

STATEMENT OF WORK (SOW)

Environmental Scan Consultant

CANES Community Care

Date: July 2026

Prepared by: CANES Community Care

Procurement Type: Invitational and Open

CANES Strategic Planning - Stakeholder Engagement and Situational Analysis

CANES Community Care is seeking a consultant (group or individual) who can undertake a comprehensive environmental scan that includes stakeholder engagement and situational analysis that will help support the organization develop an impactful and relevant strategic Plan. In addition, the consultant will advise Management on methods to continually evaluate CANES reputation (or "partnership experience") with its system partners.

Project Timing

September to January 2027. Final report and presentation to Board and Senior Management to occur in late January 2027.

Reports to

CANES CEO

Qualifications

Proponents will be expected to demonstrate relevant, sector-specific, knowledge at the operational and system-level. They will also be expected to demonstrate relevant experience related to the meeting with the deliverables of the assignment.

Deliverables - Overview

1. Project Work Plan and Stakeholder Engagement Strategy
2. Stakeholder Engagement Summary Report
3. Environmental Scan Report
4. SWOT Analysis
5. Strategic Issues Briefing Paper
6. Board Presentation



Anticipated Scope of Services

Proponents may bring forward their own demonstrated methodology and approaches; however, it is anticipated that the following components will be covered.

1. Internal Assessment

The consultant will:

- Review key organizational documents and reports.
- Analyze organizational performance trends.
- Review relevant financial information.
- Conduct leadership interviews.
- Assess organizational strengths, weaknesses, and capabilities.

2. External Environment Assessment

The consultant will:

- Analyze sector and industry trends.
- Assess regulatory and policy developments.
- Review demographic, economic, and technological factors.
- Conduct benchmarking against comparable organizations - where applicable and available
- Identify emerging risks and opportunities.

3. Stakeholder Engagement

The consultant will develop and execute a stakeholder engagement process including:

- Stakeholder mapping.
- Interview guides and discussion materials.
- Individual stakeholder interviews.
- Surveys and/or focus groups.
- Summary analysis of stakeholder feedback.

4. Strategic Insights & Analysis

The consultant will:

- Synthesize findings into key themes.
- Develop SWOT analysis.
- Identify critical strategic issues.
- Highlight strategic opportunities and risks.



Deliverable	Expected format	Minimum content requirements	Anticipated timing and review process
Project Work Plan and Stakeholder Engagement Strategy	Editable work plan and engagement strategy document	Project governance, roles and responsibilities, detailed methodology, work-back schedule, stakeholder groups, engagement methods,	Submitted at project initiation as a draft for Management review, with a final version incorporating consolidated feedback.
Stakeholder Engagement Summary Report	Written summary report in editable format	Engagement methods used, stakeholder groups engaged, participation levels, key themes, areas of alignment and divergence, and implications for the strategic planning process.	Submitted following completion of stakeholder engagement as a draft for Management review, with a final version incorporating consolidated feedback.
Environmental Scan Report	Written report in editable format	Internal analysis, sector analysis, market and environmental trends, benchmarking analysis, stakeholder findings, strategic risks, and strategic opportunities.	Submitted after completion of internal and external analysis as a draft for Management review, with a final version incorporating consolidated feedback.
SWOT Analysis	Concise matrix and supporting analysis	Internal strengths and weaknesses, external opportunities and threats, supporting evidence, and implications for strategic choices in the next phase of planning.	Submitted with or following the environmental scan report for Management review and refinement.
Strategic Issues Briefing Paper	Briefing paper in editable format	Top strategic issues, opportunities, risks, implications, and questions for Board consideration.	Submitted after synthesis of findings as a draft for Management review, with a final version to support Board discussion.
Board Presentation	Presentation deck and facilitation materials	Methodology, key findings, stakeholder themes, environmental scan highlights, SWOT analysis, strategic issues, implications for the next phase of planning, and facilitated discussion questions.	Submitted in advance of the Board session for review, with revisions incorporated before presentation.
Annual partner perception measurement methodology	Recommended methodology and implementation guidance	Recommended approach to continually or annually measure partner perceptions of CANES as a partner/collaborator and evaluate effectiveness in delivering on its mission and shared system goals.	Submitted as part of the final package, with Management review before finalization.

Deliverable 1

Project Work Plan and Stakeholder Engagement Strategy, including project governance, roles and responsibilities, meeting schedule, detailed methodology, work-back schedule, stakeholder groups, engagement methods, draft tools, key milestones, decision points, risks, and assumptions.

Deliverable 2

Stakeholder Engagement Summary Report, including engagement methods used, stakeholder groups engaged, participation levels, key themes, areas of alignment and divergence, implications for the strategic planning process, and anonymized supporting evidence where appropriate.



Deliverable 3

Environmental Scan Report

Including:

- Internal Analysis
- Sector analysis
- Market/environmental trends
- Benchmarking analysis
- Stakeholder findings
- Strategic risks and opportunities

Deliverable 4

SWOT Analysis

Deliverable 5

Strategic Issues Briefing Paper

Including:

- Top 5-10 strategic issues
- Opportunities
- Risks
- Questions for board consideration

Deliverable 6

Board Presentation

Presentation of findings and facilitated discussion with the Board of Directors and Executive Team.

Deliverable 7

Proposed methodology to continually / annually measure and evaluate partner perceptions of CANES as a partner/collaborator, and our effectiveness in delivering on its mission and shared system goals.

Project Timeline

The anticipated procurement and project timeline is as follows:

Milestone	Date
RFP Issued	July 17, 2026
Deadline for Questions	July 24, 2026
Final Addendum Issued	July 31, 2026
Proposal Submission Deadline	August 7, 2026
Evaluation Period	August 7 - August 17, 2026
Vendor Presentations	Week of August 17, 2026
Award Notification	Week of August 24, 2026
Project Kickoff	September, 2026
Final Report to Board/Senior Management	January, 2027



Submission Instructions

Proposals must include executive summary, methodology, workplan, team bios, pricing, and references.

Submission deadline: August 7, 2026.

Evaluation Criteria and Value-Added Considerations

Respondents should carefully consider the project deliverables and evaluation criteria outlined in this RFP when preparing their submissions. Proposals should reflect a thorough understanding of CANES Community Care, its strategic objectives, and the operating environment in which it delivers services. In addition to meeting all required deliverables, respondents are encouraged to identify any additional experience, capabilities, or value-added services that would enhance the overall success of the project and contribute to CANES Community Care's goals.

Confidentiality

All CANES information must remain confidential and used only for proposal preparation.

Suggested Evaluation Criteria for Consultant Selection

Criteria	Weight
Strategic planning experience	25%
Environmental scan methodology	20%
Stakeholder engagement approach	20%
Sector knowledge	10%
Team qualifications	10%
Cost/value	15%



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