



Request for Proposals – Strategic Planning Consultant Issued April 12, 2010

The Primary Care Development Corporation (PCDC) seeks a consultant to guide it through a strategic planning process that will help position the organization for environmental changes expected to occur in the next three to five years.

Background

Founded in 1993, PCDC is a nonprofit organization whose mission is to expand and enhance primary and preventive care in underserved communities. Our vision is of *"Excellent Healthcare in Every Neighborhood."* PCDC employs three key strategies to achieve our mission and vision:

1. **Investing in primary care facilities.** PCDC improves access to care in communities that need it most by providing capital financing to primary care provider organizations caring for underserved communities to build, modernize, and expand primary care facilities. To date PCDC has leveraged a total investment of more than \$250 million in 77 primary care projects that have created the capacity to provide an additional 1.7 million medical visits and serve an additional 550,000 patients annually. PCDC is recognized by the U.S. Treasury Department as a Community Development Financial Institution (CDFI).
2. **Strengthening service delivery.** PCDC provides consultation, technical assistance and training to primary care provider organizations that strengthens their capacity to improve the quality of primary care, their productivity and their fiscal and administrative capacity and to enhance the patient and provider experiences. PCDC has guided more than 400 primary care teams at 175 organizations to redesign operations; effectively use new technologies, especially electronic health records; prepare for emergencies; and become medical homes.
3. **Leading policy initiatives.** PCDC promotes policies that increase access to quality primary care, improve the health of communities, and lower health care costs. PCDC co-founded the New York State Primary Care Coalition which brings visibility to primary care issues, publishes studies and policy briefs and educates policymakers on the importance of primary care development.

While PCDC is based in New York, we have been increasingly called upon to provide services across the country. Our success relies on public-private partnerships, with critical stakeholders including:

- **The public sector:** New York City (Mayor's Office, Department of Health and City Council); New York State (Governor's Office, Department of Health and State Legislature); and federal agencies such as the US Treasury, Department and the Health Services and Resources Administration of HHS.
- **Funders:** banks that provide loan capital and private foundations that provide funding and operating support.

- **Primary care provider organizations:** community health centers, hospitals, special needs providers who provide care in underserved communities; and
- **Trade associations:** those of which our clients are members, such as the Community Health Care Association of New York State and other state primary care associations, hospital associations and professional associations

PCDC has a full-time staff of 31, an annual operating budget of \$7 million and an active, high level Board of Directors. PCDC is known for excellence in program development and delivery, particularly in our ability to identify emerging needs of safety net providers; develop strategies to expand capacity and improve quality of care in low income communities they serve; and turn this understanding into actionable programs and services that reliably assist providers in achieving measurable, high-impact results.

PCDC values excellence in both its administrative and fiscal operations and its programs and PCDC's excellence is reflected in a number of awards, including semifinalist, New York Times Company Nonprofit Excellence Award (2009); the Paul Ramos Memorial Award for outstanding leadership in furthering quality healthcare (2009) from the Community Health Care Association of NYS (2009); the Avedis Donabedian Healthcare Quality Award for outstanding contributions in the field of quality assurance and improvement (2009) from the American Public Health Association; the Wachovia NEXT Award for advocacy efforts on behalf of primary care in New York State (2007); the Wachovia NEXT CDFI Excellence award for the most Innovative Loan Fund (2001) from the Opportunity Finance Network and the Social Compact Award for Large Bank Partnerships with JP Morgan) from Driehaus Capital Management, Inc. (1999). Among CDFIs, PCDC is rated AAA for impact, a "plus" for policy and a 2 (next to highest rating) for financial strength and performance.

More information about PCDC and its activities is available at www.pcdcny.org.

Need for Strategic Planning

Our objective in this effort is re-examine our business model and program strategy and anticipate how they must adapt to the dynamic healthcare environments emerging nationally, in New York State and New York City. The processes used should assure that staff and Board share key information and assumptions about the organization, its business model and its environment with the outcome being a clear, shared business and programmatic strategy for the next three to five years.

Several recent developments make a strategic planning effort particularly timely, including:

- A substantial complement of new board members.
- A hiatus since PCDC last undertook a formal strategic planning process (2003);
- A dynamic environment that will change the needs of safety net primary care providers and pose new threats and opportunities to PCDC, including:
 - o The enactment of national health care reform (both expanded coverage and health system delivery changes)
 - o A growing recognition of the importance of primary care as a health system priority and the effectiveness of the patient-centered medical home model as a means of organizing it;

- o A New York State Medicaid reform initiative, mid-way in implementation, that is changing quality standards, payment for primary care and resources available to the sector.;
- o The unprecedentedly poor near-term outlook for City and State budgets (important source of PCDC revenues).

Organization of the Strategic Planning Effort

This effort will be a board-driven, facilitated by a consultant and assisted by staff. The consultant will be retained by the Board and the Board Executive Committee will provide oversight during the process. Senior staff, led by the executive director, will assist the consultant and board with data collection, production and dissemination of information, and other areas that will ensure a successful process and outcome.

We expect the process will proceed in two phases:

Phase I

- Collection of necessary internal and external information, including interviews of key senior management and board members, clients and stakeholders;
 - Examination of business model; competitor/partnership analysis; market analysis; and examination and forecast of environmental factors (e.g. health care reform, Medicaid reform, state and local budgets);
- Development of strategic options from the analysis that are consistent with PCDC's mission, vision and core values and that address options for new business opportunities and implications for the organization and financing of PCDC.

Phase II

- Selection of a preferred option(s) following discussion among board and staff. Development of an implementation plan that includes high level 3-5 year goals for current and/or new business areas and any necessary changes in governance, management and staffing, financial structure and performance, and relationships.
- Development of a system to monitor implementation of the strategic plan and organizational performance (dashboard or set of indicators).

An important outcome will be the shared understanding, engagement and buy-on of all parties. We anticipate that the consultant and key senior staff will meet periodically with the Executive Committee during the strategic planning process and that the process will include a one-day senior staff/board retreat, planned and facilitated by the consultant.

Selection Criteria:

PCDC expects the consultant to have appropriate technical, financial and content expertise (e.g., familiarity with health care and nonprofit organization environments); experience in strategic planning for similar organizations in similar circumstances; understanding of the goals PCDC seeks to achieve; capacity to carry out the assignment; a respected track record and a working style that fits well with PCDC. Senior staff will screen candidates who will then be interviewed and selected by board representatives.

Information Required:

1. Company name, address and contact information

2. Your approach; what distinguishes it other strategic planning approaches; why you judge it to be the best approach PCDC (in light of information above).
3. A description of the proposed process and specific tasks and deliverables, including a plan, timeline, responsibilities of the consultant and expectations of the client.
4. Proposed fee structure and amount; fees broken out by tasks or deliverables is encouraged.
5. Names and bios of individuals who would carry out the work described; their experience with similar engagements
6. A brief description of comparable projects carried out for comparable organizations by your firm
7. For reference, three to five clients/engagements undertaken in the last five years, including organization name and address; name of contact and his/her phone number and e-mail address; and date the engagement was completed.

Timeline:

- Monday, April 12, 2010: RFP issued
- Friday, April 30, 2010, 5:00 pm EST: Proposals due.
- Monday, April 19, 2010, 10:30 am EST we will host a conference call to brief respondents and to answer questions. Proposers are welcome to submit questions by e-mail prior to the call. Please e-mail Terri Watson at twatson@pcdcny.org with questions and to receive conference call instructions. Please provide your name, organization, and contact information.
- One month following selection: Engagement begins.

Submit proposal to: Terri Watson, PCDC Executive Assistant, at twatson@pcdcny.org