

Request For Proposal

Strategic Planning for the Association of Ontario Midwives

1. About the AOM

The AOM advances the clinical and professional practice of Indigenous and Registered midwives in Ontario with a vision of midwives leading reproductive, pregnancy, birth, and newborn care. There are over 1,000 midwives in Ontario, serving more than 250 communities across the province, including First Nation communities. Since midwifery became a regulated health profession in 1994, more than 400,000 babies have been born with midwives. The AOM envisions midwives leading decolonized and anti-racist reproductive, pregnancy, birth, postpartum and newborn care. The AOM supports clinical excellence in midwifery by providing high quality clinical resources and education. Nine [core values](#), as articulated in the last strategic planning cycle, guide the AOM's decision-making and work.

2. Purpose of RFP

The AOM's current strategic plan expires at the end of 2025. The AOM is looking to develop a new strategic plan to take effect on January 1, 2026.

3. Project Objectives

The goals of the strategic planning process include:

- Align both the process for creating a strategic plan, as well as the strategic plan recommendations, with the organization's core purpose, vision, and values, including the AOM's commitment to decolonization and anti-racism, and to uphold the treaty of the Two Row Wampum
- Engaging board, staff, and members to gather insight on priorities, through surveys and focus groups and/or interviews
- Creating a draft strategic plan to address emerging challenges and opportunities, as well as an evaluation and reporting tool to measure and communicate outcomes and progress

3. Scope of Work

The consultant(s) expected tasks include:

- Conducting an organizational assessment
- Facilitating consultations with staff and midwives
- Working closely with the co- CEO's during this project
- Leading a one-day planning workshop with the board and senior management during the board's retreat scheduled for June 16-18, 2025, at Kingbridge Centre
- Drafting the strategic plan, including a reporting tool
- Providing up to three updated versions of the plan, based on feedback and discussion, as well as a final version

4. Deliverables

Outputs of this contract include a detailed project plan and timeline; summary of engagement findings; draft and final versions of the strategic plan and reporting tool.

5. Timeline

Work to begin in April. Work to be completed by November 2025.

6. Budget

Please provide a detailed cost breakdown in the proposal.

7. Consultant Qualifications

The AOM is looking for a consultant with the following qualifications and experience:

- Understanding of Indigenous sovereignty and experience working with engagement protocols with Indigenous peoples and within communities
- Understanding of structures and practices for decolonization and racial justice frameworks in not-for-profit organizations and health care
- Understanding of the diverse experiences of communities who are Indigenous, Black and People of Colour (IBPOC), including unique strengths and barriers
- Knowledge of structural racism and intersecting social identities, and the responsibility of professional associations in fostering safety and equity
- Experience conducting strategic planning processes for organizations, particularly in Indigenous communities
- Proven ability to engage stakeholders and facilitate focus groups and interviews

- Effective communication skills, including culturally safe engagement protocols with First Nation, Inuit and Metis communities

8. Proposal Requirements

Please include the following in the proposal:

- Executive summary
- Experience and qualifications
- Approach to stakeholder engagement
- Work plan and timeline
- Budget
- References

9. Evaluation Criteria

Proposals will be evaluated on the following criteria:

- Alignment with AOM's commitments, goals, and values
- Understanding of the scope and objectives
- Proposed approach to stakeholder engagement and timeline
- Experience and qualifications
- Cost-effectiveness

10. Submission Details

Proposals will be accepted until **Feb 26, 2025, at 5:00 pm**. Please [email](#) a PDF submission addressed to Ellen Blais and Juana Berinstein, co-CEOs. For information on the AOM, please visit www.ontariomidwives.ca.