



Request for Proposals

Data Strategy Implementation

Main Street Project Inc.

Winnipeg, Manitoba

Issued: October 4, 2023

Deadline for Proposals: October 25, 2023

Email: Admin@mainstreetproject.ca

Invitation

Main Street Project is seeking proposals from qualified proponents with demonstrated experience in data science and program implementation. The proposed project will focus on policy development, client management system configuration and program optimization, dashboard development and change management with the prototyping, developing and implementing of internal and external-facing dashboards to visualize outcomes of our work supporting individuals using our services.

About Main Street Project

Main Street Project has been operating since 1972 and is currently recognizing 50 years of service. We have been a mainstay in the community throughout our history, augmenting and growing our services based upon community needs.

Our roots are anchored in harm reduction, meeting vulnerable people wherever they are at literally and circumstantially. We have been providing services and programs that meet immediate needs, connect people to solutions to their homelessness, and assisting people living with compromised mental wellness, substance use, and a litany of other health conditions from brain injuries to chronic disease. The primary population Main Street Project supports are those that have been failed by the traditional health care and social service safety net. Main Street Project is often the last place a person in crisis finds themselves.

Our continuing mission is to provide safe and welcoming places of respite and healing with services that aim to reduce harm for people experiencing homelessness, substance use and/or mental health challenges, while working collaboratively to achieve measurable success in the journey to end homelessness.

We see a community in which everyone has access to safe spaces where dignity, respect, and self-determination are supported. Our core values of reducing harm, reconciliation, anti-oppression, and being trauma informed are what guide us in our work.

Mandate and Services

Main Street Project operates several distinct but interconnected programs and services:

- Residential and supportive housing – 2 units
- 120 bed low-barrier 24/7 emergency shelter and drop-in
- Men’s and non-binary withdrawal management, women’s and non-binary withdrawal management
- 24/7 city-wide mobile outreach
- Food bank and essentials market
- Protective Care (Intoxicated Persons Detention Act)
- A case management team works across all of the above programs.

Copies of our recent annual reports and financials, along with our five-year strategic plan can be found on our website: www.mainstreetproject.ca

Project Background Concept

As part of a broader strategic plan related to data collection, usage and governance, and a commitment to data-driven decision making, Main Street Project is dedicated to collecting, managing, and analyzing high-quality data to support program development and data-driven, client-centered decision making. A current state has been evaluated and a data strategy has been completed which will serve as a guideline for completing this project. The recommendations coming from that initiative are included in the appendix to this RFP.

The development of a comprehensive data strategy for the organization coincides with the completion of a new 5-year strategic plan, one that includes a framework for acting on Truth and Reconciliation and embedding anti-colonialism in our services, programs, policies, and spaces.

Qualifications

The bidder must have relevant, demonstrable expertise in data visualization and data warehousing, policy development, client management system configuration and program optimization, dashboard development and change management including experience with business information and data visualization software such as Tableau, Power BI, SAP Crystal Reports, etc.) The bidder must have 5 years’ experience in data science.

Evaluation Criteria

Proposals will be evaluated out of 200 points on the basis of the evaluation criteria outlined below.

Team Experience (50)

Demonstrated relevant experience of consulting team in tech/data field. The evaluation may also include performance of the applicant under past work with MSP.

Referenced Experience (50)

Demonstrated experience completing projects that are comparable in size, scope and use to that proposed, including projects that serve the populations, programs and services described above. Experience working with non-profits and community organizations required.

Project Management (50)

Demonstrates clear timeline, including completion of all key milestones. Main Street Project is looking for proposals that outline a realistic development timetable with achievable milestones. Demonstrates efficient project management practices and processes to ensure the project is completed to a high quality standard.

Scope of Work (35)

Demonstrates understanding of the major issues and objectives, integrates background information into the methodology, and identifies additional required information.

Innovation (15)

Demonstrates innovation in project methodology by including new ideas and approaches not included in the RFP, which adds value to the project.

Main Street Project reserves the right to short list and will contact any or all bidders to clarify their proposal. Main Street Project reserves the right to award to the proposal which best meets the Main Street Project's requirements.

Scope of Work

Policy Development

- Consult open-source policies for the non-profit sector

Client Management System Configuration and Program Optimization

- Refining workflows
- Data collection

Request for Proposals - Data Strategy Implementation



- HIFIS configuration / optimization
- Liaising with HIFIS administrator
- Incident reporting
- Inter-program operational data
- Workflow and notification planning
- User acceptance testing
- Report generation

Dashboard Development

- Operational
- Program area
- Strategic

Change Management

- Documentation
- Training
- Roll-out
- Communication plan - data use

Fees

Main Street Project will enter into negotiations with the most qualified proponent. If unable to reach agreement, Main Street Project will move into negotiation with the next most qualified proponent.

Bidding

MERX Electronic Bid Submission (E-bid Submission) allows for the online submission of bids. Detailed instructions can be found online.

