



2024 STRATEGIC PLANNING REQUEST FOR PROPOSALS (RFP)

PROPOSALS DUE SEPTEMBER 30, 2024

www.healthystartpittsburgh.org

PURPOSE

Healthy Start, Inc. Pittsburgh (HS) has initiated a Request for Proposal (RFP) process to identify a qualified consultant or consultant team to guide and execute a 3 to 4-year comprehensive strategic planning process for the organization.

WHO IS ELIGIBLE TO RESPOND

HS seeks a single consultant, a consultant group, or a partnership of consultants with demonstrated experience in successfully developing strategic plans and organizational change management processes, that has strong facilitation skills, has proven experience with non-profit strategic planning, and a strong understanding of the local/regional/national context of maternal and child health, health equity and health disparities. Additional consideration will be given to consultants who have demonstrated lived experience with our participant population and a deep knowledge and understanding of the historical context of medicine, research and maternal and child health for Black women and families. An emphasis on and experience in engagement with community-centered and community engaged practices is highly preferred.

ABOUT HEALTHY START, INC.

Since beginning operation in 1991, HS has served as an intensive community-based effort to eliminate perinatal health disparities in Allegheny County and surrounding southwestern Pennsylvania communities. Our mission is to improve maternal and child health and to reduce poor birth outcomes and infant mortality. Today, we continue our focus on addressing the significant disparities that contribute to infant mortality, maternal mortality and morbidity, low birth weights, preterm delivery, and late access to prenatal care—with a focus on Black women and babies. We blend the expertise of a deep, grass-roots commitment to community with high-level multi-sector partnerships that result in trust and engagement at all levels.

HS has developed a robust ecosystem of programs and initiatives to achieve its mission, as illustrated below (fig 1).



HS has experienced growth over the past 8 years and two completed strategic planning cycles—from 28 staff and a \$1.8M budget, to 75 staff and a \$7M budget. Notably, in 2021, HS led community and multisector stakeholders in the development of the **Allegheny County BIRTH Plan for Black Babies and Families**, which serves as a strategic roadmap and manifesto for infant health equity.

Amid challenging political, social and funding environments, the organization's priorities are: 1) continuing to center Black women, babies and families; 2) excellence and impact in service delivery; 3) articulating innovation and responsiveness as a core organizational value; 4) staff development and retention; 4) leadership development and succession planning; 5) organizational [re]branding; and 6) sustainability planning.

