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REQUEST FOR PROPOSALS

Strategic Planning and Program Alignment for Seniors Outreach & Social Prescribing programs in Alberta

Proposals will be accepted by email until **11:59 p.m. (MST) on November 25, 2024.**

Introduction

The Edmonton Seniors Coordinating Council (ESCC) and Healthy Aging Alberta are seeking an experienced Strategist for System Change to work with leadership teams of various Outreach Programs and Social Prescribing Programs across Edmonton, Calgary, and Lethbridge, as well as other key stakeholders across Alberta. The purpose of this RFP is to facilitate strategic planning and develop a model and alignment plan based on the information and practices from programs in these urban centers while also providing guidance for the implementation of these programs in other communities across the province. The proponent will help coordinate these efforts through consultations and facilitated meetings, resulting in a Strategic Plan for each of the programs and an Alignment Plan that ensures better integration between the Outreach and Social Prescribing Programs.

Key Stakeholders may include leaders of partnering organizations who participate in collaboratives supported by HAA and ESCC, municipal and provincial government representatives, funders, and HAA and ESCC staff. Engaging with seniors directly will be essential to ensure it makes sense from a participant's perspective. Secondary stakeholders may be consulted as required, including the healthcare sector, senior housing sector, academia, and others who provide services to seniors.



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Background

Since its inception in 2005, the **Edmonton Seniors Coordinating Council (ESCC)** has led coordination and collaboration among seniors-serving organizations in Edmonton. We bring people, ideas, and information together to build collaborative approaches to services, supports and circumstances affecting older adults. We support organizations that provide non-medical services and supports to older adults, identify and advocate for unmet needs, foster interagency communication, and facilitate strategic planning for the future of the whole sector. ESCC handles this unique responsibility so that the rest of the CBSS sector can focus on service delivery and meeting older adults' immediate needs.

Healthy Aging Alberta (HAA) is a province-wide initiative focused on advancing a coordinated, community-based seniors-serving sector. This initiative aims to build an age-friendly Alberta where older adults can thrive in their homes and communities. Healthy Aging Alberta's role in this RFP is to facilitate the creation of a provincial model for outreach and social prescribing, leveraging regional service delivery partnerships and fostering collaboration between health and social care sectors across Alberta.

Healthy Aging Alberta works to enhance the effectiveness of community-based seniors serving (CBSS) organizations through capacity building, system development, and collaboration with other stakeholders, including government, health systems, and community organizations.

Both organizations act in a backbone role to support several programs and initiatives related to service delivery for older adults, including 1) Outreach, a program to connect seniors to the services they need in the community to live a good quality of life and 2) Social Prescribing, a holistic approach to healthcare that bridges the gap between medical and social care services.



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The information below provides an example of the current state of these two programs in the Edmonton context.

Seniors Coordinated Outreach

Seniors Coordinated Outreach is a collaborative of 11 (with ESCC as the backbone) organizations designed to connect those aged 55+ to the services they need to have a good quality of life. No problem is too big or too small; we offer personal connections that help seniors navigate to community services. This can be as small as wanting to have company when visiting a local recreation centre to gain social connection, or something as significant as dealing with financial concerns, complex bereavement issues, or avoiding the risk of houselessness. This partnership involves Sage Seniors Association, Jewish Family Services, Multicultural Health Brokers, ASSIST Community Services Centre, Bent Arrow Traditional Healing Society, Newcomer Centre, Operation Friendship Seniors Society, Strathcona Place Seniors Society, Shaama Centre, Westend Seniors Activity Centre, and the Canadian Mental Health Association.

Edmonton Seniors 55+ Social Prescribing

ESCC is supporting Edmonton Seniors 55+ Social Prescribing- a collective impact project in partnership with six collaborating organizations with ESCC as the backbone. The program offers a holistic approach to healthcare that bridges the gap between medical and social care services. Through social prescribing, healthcare professionals can refer patients to community-based programs to improve their health and enhance their quality of life. This partnership involves Sage Seniors Association, Jewish Family Services Edmonton, Caregivers Alberta, Meals on Wheels, Drive Happiness and Multicultural Health Brokers.

Alignment of Programs

These two programs are both delivered in community-based settings. However, different referral pathways are utilized to open this door into community supports for older adults. Outreach Programs are accessed through referral pathways between community-based organizations, 211, and self-referrals, while Social Prescribing programs are accessed through a referral from a regulated healthcare provider.

- a) **Helping partners** in each program see the shared work and benefits of viewing each program as part of a coordinated system of care, each supporting older adults in different but complementary ways.
- b) **Engaging with funders and stakeholders** to define how to build a system of care that keeps seniors at the center of service delivery, ensuring seamless transitions between medical and social supports.



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In particular, two critical areas will be defined to ensure effective coordination:

1. Comprehensive Spectrum of Supports Framework

Social Prescribing and Outreach are programs on a spectrum of supports available to community-based seniors. A necessary component of strategic planning around these programs is to outline a comprehensive spectrum of supports that would include interventions from health promotion and prevention supports through to crisis intervention. This framework would outline current program scopes and capacity and highlight gaps in service delivery and the capacity required to support the programs adequately.

