Continuing to seek solutions for children and young people across the lifespan; being realistic and future focused; celebrating wins; championing the resilience and insights of children, young people, and families.

Inclusivity: Centering IDEA, anti-Black racism, anti-oppression, reconciliation/decolonization in our work; reducing barriers; creating or advocating for welcoming services; adopting an across the lifespan approach.

Collaboration: Teamwork; compromise; collective impact; collectively supporting decisions of the LAC; placing the needs of Ontario’s children and young people above local/regional needs; openness to working with partners.

Evidence based: Being leaders in service planning and delivery for children and youth; using research to inform our work; adopting and advocating for evidence-based standards/practices/policies; striving for excellence in everything we do; committing to continuous improvement.

Safety: Recognizing and respecting young people’s identities; creating safe spaces and services for vulnerable



/ marginalized and equity deserving groups; allowing for courageous system leadership at the LAC table.

LAC's STRATEGIC GOALS AND OBJECTIVES:

Leadership: The LAC will provide system-level leadership across Ontario to advance an integrated, inclusive, and well-resourced CYMHA system.

- Advance IDEA and reconciliation efforts across the CYMHA system.
- Continue to build the LAC Brand.
- Foster strategic relationships to advance CYMHA.

Planning: The LAC will develop, execute, and advance planning systems and structures.

- Increase collaborations to support equitable long-term approaches, inclusive of IDEA and Reconciliation, to address the existing and emerging needs of young people.
- Standardize and implement a system planning approach common to all lead agencies.
- Identify key performance indicators for the LAC.
- Collaborate with experts to develop a plan for substance use disorders services and supports as appropriate to children and young people.

Service Delivery and Program Alignment: The LAC will partner to implement provincial initiatives that advance a coordinated, effective, responsive, and efficient CYMHA core service system.

- Advance province-wide initiatives in collaboration with existing LAC structures and plans.
- Drive improvements to intensive/complex mental health care for children and young people.
- Develop and champion a provincial equity strategy for the CYMHA sector in collaboration with strategic partners.
- Advance equitable access initiatives for CYMHA.
- Elevate the voices of CYMHA clients.
- Strengthen the use of consistent tools in the Ontario CYMHA sector.

Performance Management: The LAC will drive continuous quality improvement and accountability of the CYMHA core service system.

- Advance a quality framework.
- Develop a LAC Data Strategy.
- Improve reporting practices and transparency with the public.

ABOUT KEYSTONE

Keystone Child, Youth & Family Services (Keystone) is a voluntary, not-for-profit organization and the designated Lead Agency for Children's Mental Health in Grey and Bruce Counties. Keystone has been providing free services and support to youth and families in Bruce and Grey Counties since 1974. Keystone offers a wide range of mental health support through counselling, prevention and well-being programs, short term live-in treatment program, crisis stabilization, youth justice program, special needs programming and coordinated access planning for its community. With a focus on youth and family engagement, Keystone provides compassionate, responsive services for children, youth, and families through customized, multi-disciplinary programming for children and youth ages 0-17.

As a member of the Lead Agency Consortium and with the current CEO as its Co-Chair, Keystone oversees the LAC's finances and as such, holds vendor contracts on behalf of the consortium.

Purpose and Proposed Scope of Work

The Managing Director will steer the membership (31 Executive Directors/Chief Executive Officers of the Child and Youth Mental Health and Addictions sector) and manage the LAC's operations as well as advance the work of the LAC with respect to system transformation.

The successful individual will always represent the collective interests of the Consortium members, report to the LAC and execute its decisions.

Responsibilities/Deliverables

The successful individual will ensure that the LAC and its members are well organized, strategically aligned and focused on system level outcomes. They will support the members in executing their duties through effective day-to-day management of the LAC.