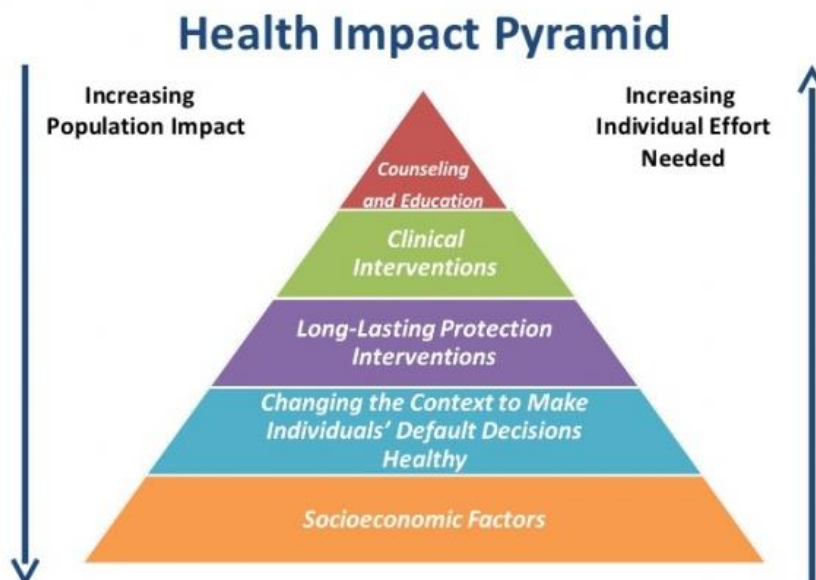
HEALTHY START, INC. LEADERSHIP, GOVERNANCE AND STRATEGIC PLANNING HISTORY

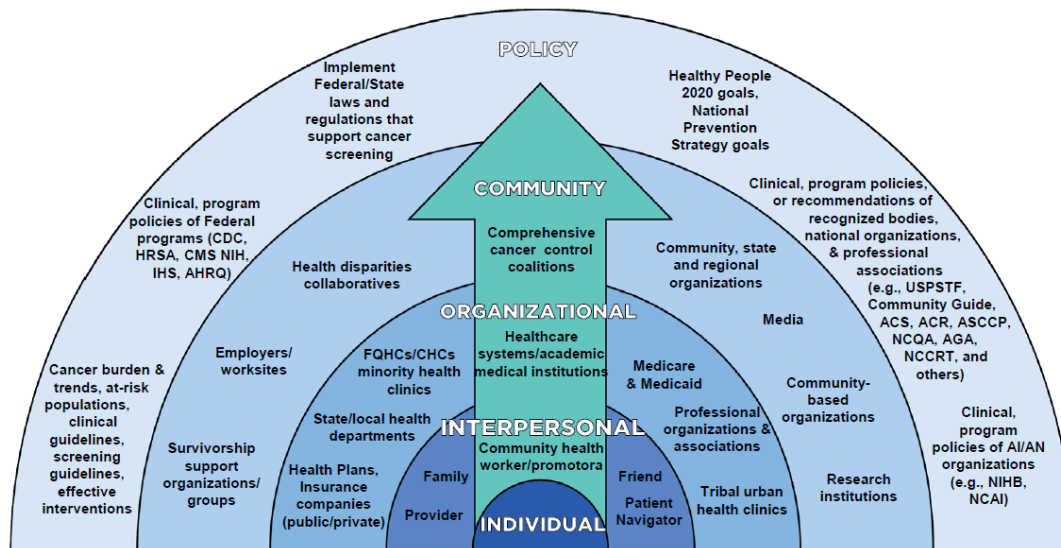
HS is governed by a diverse board of directors representing various industries and stakeholder groups across Pittsburgh. The board works closely to support the Chief Executive Officer in guiding the direction of the organization.

The current strategic planning cycle has ended, and HS has implemented and achieved over 90% of its goals. The board of directors and staff leadership use the plan as a living document to guide strategy, operations and programming. Since our last strategic planning cycle, HS has continued to experience significant organizational growth—including diversification of funding, expansion of programming to meet the needs of our community, local and national strategic partnerships, and is undergoing restructuring at the leadership team staffing level.

MOVING FORWARD

HS operates in the spaces of direct service provision, advocacy and systems change. While many community-based organizations are solely or primarily focused on individual-level behavior change and individual-level social support programming, the greatest impact can be achieved by focusing upstream on socioeconomic factors and policy, as illustrated below. Embracing public health and social determinants of health frameworks, and a socio-ecological model for health promotion, we have expanded our reach and impact by building organizational infrastructure and capacity for systems-level change, while normalizing the availability of sound, evidence-based and evidence-informed interventions that improve maternal and child health, such as doula and lactation support. We also want to continue to be poised to maximize current revenue streams such as our service contracts with managed care organizations while also leveraging other opportunities to generate revenue to offset emerging organizational needs. The strategic planning process should take into account our positioning for growth and impact in light of the challenges conveyed by these frameworks (fig 2).





*Some groups may fit within multiple levels of this model.

SCOPE OF WORK AND DELIVERABLES

We would like to develop a 3 to 4-year strategic plan to accomplish the following:

- Define our future direction to best meet the needs of high-risk pregnant women and their families in Allegheny County, to be reflective of and responsive to trends in the following areas:
 - Public health/maternal and child health
 - Infant and maternal mortality/morbidity
 - Health equity
- Advise on a comprehensive rebranding strategy, aligned with our rich organizational history and four areas of focus as outlined in Figure 1.
- Support the assessment and prioritization of current and emerging programs and services, while exploring opportunities for expansion that align with the organization's strengths and values.
- Fully develop, understand and articulate the value of our programs and services in an increasingly competitive environment.
- Examine opportunities for long-term funding via reimbursement for services and additional revenue streams.
- Capitalize on the strength of our multidisciplinary team while offering strategies for enhanced capacity.

