

Kahnawake Shakotia'takehnhas Community Services (KSCS)



PROJECT TERMS OF REFERENCE

ORGANIZATIONAL REVIEW

November 20th, 2017

Contact Name

KSCS BOARD OF DIRECTORS | P.O. BOX 1440, KAHNAWAKE (QC) J0L 1B0

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Introduction

Kahnawà:ke Shakotia'takehnhas Community Services (KSCS) is a Mohawk health and social service organization that provides health and social service programs in a continuum of care to Kahnawa'kehró:nón (the people of Kahnawake) in five distinct service areas: Prevention; Support (Youth Protection, Addictions, Foster Care & Psychological services); Assisted Living for elders and people with special needs; Home and Community Care to support our elder population; and Environmental Health. Included in our total compliment of employees are the operational supportive functions of Facilities, Finance and Organizational Support. Our Board of Directors receives its mandate from the Mohawk Council of Kahnawà:ke and are tasked with determining the needs of the community and providing the services necessary to meet these needs.

We also receive direction for global health and social service concerns from Onkwata'karitáhtshera (a Kanien'kehá:ka word translated as "for all the people to be concerned in the area of good health"), the one health and social service agency that is responsible for overseeing community control over Kahnawà:ke's health and determining the health priorities.

KSCS is seeking consulting services to perform an organizational review within our organization to obtain information that can propel the organization to ensure we are meeting the ever-changing needs of Kahnawà:ke.

The purpose for the review is to provide its leadership with an objective perspective on the organization's structure, people, processes and infrastructure. These are the critical parts of the organization that enable it to meet the needs of the Kahnawake community. Organizational structures help clarify roles and functions. They support the efficiency of the organization's operations to ensure the best quality for stakeholders.

Everyone needs to understand their role in any organization's operation in order to do their part well. If two people perform unnecessarily overlapping tasks, the organization is wasting labor resources. If no one is handling a particular task because they don't think it's within their role, the organization faces another form of inefficiency. Structures help to define departments, jobs and roles around the tasks and functions the organization needs executed. As organizations grow, the needs of the community & other stakeholders change, and as best practices & evidence evolve, organizations should periodically review their structures to make sure the structures match their efficiency needs.

The team leading the organizational review will explore the organization's outcome by reviewing the appropriate department's strategic plans, mission statement, goals and objectives. Documents, such as position descriptions, organizational charts, and operating procedures will be reviewed.

Organizational Background

KSCS is located on the Mohawk Territory of Kahnawake on the south shore of the St. Lawrence River, approximately twenty minutes from downtown Montreal, Québec. Kahnawake has a land base of approximately 12,000 acres.

The organization was officially formed in 1988, bringing together Social Services, which includes Youth Protection Services, Community Health, and Alcohol and Drug Abuse Prevention. Since that time, the organization has grown to include Home and Community Care Services, Turtle Bay Elders' Lodge, Assisted Living Services, Addictions Response Services (outpatient treatment), Psychological Services, Family Violence Prevention, Parenting and Wellness (Traditional) Services, Environmental Health Services as well as Organizational Support (human resources, communications, administration and strategic development), Finance, and Facilities.

The organization's two primary sources of funding come from Health Canada and Indigenous and Northern Affairs Canada (INAC) as well as secondary sources. KSCS currently employs approximately 183 staff members with a corresponding budget of approximately 10 million in salaries and benefits.

For this project it will be important to note some major organizational activities that have taken place, all which have had impact on our human and financial resources.

- In 2011, KSCS adopted a new Performance Based Compensation System that was founded on 3 pillars; Performance, Market Competitiveness and Fairness. The system was evaluated in 2014, and was then enhanced to incorporate a Step progression system with satisfactory performance being a key factor in employees moving through the steps. To support and complement the system a new Performance Management Process was also implemented, concurrently. This process also included reviewing and revamping the organization's job descriptions so they can support the adopted Compensation System.
- Given KSCS' complex funding structures, and challenges as a result of limited annual operating budgets, KSCS embarked on rightsizing activities in 2014 to alleviate impending budget deficits in order to sustain the current complement of employees we have. KSCS identified areas to streamline processes, and improve efficiency, without impacting essential/mandatory services to the community.
- In April 2016, KSCS launched its 3-year Strategic Plan with the strategic focus *"to help empower Kahnawa'kehró: non individuals and families to take control of their lives"*. The plan outlined major strategic and organizational objectives for the organization. The plan was created during a time when the organization implemented rightsizing activities to address its limited financial resources. A workload assessment became a priority organizational activity. In addition, the organization also embarked on redesigning the budget and budget monitoring processes (budget monitoring transformation project).
- In May 2016, INAC informed the organization that as a result of the Human Rights Complaint concerning First Nations children, INAC would be providing immediate and sustained funding increases to the Child and Family Services (CFS) Program. The increase was significant, impacting KSCS's rightsizing efforts as well as the budget monitoring transformation project. The organization's focus shifted to utilizing the additional funding to enhance our program delivery in alignment with the strategic plan and deliver the CFS program more effectively.

- In the spring of 2017, KSCS initiated a workload assessment project that looked at current staffing resources, workloads and processes to make the organization more efficient and effective in meeting the community needs and realizing our strategic plan.

Given the larger organizational activities that have taken place, the organizational review remains an outstanding priority activity.

Our Vision

Kahnawà:ke Shakotii'a'takehnhas Community Services strives for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit.

