



Request for Quote

Executive Search Firm

November 5, 2019

Table of Contents

Purpose.....	3
Peterborough Family Health Team	3
Our Organization	3
Our Vision.....	3
Our Mission	3
Project Definition	4
Introduction.....	4
Deliverables	4
Project Sponsor	4
Quotes	5
Corporate Responsibilities and Experience	5
Processes and Services	5
Quote Requirements	6
Quote Process	6
Schedule	6
Selection Criteria	7
Quote Conditions	7
Contingencies	7
Acceptance or Rejection of Quotes.....	7
Modifications.....	7
Quote Submission	8
Incurred costs	8
Negotiations	8
Final Authority.....	8
Contact Information.....	8
Appendix 1 – Position Description for Executive Director	9

Purpose

The Peterborough Family Health Team (PFHT) is seeking quotes for an executive search firm to conduct a recruitment and hiring process for a new Executive Director within the Ontario and local market.

The recruitment process will be led by a Subcommittee of the PFHT Board of Directors. The Subcommittee will be assisted by an executive search firm and the next Executive Director must be selected and provided with an offer of employment by February 28, 2020.

Peterborough Family Health Team

Our Organization

PFHT is one of the first Family Health Teams in Ontario. We are deeply rooted into the City and County of Peterborough as your trusted source for family medicine. We provide a team-based approach to patient care through our responsive and caring staff.

In our model of care, we support the family doctors working within the five Family Health Organizations (FHO). Patients receive care at the clinics that are part of one of our FHOs. These are located throughout the county. Some of these clinics may also include partnering specialist and labs.

PFHT is one of 23 partner agencies that has been invited to submit a formal application to become an Ontario Health Team. PFHT is currently in the process of creating our next Strategic Plan. The estimated date of completion is February 2020.

Health Care Professionals

Our Allied Health Professionals consist of:

- Mental Health Clinicians
- Nurse Practitioners
- Pharmacists
- Physician Assistant
- Registered Dietitians
- Registered Nurses / Registered Practical Nurses

In addition to our allied health professionals, we have administrative employees that help with booking appointments, planning programs, collecting data, building community relationships, and much more. We are lucky to have almost all of family doctors within the Peterborough City and County working in our model of care and for those not rostered with a physician have access to care through our two PFHT led clinics.

Funding

We are a not-for-profit, charitable organization funded by the Ministry of Health and Long-Term Care. We are also fortunate to have the support of the Greater Peterborough Health Services Foundation. Learn more at the [Greater Peterborough Health Services Foundation website](#).

For more information, visit our website at www.peterboroughfht.com

Mission

As a provincial health care leader and community partner, the PFHT coordinates and empowers family practice-centred multidisciplinary teams to provide high quality, evidence-based, primary care to meet the needs of all residents of Peterborough County.

Vision

A leader in the delivery of collaborative family medicine serving the residents of Peterborough County.

Core Values

The organization's core values reflect what is truly important to its people. These are not values that change from time to time, situation-to-situation or person-to-person, but rather they are the underpinning of the FHT's organizational culture and approach to the design and delivery of primary care in our community.

High-Quality – We are committed to high-quality patient-centred care and seek to ensure that every patient's experience is respectful, care without prejudice and built on confidence and trust. We believe that patient well-being is a shared responsibility between primary care providers and patients.

Universality – The health and well being of all residents in our region motivates everything we do.

Trust – We build trust with, and among our employees, health professionals, partners, and patients by listening, respecting diverse opinions, valuing their unique contributions, and delivering on our commitments.

Collaboration – We believe that a multi-disciplinary approach to patient care – with our team members and partners – leads to better patient outcomes and a more positive experience for patients and professionals alike.

Innovation – We seek opportunities to advance best practice in our programs, services, and processes. We value professional development and learning as driver of quality.

Transparency & Accountability - We act fairly, ethically, and openly in all that we do.

Guiding Principles:

PFHT's five guiding principle reflect the values and shape the organizations actions:

1 – Relationships: We focus on building strong relationships to support everything we do – on our teams, with our partners and with our patients. We believe that the relationship between primary care providers and patients is the foundation of high-quality patient-centred care.

2 – The patient experience: We believe that the patient experience is influenced by the sum of all of their interactions with primary care. We engage our patients, seeking to understand their experience to improve the delivery of primary care.

3 – Inclusive, Community Focus: We collaborate and partner with others to leverage our collective strength to provide seamless care to all residents of our community.

4 – Strong Leadership: We focus on effective, forward-thinking leadership in the governance and administration of our organization.

5 – Responsible Stewardship: We are responsible and accountable for the financial resources allocated to us and for the trust our residents place in us.

Key Directions for Success

- Lead locally and provincially through collaboration and integration.
- Meet the diverse needs of all the residents of our community.
- Enhance team-based patient-centred care.
- Support primary care delivery through organizational effectiveness.