The consultant should be prepared to execute on all aspects of the planning process, including (*for example*):

- Background research by consultant on HS history and current leadership team, including environmental scan of organization and opportunities ahead.
- Benchmarking our organization with other organizations/initiatives with similar focus.
- Focus groups, interviews, surveys and/or any other methods that will be useful in receiving partner and community input.
- Facilitated group meetings with the board and staff to create consensus regarding the strategic plan.
- Any necessary research, needs assessments, feedback from internal and external stakeholders, and project management—and define what support is needed from HS staff and board.

The final deliverable shall include, at minimum, a comprehensive strategic plan document to include recommendations regarding the plan's implementation, support structure and financial considerations, in an editable format. The consultant may propose to also submit other media. We would also like an abridged one-pager/summary/dashboard.

BUDGET

Our budget for this planning process will not exceed \$35,000 all-inclusive.

PROPOSAL SCORING AND SUBMISSION

To best evaluate the ability to meet our goals, your proposal **MUST** include, at minimum (*see breakdown of 100 points for proposal scoring*):

- Description of the consultant/team, size, and structure, indicating whether the firm is a small or woman- or minority-owned business. **(10 points)**
 - Qualifications of all staff to be assigned to the project, including resumes (CV/biosketch) and specify the project manager.
- Your approach to strategic planning and summary of strategic planning experience, including examples of any similar project experience. **(15 points)**
- Explanation of your fit for this project and understanding of HS's target population. **(15 points)**
- Detailed description of the work to be performed, including approaches and rationale. **(40 points)**
- Sample project plan, including suggested project timeline with major tasks and milestones. **(15 points)**
- Detailed/itemized project budget, including time and cost projections. **(5 points)**
- Three client references.
- Any other information that may assist us in assessing your proposal.

Proposals are due by 5:00 PM Eastern on September 30, 2024.

- Inquiries concerning this RFP should be directed to Jada Shirriell, Chief Executive Officer at jshirriell@hsipgh.org.
- Proposals should be submitted in PDF format via email to jshirriell@hsipgh.org before the closing submission date. If the file is too large for email, a link to the file should be provided. Late arrivals will not be accepted. Mail submissions will not be accepted.
- Notification of selection will be made based on the timeline below.
 - RFP Released: August 20, 2024
 - Proposals due: September 30, 2024
 - Vendor selection made: October 28, 2024
 - Project begins: November/December, 2024
- All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by HS.
- Bidder does not need to be local to the HS service area, but should plan several in-person convenings during the course of this engagement.
- It is the responsibility of the bidder to ensure that the response is received by Jada Shirriell by the closing submission date. A response may be judged nonresponsive and excluded for further consideration if it is not received by the deadline or does not follow the specified format.
- HS reserves the right, in its sole discretion, to reject any and all responses received in response to this RFP. A contract for the accepted response will be based upon the factors described in this RFP.
- HS will make efforts to utilize small businesses, women's business enterprises, and/or minority-owned firms. A bidder need not qualify solely by the definition established by the Small Business Administration although that qualification is preferred.
- If the bidder deems any material submitted to be proprietary or confidential, that must be indicated in the relevant section(s) of the response.
- The award will be made to the qualified bidder whose proposal is most advantageous to HS, based on proposal scoring.
- HS in its sole discretion, may request proposal presentations by meeting with any or all bidders to clarify or negotiate modifications to proposals. However, HS reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the bidder can propose. HS contemplates award of the contract to the responsible Bidder with the most cost-effective solution and the capabilities to perform the contract services.
- The bidder must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the Contract or the services provided under the Contract. Except as otherwise disclosed in the proposal, the Bidder affirms that to the best of its knowledge there exists no actual or potential conflict between the Bidder, the Bidder's project manager(s) or its family's business or financial interests ("Interests") and the services provided under the Contract. In the event of any change in either Interests or the services provided under the Contract, the Bidder will inform HS. regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to the HS's satisfaction or the Bidder may be disqualified from consideration under this RFP.