Mission Statement

KSCS's mission is to encourage and support a healthy lifestyle by engaging with community through activities that strengthen our core values of peace, respect and responsibility with the collaboration of all organizations of Kahnawà:ke.

Project Purpose

- Ensuring KSCS is delivering quality care services
- Leadership needs to know what's happening in the health and social services environment
- Leadership needs to make the right decisions to position the organization to effectively meet the needs of the community
- Obtain an objective perspective of the organizations: strengths, vulnerabilities, and barriers/resistance to change
- To support decisions about the future of the organization

Foundation for a Successful Process

- Commitment: leadership inspires others to participate, leadership openly wants to support change, highly visible & open process
- Structure: the Board Executive Committee to guide, advise, promote
- Process: participatory, inclusive, and representative
- Education: focus on setting ground rules, communication, and approaches; offers workshops & seminars
- Communication: to ensure everyone is on the same page; designed to meet stakeholder's informational needs; provides mechanisms for seeking and responding to feedback, is timely and current, is monitored and reviewed
- Engagement with staff and community through surveys, focus groups, etc.

Project Scope/Objectives

KSCS is seeking a comprehensive analysis of the following components;

1. Organizational Structure
 - a. Directors and Managers roles and responsibilities
 - b. Number of people within departments

- c. Capacity to ensure results: do they have the knowledge, skills, attitude and technical resources to support them in gathering information on the difference their services and programs make for stakeholders
 - d. Risk Management – awareness, practice, capacity to anticipate and mitigate
 - e. Ensuring there are adequate personnel in professional designations
 - f. Assess the capacity to deliver the expected results of the strategic plan
- 2. Competency
 - a. Positions
 - b. Performance
 - c. Maintenance
- 3. Function
 - a. Roles of each department
 - b. Use of best practice & evidence in program design and delivery
 - c. Understanding of client satisfaction
- 4. Coordination Across Services
 - a. Capacity for case management
 - b. Collaboration across departments & across social determinants

Intended use of Results:

- 1. Human Resources
 - a. Address gaps and & potentially restructure
 - b. Update and maintain capacity
 - c. Improve staff satisfaction
 - d. Support employee engagement
- 2. Benchmarks
 - a. for services to support ongoing monitoring of quality & effectiveness
 - b. client satisfaction
- 3. Readiness & Preparation for Accreditation
 - a. Roadmap and process to ensure readiness for accreditation
- 4. Strategic Planning
 - a. Support for increased likelihood of achieving outcomes

Deliverables

In undertaking the project, the contractor must carry out several activities culminating in the following deliverables:

- A communication plan for the project.
- A comprehensive review and analysis of the objectives identified. The results of the study must address all of the project requirements and be synthesized onto a detailed report with specific recommendations.
- An implementation plan for the recommendations including performance measures to assess the effectiveness of those recommendations that are implemented.

- Preparation and submission of a preliminary detailed draft report (electronic copy). The detailed draft report should be as complete as possible such that the final report should be just an incorporation of the final feedback from the Board of Directors.
- Preparation and submission of the final report (electronic copy), a PowerPoint presentation with speaking notes (electronic copy), and a two page report summary of the project findings (electronic copy).

Proposal Requirements

The proposal must include, at a minimum, the following elements:

A. Cover Letter

A cover letter from an individual who is authorized to bind the consultant's firm to a contract. The cover letter should give a summary of the approaches that will be used to fulfil the project's objectives.

B. Statement of Qualifications and Experience

Present a statement of qualifications to conduct this work. Identify the consultant team that will participate in the project and each team member's relevant education and experience. Identify a designated project manager/main contact.

**Preference will be given to consultants who have experience and expertise working with health & social service organizations and/or First Nations communities.*

C. References with Contact Information

Provide a brief narrative of two (2) separate projects completed by the consultant of similar scope, complexity and nature as this project. Include sufficient detail to understand its relevancy to this requirement as well as project start and end dates.

Provide the names and contact information for the two (2) separate reference projects.

**KSCS reserves the right to contact listed to verify the information provided by the consultant.*

D. Methodology

Provide a detailed description of the approaches and methods proposed to meet the project's objectives.

E. Work plan with Timeframes

The proposal will also include a work plan listing core activities associated with products/deliverables and the proposed time frames.

A Steering Committee will be overseeing the project. The contractor must incorporate consultations and guidance from the Steering Committee within the work plan.

It is the objective of KSCS to have the contractor begin the project no later than January 8th, 2018. The projected end date will be based on methodology and approval from the Project Steering Committee.

F. Preliminary Cost Proposal/Budget

Provide the proposed costs of the contract, including the fee for labor, travel and other anticipated costs to fulfill the requirements of this project. Include the total lump sum fee.

The successful contractor and the Board of Directors will discuss and agree on proposed budget, methods of payment and other budgetary factors prior to engagement of the project.

Submission Contact Procedure and Deadline

Proposals must be sent electronically to the attention of:

Joseph Styres, Executive Assistant, KSCS

E-mail: JoeS@kscskahnawake.ca

Deadline: proposals must be received by 16:00 on December 4th, 2017. Proposals will not be accepted after this time.

Prospective contractors may direct any questions to Michael Ahrírhon Delisle Jr., Chairman, Board of Directors, by e-mail miked.jintsfan@gmail.com or phone 514-249-8991.