Project Definition

Introduction

An executive search firm is required to conduct an Ontario wide executive search for the position of Executive Director (ED). PFHT will potentially consider candidates from outside of Ontario, but they must have a strong working knowledge of and/or experience with the Ontario health system.

Deliverables

The Executive Search Firm is expected to seek out and provide a maximum of ten suitable candidates to the Executive Director Subcommittee of the PFHT board of Directors. The Subcommittee anticipates being actively involved in the process, participating in the short-listing of candidates (10 to a maximum of 5), conducting preliminary/secondary interviews (maximum of 5 candidates), presenting the preferred candidate to the full Board for approval, carrying out negotiations, and presenting the offer of employment along with other key activities.

PFHT Subcommittee would like to present an offer no later than the end of January 2020 to the successful candidate.

Without limiting the generality of the foregoing, the Executive Search Firm will provide the following services to the Subcommittee:

- 1) Meet with the Subcommittee of the Board to ensure an understanding of the role and needs of the organization and provide clarity on the key knowledge, skills, abilities, and personality suitability factors for the role. A current role description for the Executive Director is attached as Appendix 1.
- 2) Conduct a broad market search for suitable candidates;
- 3) Conduct search related advertising;
- 4) Pre-screen resumes;
- 5) Prepare Subcommittee for interview;
- 6) Participate in interview process with the ED Search Subcommittee including, as necessary or if requested, assistance in drafting questions;
- 7) Conduct thorough reference checks;
- 8) Provide advice and support in negotiating an employment contract; and
- 9) Provide a replacement guarantee on their recruitment services should the chosen candidate leave PFHT's employment within the first year of employment.

Project Sponsor

The ED Search Subcommittee of the PFHT Board of Directors. The Subcommittee chair is Mr. Nathan Baker.

Quotes

To qualify for consideration, the Quote must contain:

Corporate Responsibilities and Experience

- 1) Please provide the resumes of the consultants who would be assigned to performing Executive Search Services for PFHT.

Please include a comprehensive description of each consultant's experience in the area of primary healthcare. Provide specific examples of positions along with the type of organization that have been filled by the individuals who would be supporting PFHT.

- 2) Describe each consultant's network/experience with specific examples, of executive positions your firm has successfully placed after conducting provincial searches.

Provide a list of at least three (3) contracts of a similar size and scope as that which is contemplated under this RFQ which your firm has been engaged in within the last two (2) years.

- 3) Provide contact information for the above three (3) entities to which services were rendered. PFHT reserves the right to contact any of these parties to conduct a reference check.

Processes and Services

- 1) Describe in detail the step by step process of a typical provincial executive search from initial request to hire date. Include any foreseeable challenges within a provincial wide executive search.
- 2) Describe the aspects of the search process that consistently results in the "right fit" executive hire. Responses should include an understanding of the issues facing PFHT and the current environment it operates within and the potential OHT changes in the future.
- 3) Provide comments on the possible challenges and/or advantages of provincial executive search services specific to the health care industry in the province of Ontario and the impact of the current labour market.
- 4) Provide detail on any existing policies in place to address a newly hired executive leaving an organization within the first year of placement.
- 5) Describe how potential Executive Director Candidates would be identified and attracted.
- 6) Identify any commitments which may limit your ability to undertake assignments that may arise over the term of the contract in an expeditious and efficient manner.
- 7) Indicate why your firm, your Quote and your resources are the 'right' ones in terms of distinguishing features that you bring to the project. Include a detailed description outlining how fees and expenses associated with this project will be charged. Bids should specify the maximum price to be charged. PFHT is not exempt from GST.

- 8) All aspects of the recruitment and hiring process will follow the 2019 PFHT Recruitment, Selection & Hiring Policy and Procedures and will continue to strictly align with our inclusive, fair, transparent, objective, professional, and accessible hiring practices.

Quote Requirements

Quotes must not exceed 15 pages in length, including all attachments and appendices.

Quotes are to be submitted in PDF format directly to PFHT via email, addressed to Mr. Nathan Baker, Chair, PFHT Board of Directors at neumanbaker@yahoo.ca. Upon PFHT receiving the email submission, you will receive an acknowledgement of receipt.

Quote Process

Schedule

November 14, 2019	RFQ will be made available to invited firms and posted on PFHT website under Careers.
November 26, 2019	Deadline for all questions and clarification inquiries which must be submitted electronically to: neumanbaker@yahoo.ca
November 27, 2019	Answers to questions posted on website.
November 30, 2019	All Quotes must be submitted to PFHT by 4:00 EST pm of this day by email to neumanbaker@yahoo.ca
December 5, 2019	Internal screening of Quotes. PFHT will develop a short list of at least two firms.
December 12, 2019	References of short listed firms conducted.
December 14, 2019	Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified in writing.
December 17, 2019	The successful firm will start the project within a one month period from Dec. 17, 2019. If the successful firm has not started the project within one month of contract award, the contract is deemed null and void.