Proposals may also be emailed to Admin@mainstreetproject.ca with “Data Strategy Implementation Proposal” in the subject line (deadline on Oct. 25, 2023).

661 Main Street, Winnipeg, MB R3B 1E3



Appendix

Governance

RECOMMENDATION 1:

That MSP develop a data governance plan, including:

- What kinds of data MSP wishes to collect and why
- What kinds of data MSP does *not* wish to collect and why
- Policies with respect to accessing data (i.e., case manager progress notes are not to be available to non-case managers)
- Who is responsible for which data
- How the data is administered and by whom
- How the data is collected, verified, and approved and by whom
- Stakeholder consultation, specifically Indigenous stakeholder consultation.

Standards

RECOMMENDATION 2:

That MSP standardize data collection forms and definitions.

- Whenever possible, use the same form for data collection across programs (i.e., Naloxone reporting).
- Standardize definitions in the case management system and within forms.
- Develop comprehensive training and reference documentation.
- Ensure that staff training is setup to emphasize standard definitions and practices.

Equity

RECOMMENDATION 3:

That MSP require an equity analysis for data projects.

Privacy

RECOMMENDATION 4:

That MSP respect community member privacy by

- Ensuring that the data collected is required and not more than required.
- That access to individual data is appropriate limited to staff who need to access it.
- The data access is logged and auditable to ensure accountability for staff. Random audits of data access could form part of ongoing processes.
- That staff are trained on security best practices.
- That roles in the case management system are carefully scoped to appropriate data access, periodically revised for role membership and appropriateness.

Capacity

RECOMMENDATION 5:

That MSP build data capacity throughout the organization

- At the front-line staff level, by incorporating dashboards into daily operations, allowing staff to see the data they are collecting, pose questions about it, and gain insight into operations.
- Build a management culture of looking at trends over time, with appropriate dashboards developed to support an analytic approach to program performance.
- Make use of program data frequently and comprehensively in the development of advocacy and policy positions. Easily accessible program data, organized appropriately, should be prepared to facilitate policy analysis work.
- Integrate program data into dashboards showing performance indicators from the strategic planning process. This can help to bring senior leadership and board members into dialogue with program data.

Case Management System

RECOMMENDATION 6:

That MSP move to a fully electronic case management system for nearly all program areas.

- This is required to eliminate hidden data sets and to solve the continuity problem for community members interacting with MSP. This is a key step on the road to data maturity.
- A requirement gathering exercise across all sections and levels of the organization to be performed. A crucial part of the requirements will be robust permissions/role setting and management.
- Once requirements have been identified, then possible case management systems can be evaluated.
- As HIFIS is required for some program, and as it is provided free-of-charge, it is a very strong contender for the case management system.
- Certain aspects of some program may be better served by other systems.
- To ensure the robust and correct use of an electronic case management system, MSP should have a staff member (non-management) responsible for case management system permissions, training, and general administration.

RECOMMENDATION 7:

That MSP implement custom data collection forms for data not linked to individual community members.

- Not all data collection activities are linked to individual community members.
- Each program has different operational requirements. Custom data collection forms can be modified to work most easily for staff, while allowing for structured data collection.
- Custom data forms need to be customizable, easy to use, and not get in the way of program staff.
- Some forms will be optimized for desktop, while others for tablet or mobile, depending on a particular program area's need.

Strategic Policy Development

RECOMMENDATION 8:

That MSP make full use of structured data in policy development.

- MSP identifies key program areas for data analysis.
- That a data system be developed that integrates case management data, custom reporting data, and community member survey data in easy-to-use data exports that allow for exploratory data analysis.
- When evidence-backed policy opportunities present themselves, data reporting be developed to support the repeated and frequent use of data transformations into the policy sphere. Updated data from the same analysis, over time, will provide opportunities to reinforce policy positions.

RECOMMENDATION 9:

That MSP develop data visualizations, available to the public, based on program data, to tell part of the MSP story to the broader public. The data visualizations should be

- Based on the strategic plan
- Reflect broad program areas
- Frequently updated

Strategic Plan and Performance Indicators

RECOMMENDATION 10:

That MSP develop dashboards to show program-data based performance indicators integrated with the strategic plan.

- For performance indicators based on program operations, integrate performance indicator reporting into a strategic dashboard for senior management and the board of directors.
- A custom reporting-form for other performance indicators will allow all performance indicators to be integrated into the dashboard.

Indigenous Identifiers

RECOMMENDATION 11:

That MSP begin an Indigenous data collection planning process.

This process should consist of:

- Full inventorying and analysis of current Indigenous data collected.
- Proposals of future Indigenous data to be collected, with a clear rationale, use plan, and reporting plan (including to community members).
- Strategic plan for use of Indigenous data in policy and advocacy activities.
- Policy with respect to the appropriate and inappropriate use of Indigenous data.
- All of this with MSP's Indigenous Relations directorate and with an appropriate consultation and engagement plan with broader Indigenous stakeholders.
- If deemed appropriate, implement broader collection and reporting of Indigenous identifiers across program areas.