- In collaboration with the LAC's Co-Chairs, develop, implement, and report on a work plan based on the priorities set out in the Consortium's strategic plan, as well as any subsequent determinations and priorities established by the Consortium.
- Drive the LAC's strategic plan and associated change processes on an ongoing basis.
- Provide executive direction and support to the Consortium, with a particular focus on collaborating with and supporting the needs of the Co-Chairs and Governance committee, as well as other LAC committees and related working groups on an ad hoc basis.
- Coordinate the overall operation of the Consortium, ensuring all activities are implemented, managing work to appropriate deadlines, ensuring communication and coordination of work across all members, and serving as the primary liaison for all lead agencies.
- As directed, assist in the development of funding proposals, partnerships or contracts to leverage, coordinate and/or expand Consortium strategic priorities.
- Through the Governance Committee and working groups, develop clear objectives and measures of performance and evaluate progress against achievement of objectives.
- Lead, support, document and summarize work processes, actively working to remove barriers to outcomes.
- Prepare and provide monthly reports to the Consortium on activities and emerging issues, as well as to working groups as required.
- Develop internal/external communications activities and assets (e.g., presentations, speaking notes or briefing notes for use by the LAC spokespersons – the Co-Chairs, or the membership when applicable).
- In collaboration with LAC Co-Chairs, develop strategic partnerships with Children's Mental Health Ontario (CMHO) and other key stakeholders in Ontario's Mental Health and Addictions sector.
- Provide practical support and advice on a weekly basis to the LAC, be attentive to the members needs while also acting as a facilitator with a solutions orientation.

Term:

This is a part-time consulting position with an annual renewable contract. The contract will be supported by monthly billing of accrued hours rather than a stipend. The agreed upon terms of the contract will not exceed the agreed upon monthly hours, unless authorized by the Co-Chairs in advance of accrual. The anticipated monthly commitment is up to 40 hours.

Written proposals must include:

- A. A description of relevant experiences.
- B. An outline of the proposed approach to be successful in the role; to fulfill the responsibilities and achieve the deliverables.
- C. Cost. Budget including fees and any expenses
- D. Curriculum Vitae for the consultant
- E. Contact information for three references able to speak to experience with similar leadership positions or skills. The LAC reserves the right to contact references.

Proposals will be evaluated based on the following criteria:

1. Experience and Qualifications: (30%)
 - The ideal candidate brings over 10 years of leadership or related experience. They have a working knowledge of the community mental health and addictions services sectors, and the Ministry of Health's Roadmap to Wellness.
 - They bring advanced project management skills with demonstrated organizational and planning skills, e.g. an ability to multitask, as well as strong group and meeting facilitation skills to the LAC.
 - With experience in managing multi-stakeholder relationships and building collaborative efforts to achieve outcomes, they have tangible and demonstrated experience with developing and implementing strategic engagement plans.
 - The individual will offer strong strategic, analytical and critical thinking skills in addition to skills in communication related to technology (e.g., Teams), presentations (e.g., PPT) and social media (e.g., how to amplify messaging).
 - The ideal leader has excellent interpersonal and communication skills (written and oral). They will bring honesty, transparency, positivity and neutrality to the role and the work.
 - French language capabilities are an asset.

2. Approach and Deliverables: (30%)
 - Demonstrated understanding of the purpose of the LAC and the requirements of the
 - Proposed method of completing the work, including timelines, milestones, deliverables, and overall project management.
 - Demonstration of a collaborative approach that is unique, engaging, and interactive in the successful functioning and effectiveness of the LAC.
 - Overall clarity and conciseness of the proposal

3. Value for Money. (30%)



- All costs, including fees and any expenses.

4. Interviews for short-listed candidates. (10%)

In accordance with the Broader Public Sector Procurement Directive, the LAC retains the right to select an individual(s) based on the quality of the proposal, the demonstrable expertise of that consultant(s) and acceptable references. Once the decision has been made, the selected individual(s) and the other bidding consultants will be informed.

Summary of Deadlines/Timeframes

Event	Deadlines
RFP Circulated	August 19, 2024
Deadline for written questions and expressing interest to bid to be submitted by consultants to Kirsten Dougherty, LAC Co-Chair: kirstend@rockonline.ca	August 26, 2024
Responses to questions circulated to bidders	August 26, 2024
Proposal due date (5 pm) sent by electronic means to Kirsten Dougherty, LAC Co-Chair: kirstend@rockonline.ca	September 4, 2024

Lead Agency Consortium Privilege:

The LAC, via Keystone, reserves the right to proceed with and to reject all or any of the proposals. The bidder assumes full liability for all costs incurred in developing the proposal for submission. If LAC accepts any of the proposals (which it is not obligated to do) the lowest or any fee will not necessarily be accepted and LAC may, at its sole discretion, consider any other factors it deems appropriate in its sole discretion in awarding the Contract. The LAC may request further clarification of a proposal from the contractor. While the LAC is not obligated to consider proposals which do not strictly comply with its requirements, it nevertheless reserves the right to do so, and specifically reserves the right to waive formalities as its interests may require.