Selection Criteria

The Subcommittee shall evaluate each response that is properly submitted as outlined in this RFQ. After submission and review of responses, interviews may be requested. Selection of a respondent to provide the Executive Search Services will be based on the following criteria:

- Experience and qualifications of the firm and more specifically, individual team members to be assigned to the engagement. Focus will be on performing Executive Search Services for similar private and/or public and/or governmental organizations in addition to familiarity and experience with the Ontario health system.
- Demonstrated understanding of the issues facing Family Health Teams and the environment it operates within.
- How well the Quote corresponds to the RFQ requirements.
- Firm and staff's competence and knowledge demonstrated during the interview process. (This will apply only to those shortlisted.)
- Fee and detailed associated breakdown.

While the order of these factors does not generally denote relative importance, PFHT acknowledges that selecting best value providers primarily requires a balanced combination of (1) reasonable rates and the availability of flat fees, blended rates and caps on fees, and (2) strong experience and demonstrated expertise in providing Executive Search Services.

PFHT reserves the right to consider such other relevant factors as it deems appropriate in order to hire the best value provider of the Executive Search Services. PFHT may or may not seek additional information from Respondents prior to making a selection.

Those firms whose Quotes are selected for further consideration may be asked to make a personal presentation to us and/or answer questions in advance of our final selection.

PFHT will not necessarily select the lowest cost Quote, but rather conduct an objective assessment of submissions according to the details outlined in the RFQ.

Quote Conditions

Contingencies

This Request for Quotes (RFQ) does not commit PFHT to award a contract. PFHT reserves the right to accept or reject any or all Quotes or waive irregularities if PFHT determines it is in the best interest of PFHT to do so.

Acceptance or Rejection of Quotes

Quotes shall remain open, valid, and subject to acceptance anytime up to three months after the Quote opening date and time. PFHT realizes that conditions other than lowest cost are important and will award contract(s) based on the Quote(s) that best meet the needs of PFHT.

Modifications

PFHT reserves the right to issue addenda or amendments to this RFQ. Any amendments will be posted on the PFHT website.

Quote Submission

To be considered, all Quotes must be submitted in the manner set forth in this document. It is the Proposer's responsibility to ensure that its Quote arrives on or before the specified time via email only. It is the responsibility of the Proposer to also provide a signed PFHT confidentiality agreement with the submission.

Incurred costs

This RFQ does not commit PFHT to pay any costs incurred in the preparation of a Quote in response to this request and Proposer agrees that all costs incurred in developing its Quote and delivery of the RFQ are the Proposer's responsibility.

Negotiations

PFHT may require the firms selected to participate in negotiations, and to submit cost, technical, or other revisions of their Quotes as may result from negotiations.

Final Authority

The final authority to award contracts as a result of this RFQ rests solely with PFHT.

Contact Information

All inquiries should be directed to the following individual:

Mr. Nathan Baker
Chair, Peterborough Family Health Team Board of
Directors: Neumanbaker@yahoo.ca

Peterborough Family Health Team
185 King St., Suite 500
Peterborough, ON K9J 2R9



Appendix 1 - Position Description for Executive Director

Role Description

Position Title: Executive Director

Reporting Relationship:

Board of Directors
|
Executive Director

JOB PURPOSE:

Accountable to the Board of Directors, the Executive Director has the overall responsibility for the leadership and management of all operational matters of the Peterborough Family Health Team (PFHT). The Executive Director has the responsibility to execute the Board's strategic plan and ensure the fulfillment of the mission of PFHT at the operational level.

KEY AREAS OF RESPONSIBILITY:

Board and Governance

- Provide the Board with advice and assistance in meeting its responsibilities
- Attend meetings of the Board
- Assist the Board with the development and implementation of the strategic plan and work with the Board to promote, implement and monitor strategic directions
- Development of policies and practices
- Advise the Board on compliance with Ministry directives, guidelines, policies and procedures
- Apprise the Board on significant matters pertaining to implementation of policy at the operations level
- Ensure the Board has the information it requires to carry out its responsibilities
- Support the Board in developing board policy
- Provide regular reports to the Board on all performance and budgetary measures and report on a timely basis to the Ministry as required
- Brief the Chair on issues and events in the exercise of the Chair's responsibilities
- Provide staff support and prepare agenda and materials for Board meetings
- Support the Committees of the Board
- Execute other duties as assigned by the Board of Directors
- Provide orientation services to new Board members

