



Request for Proposal

Strategic Planning Consultant for Cross-Sector Coalition

Proposal Deadline: June 17, 2019, 5pm EST

Contact: Elyse Jardine, The Health Collaborative
Virginia Cooperative Extension
150 B Slayton Ave
Danville, VA 24540
elyse@thehealthcollab.com
434-766-6761 Ext. 7745

Table of Contents

- The Health Collaborative Background..... 3
- Project Overview & Anticipated Outcomes 4
- Scope of Work and Deliverables 4
 - Visioning & Expectation Setting 5
 - Data Gathering and Validation 5
 - Strategic Plan Components..... 5
- Project Budget 5
- Consultant Qualifications..... 5
- Proposal Requirements 6
- Project Timeline 6
- Proposal Submission 6
- Disclaimers 7
 - Right to Reject..... 7
 - Ownership and Confidentiality 7
 - Timeline 7

The Health Collaborative Background

Mission: The Health Collaborative unites organizations and creates action to support health for all people in the Dan River Region

Impact Statement: Indicators reflect a healthy, active, engaged and educated region where everyone lives in an environment where they can thrive

The Health Collaborative is a cross-sector group of passionate individuals and organizations working together to improve the health and well-being of the Dan River Region, which includes Caswell County, NC; Danville, VA and Pittsylvania County, VA. Our goal is to make the healthy choice, the easy choice - at work, in schools, during out of school time, in our faith communities and in our neighborhoods, so that all residents can thrive. To power this work, The Health Collaborative unites organizations and creates action by building teams of dedicated volunteers to work on initiatives in the following goal areas:

- a) **Active Living** – Create equitable access to opportunities to be physically active
- b) **Healthy Eating** – Provide equitable access to local, fresh and healthy food
- c) **Access to Healthcare** – Increase access to healthcare, resources and education for low income, minority and other under-resourced populations
- d) **Healthy Spaces** – Local institutions and community organizations encourage healthy living and create policies, programs and environments that support health
- e) **Leadership and Capacity Building** – Build and maintain a strong and active collaborative structure with broad ownership and leadership development opportunities, representing the diversity of the Dan River Region

To ensure a sustainable and long-term impact, The Health Collaborative recognizes the following components and guiding values as critical to our vision of success:

- a) **Health Equity** - The Health Collaborative believes that everyone should have a fair opportunity to attain the highest level of health. This requires not just distributing opportunity equally, but supporting customized and meaningful solutions that remove each community's set of unique barriers. We aim to create opportunities for neighborhood and community residents to design, lead and implement initiatives to improve their own health and the health of their neighbors.
- b) **Health Impact** - Will the strategy influence a greater number of people over a longer period of time in order to create a healthier population in the Dan River Region?
- c) **Feasibility** - Is the strategy likely to happen based on current capacity, available resources and political will?
- d) **Collaboration** - The Health Collaborative believes that we can realize greater improvements in health through multi-sector collaboration. We commit to sharing both the responsibility and recognition for our collaborative work.
- e) **Policy, Systems and Environmental Changes** - Long-lasting change requires long-term solutions. Our focus is on policy, systems and environmental changes, while lifting up existing programs and identifying new and innovative strategies that are in service to larger changes. We aim to make the systems we use every day work for all people in the Dan River Region.
- f) **Social Determinants of Health** - There are many factors that influence our health. Only 30% of our health outcomes are determined by individuals' behavior. We must broaden our definition of health and consider the built environment and social and economic factors to address the root causes of poor health.

Project Overview & Anticipated Outcomes

The Health Collaborative is approaching its 5-year anniversary and has experienced significant growth and change during this time. The Health Collaborative now has more than 200 members representing over 150 unique affiliations (organizations, community groups, institutions and neighborhoods). The Health Collaborative has also launched two county chapters and action teams are managing dozens of health improvement projects.

To best capitalize on this momentum, The Health Collaborative desires to create a strategic plan, driven by our desire to achieve health equity. This plan will help the coalition focus on projects that have the greatest impact and create an organizational structure that better meets the needs of this growing coalition.

The Health Collaborative seeks a highly engaging and experienced consultant to facilitate a participatory strategic planning process that will result in the following deliverables:

- a) A detailed plan for action teams to narrow their focus over the next 3-5 years in order to implement the strategies currently outlined in the [Health for All action plan](#).
- b) A detailed plan for The Health Collaborative's Coordinating Committee that includes
 1. 3-5-year goals and desired outcomes related to organizational structure
 2. Clearly defined relationships between The Health Collaborative, Coordinating Committee, county chapters and action teams
 3. Internal communication strategy
 4. Defined roles and responsibilities of staff, member organizations, Coordinating Committee representatives, action teams and project leads
- c) Perspective budget for implementing recommendation and action steps

Scope of Work and Deliverables

The project will culminate in the development of a strategic planning document, which will include an executive summary, defined goals and recommendations for policies and practices to achieve the agreed upon goals. The consultant will present the strategic plan to the Coordinating Committee, as well as The Health Collaborative membership at a time to be determined.

The consultant will also work in conjunction with the consultant contracted to revise The Health Collaborative's evaluation plan. This consultant will be working with the Collaborative to provide recommendations for amending the evaluation plan, aligning action team outcomes, selecting the most appropriate and strategic indicators of success and determining future data collection methods.

The planning process is expected to take approximately six months, from July to December 2019. A fully developed plan will be presented to the Coordinating Committee for review. The Consultant will report to Elyse Jardine, Project Manager, and meet regularly with the strategic plan committee.

The following are proposed components of the participatory strategic planning process. However, The Health Collaborative welcomes alternative plans and methods based on the unique expertise of the consultant.

Visioning & Expectation Setting

Facilitate two structured meetings with The Health Collaborative's Coordinating Committee and Project Leads:

- a) Meeting one – understand desired goals and expected outcomes, and to discuss questions and activities for additional information gathering.
- b) Meeting two – Share results of initial finding from interviews, survey/activities, synthesize cross-cutting themes, gain additional feedback and direction to inform the strategic plan

Data Gathering and Validation

- a) Review existing plans and historical documents of The Health Collaborative
- b) Conduct key informant interviews with Health Collaborative staff, Coordinating Committee representatives and other stakeholders
- c) Develop and execute a structured activity to gather feedback from the broader Health Collaborative membership at a regularly scheduled meeting (Tentatively July)
- d) Written situation analysis that contains a summary of findings from the activities listed above to be submitted to the strategic planning team and Coordinating Committee

Strategic Plan Components

The Health Collaborative expects the actionable strategic plan to include the following:

- a) Executive Summary
- b) Data gathering and validation phase
- c) Recommendations and action steps for
 1. Coalition structure and relationships
 - i. Organizational relationship between The Health Collaborative, Coordinating Committee, County Chapters, and Action Teams
 - ii. Internal communication strategy
 - iii. Focused goals for action teams
 2. Internal communication strategy
 3. Focused goals for action teams
- d) Projected budget for implementation

Project Budget

The budgeted amount for this RFP is modest and consultants should prepare project work and cost estimates accordingly for their proposal.

Consultant Qualifications

The Health Collaborative seeks a highly engaging and experienced consultant(s) that has research, advisory and experience with:

- a) Collaborative strategic planning processes
- b) Cross-Sector coalitions
- c) Public health and health equity strategies (experience with rural public health a plus)

And has

- a) Strong facilitation skills
- b) Ability to effectively express ideas orally and in writing
- c) Ability to make effective presentations to diverse groups

- d) Ability to travel for relevant meetings, interviews, and data gathering exercises in the Dan River Region (Caswell County, NC; Danville City, VA and Pittsylvania County, VA)

Proposal Requirements

Please include the following in your proposal:

- a) Consultant's approach to strategic planning
- b) Project design
 - 1. