
REPORT TITLE: **Extension of Contract 2023-416N – Building Leadership Capacity in Health Services**

FROM: Nancy Polsinelli, RD HBS Sc MPA, Commissioner of Health Services

RECOMMENDATION

- 1. That the contract (Document 2023-416N) awarded to Multilevel Leadership Consulting Inc., for the provision of post-pandemic leadership training and support services in Public Health, be extended in the amount of \$400,000 (excluding applicable taxes) to support other divisions in Health Services for a total revised commitment of \$500,000 (excluding applicable taxes), in accordance with Procurement By-Law 45-2023; and**
- 2. That authority be granted to the Commissioner of Health Services and the Director of Procurement to extend the contract on an as-required basis, up to the available approved budget.**

REPORT HIGHLIGHTS

- Contract Document 2023-416N was awarded to Multilevel Leadership Consulting Inc. to provide trauma-informed and solution-focused training and post-pandemic support services to Public Health leaders.
- Health Services' leaders require additional supports to deliver on critical projects and services, while managing employee morale and pandemic-related burnout, lack of stability in the health workforce, and continued changes in leadership, as a result of retention issues related to *Bill 112, the Hazel McCallion Act (Peel Dissolution)*, 2023.
- The awarded vendor has extensive experience and expertise in crisis management and trauma-informed leadership in Health and can help mitigate further leadership burnout, improve conflict navigation and impact on employee wellbeing, and build change management capacity during this time of transformation across Health Services and the organization.

DISCUSSION

1. Background

On June 19, 2023, Contract Document 2023-416N was awarded to Multilevel Leadership Consulting Inc. to provide trauma-informed and solution-focused leadership training, and post-pandemic debriefing and further support services for senior leadership in Public Health,

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in the estimated amount of \$50,000 (exclusive of applicable taxes) up to a pre-approval maximum of \$100,000 (exclusive of applicable taxes).

In accordance with Contract Document 2023-416N, the Bill 112 Transition Period Procurement Award was based on supporting the Public Health Leadership Team with on-site facilitation to build leadership capacity, to debrief pandemic experiences, and to explore post-pandemic leadership approaches. Further leadership services were procured to support the following changes across Health Services:

- formation of the new Immunization Services Division;
- remobilization and catch-up of programs and services that were paused or scaled down during the pandemic; and
- management of ongoing demands and pressures to respond to community needs while supporting employees through transitions.

Health Services continues to face challenges with continued COVID-19 management, rebuilding and reopening programming, and ongoing churn within the organization as a result of recruitment and retention challenges in a very competitive healthcare labour market. This, along with the news of Peel Region's dissolution, requires Health Services leaders to think differently on how to approach operations throughout the year ahead, while aligned with Ministry mandates and pending provincial and Council direction.

2. Proposed Direction

Multilevel Leadership Consulting Inc., is a vendor with extensive experience and expertise in crisis management and trauma-informed leadership approaches, having spent the last 15 years helping healthcare and government organizations navigate the human dynamics of experiencing real-time transformational change.

The vendor has been working with leaders in Public Health to build their capacity in areas impacted by substantive and ongoing change since the COVID-19 pandemic. Positive evaluative feedback received to date demonstrates that the awarded vendor is well-positioned to continue building leadership capacity in other high-risk or critical service areas within Health Services as employees and programs go through transformational change in 2024. The extended contract includes needs assessments, trauma-informed debriefing sessions, and facilitated discussions with leaders to help manage employees' anxiety regarding the Peel Region's dissolution while mitigating risks to service delivery.

RISK CONSIDERATIONS

As referenced in the report from the Chief Administrative Officer, listed on the September 14, 2023, Regional Council agenda titled "Bill 112 – Update September 2023", substantial risks exist to continuing service delivery through the Peel transition. Ongoing challenges impacting service delivery in Health Services are similar to those identified in the report from the Commissioner of Health Services, listed on the June 22, 2023, Regional Council agenda titled, "Peel Public Health Recovery and Remobilization Update". This includes recruitment and retention, employee psychological health and wellbeing and changing service needs.

Some service delivery risks will be mitigated with increased staffing resources as identified in the report from the Commissioner of Health Services, listed on the November 16, 2023, Regional Council report titled, "2023-2024 Public Health Approach to Stabilize Staffing." The positions referenced in the report are to support and maintain front-line service delivery in

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critical program areas, and do not address wellbeing needs of employees and leaders managing the continuous cycle of recruitment and onboarding, planning, and remobilizing programs and services while managing critical operations during the lengthy transition period.

In the event of limited or inadequate leadership support services, Health Services runs the risk of reduced quality and continuity of programs and services due to increased sick time, absenteeism, staff turnover and increased workload which may impact service delivery to over 1.5 million residents living in Peel.

BILL 112 RISKS AND IMPLICATIONS

On May 18, 2023, the Province introduced Bill 112, *the Hazel McCallion Act (Peel Dissolution), 2023*, that will dissolve the Region of Peel and make the Cities of Brampton and Mississauga and the Town of Caledon single-tier municipalities, effective January 1, 2025.

The legislation provides for the establishment of a Transition Board to make recommendations on implementing the restructuring. Details of the transition, including matters as they relate to regional roles and responsibilities are not yet known. Until such time as the transition role and responsibility details are made clear, recommendation to increase and extend the awarded vendor contract is being made in accordance with Council Resolution 2023-455, and the approved Principles to Maintain Regional Service through the Transition Period.

The proposed contract extension aligns with the following applicable Principles:

- Principle 4 – Health and Safety initiatives including psychological health and wellness for staff.
- Principle 12 - The procurement of goods and services as required to deliver and support the uninterrupted delivery of Regional services.

PROCUREMENT IMPLICATIONS

This is a non-competitive award thus Council approval is required in accordance with Procurement By-Law 45-2023, section 7.1 (e), the required Goods and Services are to be supplied by a particular Vendor due to an absence of competition for technical reasons and no reasonable alternative or substitute Goods or Services exist. It is proposed to extend the current contract with Multilevel Leadership Consulting Inc. to a revised total commitment of \$500,000 (exclusive of applicable taxes).

FINANCIAL IMPLICATIONS

Funding for the extension of the contract is available within the 2024 Health Services budget subject to Council's approval of the budget.



Nancy Polsinelli, RD HBS Sc MPA, Commissioner of Health Services

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