Leadership

- Represent PFHT externally to the community, government, media and other stakeholders
- Work closely with the Medical Director in areas where mandates overlap
- Maintain and enhance an organizational structure to ensure accountability for fulfilling the mission and strategic plan of PFHT
- Provide leadership, guidance and management to the PFHT staff, including human and financial resources management in accordance with accepted business and financial practices and standards, Ministry and Board directives, guidelines, policies and procedures
- Lead and manage the operations of the PFHT with the support of the Administrative Team
- Translate the strategic direction of the Board, goals and objectives into operational plans and activities in accordance with the approved business plan and engage the PFHT to effectively carry out the mandate
- Work closely with individual FHO administrators to fulfill the strategic plan at an operational FHO level
- Develop, promote and foster a positive and productive work culture, consistent with the shared mission, vision and values of PFHT to attract, motivate and retain the best personnel
- Regularly visit practice sites to facilitate relationship building, communication and knowledge sharing

Operations

- Oversee all operations
- Ensure compliance with all regulations, the by-laws of PFHT and all other statutory and regulatory requirements
- Manage all affiliation and accountability agreements
- Ensure all contracts are managed for the provision of facilities and purchased administrative services
- Oversee the PFHT facility and information technology operating and capital plans
- Ensure the technology network and infrastructure is managed and maintained
- Ensures all legal, security, privacy, health and other requirements are met
- Negotiate space leases and renewal agreements
- Develop and implement ongoing capital repairs and improvement plans as approved by the Board and within the Executive Limitations
- Work with the Administrative Team to establish policies and procedures for programs and services

Financial Management

- To provide and interpret a clear and transparent financial and statistical report as requested by the Board and thereby provide the necessary information to the Executive/Finance/Audit Committee and the Board of Directors to ensure the Committee and Board can carry out their mandate
- Ensure the development and implementation of effective financial and administrative systems
- With the support of the appropriate administrative staff, develop and implement the Business, Financial and Operating Plan
- Ensure a financial management framework is in place that includes systems and processes to support sound and timely financial decision making
- Submit timely reports to the Ministry as required and report on financial performance to all stakeholders as required
- Monitor and report on progress toward PFHT financial performance indicators
- Responsible for allocation of funds to the Family Health Teams in accordance with Ministry of Health Guidelines and Board direction
- Responsible for the management of all financial result completeness and accuracy each period end by ensuring appropriate systems and processes are in place and where necessary make adjustments to correct any potential risk situations

- Lead the Annual Operating Plan and budget process for the MoHLTC while ensuring alignment with the organization's business plans

Human Resources

- Ensure the development and implementation of effective Human Resource practices and policies to meet the needs of employees and enables PFHT to attract and retain staff.
- Work with the FHO administrators to continually inform staffing decisions
- Ensure learning, development and performance management plans for PFHT personnel
- Model and ensure effective communication and conflict resolution amongst all PFHT staff
- Provide direct supervision to staff as per the organizational chart

Legal Responsibilities

- Manage PFHT in accordance with all legal requirements, the Act, Bylaws and Board Policy
- Seek advice from PFHT legal counsel on legal matters
- Monitor legislation which could affect PFHT in consultation with legal counsel and the Board and makes recommendations where appropriate

Privacy

- Provide development guidance and assists in the identification, implementation, and maintenance of PFHT agency agreements with the five FHOs and information privacy policies and procedures in coordination with legal counsel.
- Communicate privacy compliance and risk management issues to the Board of Directors.

Communication and Stakeholder Relations & Partnerships

- Elicit input from key stakeholders into planning, operations and future development
- Develop strong partnerships with the partner family health organizations
- Communicate with key stakeholders by developing and maintaining an active communication plan
- Liaise/coordinate with Ministry of Health, CELHIN and AFHTO on behalf of the Board
- Develop strategic alliances with key stakeholders to foster awareness of needs within PFHT, resolve issues and promote integrated service delivery
- Develop partnerships with other organizations to more effectively delivery healthcare to meet the needs of the communities served

QUALIFICATIONS & QUALITIES

Competencies/Qualities

- Experience working with Boards of Directors and Committees
- Leadership in a senior management capacity, ideally demonstrated in a health care delivery organization
- A track record of superior performance, exceptional judgment and communication skills
- A track record in change management process in complex operating environments
- Experience with the negotiation of services contracts
- Proven leader, team builder and a team player
- Business management skills in finance, information technology, performance metrics and human resources
- Demonstrated success in working effectively with professional teams and physicians
- Genuine commitment to the potential of Family Health Teams in the context of the transformation of primary care.

Ideal Background/Academic Qualifications/Attributes

- A progression of senior management experience of at least five years duration
- Ideally post graduate academic credentials in business, health or comparable
- Visionary and innovative
- Enthusiasm and a bias for action
- A collaborative and consultative leadership style
- Self-confidence and ability to motivate professionals

DIRECT REPORTS

- 5 direct reports per organizational chart