2. Shared Service Model – Alignment Framework

Across Alberta, organizations often offer programs that span a comprehensive spectrum of supports. Due to funding, arbitrary program boundaries are often implemented, making it challenging to deliver seniors-centric service. It is necessary to outline ways shared staffing between programs is possible. This offers an opportunity to align policies, procedures, and evaluation measures across programs. Additionally, a shared service model framework can allow program staff (i.e. supervisors, data managers, and frontline staff) to be more efficient and reduce their workload. Defining clear pathways and client journeys is necessary to understand what each program is responsible for and how clients can move between programs within a spectrum of care when required.



Scope of Proposed Work

The proponent will work closely with **ESCC** and **Healthy Aging Alberta** to develop a **comprehensive Strategic Plan** and **Program Alignment Plan** for the Outreach and Social Prescribing Programs. This work will focus on ensuring these programs are coordinated to provide the best possible service to seniors in Alberta while maintaining their unique roles within the community and healthcare systems. The following key tasks will be part of the proposed work:

1. **Strategic Planning Approaches:** Choose and implement strategic planning approaches suited to the contexts of both Outreach and Social Prescribing Programs. The planning process must reflect each program's guiding principles, goals, and resources.
2. **Stakeholder Engagement:** Identify and engage key stakeholders to ensure broad input and buy-in throughout the strategic planning process.
3. **Program Review and Evaluation:** Review and confirm each program's purpose, principles, and expected outcomes. The proponent will assess progress on strategic priorities and evaluate the effectiveness of existing programs in achieving their intended outcomes.
4. **Developing the Alignment Plan:** Create an **Alignment Plan** that includes:
 - **Opportunities for Program Coordination:** Identify opportunities to better coordinate the services offered by both programs. This could include shared service delivery models, consistent evaluation standards, and streamlined processes for participant care.
 - **Shared Service Model Development:** Develop a **shared service model** outlining how staffing, data management, and service delivery can be integrated across Outreach and Social Prescribing Programs. This will involve identifying roles and processes that can be shared to improve efficiency and reduce administrative burdens.

Deliverables

1. **Stakeholder Engagement Process:** Create and implement a process for engaging stakeholders and gathering input to inform strategic planning.
2. **Strategic Plan:** Develop a plan to define the goals and objectives for **Outreach Programs** and **Social Prescribing Programs** in each region to build clarity and collective buy-in for alignment.
3. **Alignment Plan:** Develop a Comprehensive Spectrum of Supports and Shared Service Model - Alignment Frameworks (including goals and objectives) for program coordination that can be applied across Alberta.



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Considerations

ESCC and HAA recognize there will likely be subsequent phases building off this project, requiring a budget and a clear outline of the work. Depending on the success of this project phase, there is potential for the contract to be extended and budget added for phase two work.

Budget

The maximum budget for this project is \$40,000 over 12 months. Please submit a high-level budget, including itemized expenses and a realistic timeline for deliverables and payments.

Timelines

The proposed start date is January 2025, with consultations starting in February 2025. Please outline your proposed approach and provide a suggested timeline and duration for the work. Upon commencing this work, we will provide further background information and will work with the successful proponent to develop a more detailed timeline.

Submission Requirements

Your proposal should include:

1. **Understanding of Role and Scope of Responsibilities.**
2. **Experience Summary** related to the desired qualifications.
3. **Preliminary Approach** to developing the strategic and alignment plans, including an **Implementation Guide** and **Evaluation Plan**.
4. **Timeline** for completion of key tasks and estimated hours for each deliverable.
5. **Budget** broken down by task/deliverable, including rates and subcontracting details.
6. Attach a **single PDF** with:
 - Resumes of all team members.
 - **Sample work** and **references/testimonials** from past clients.



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Evaluation Criteria

1. **Flexibility and Collaboration:** Willingness to work with **ESCC** and **Healthy Aging Alberta** as partners.
2. **Consideration of the Problem:** Understanding of the challenges involved.
3. **Scope of Work Understanding:** Clarity in understanding the tasks required.
4. **Timelines and Deliverables:** Realistic timelines and proposed outcomes.
5. **Cost:** Appropriateness of the proposed budget.

Question and Answer Process

Please submit questions about this RFP to sheila@seniorscouncil.net and mariam.elghahaugi@healthyagingalberta.ca by **November 14, 2024**. Consolidated responses that do not identify the proponent will be posted on our website by **November 18, 2024**.

Submission Procedure

Proposals will be accepted by email until **11:59 p.m. (MST) on November 25, 2024**. ESCC and HAA will review proposals in early December and notify all applicants of the decision shortly thereafter.

Please send a cover letter and proposal, including resumes of those who will be working on the contract, testimonials and references, as a **single PDF** to:

Sheila Hallett, Executive Director:
Sheila@seniorscouncil.net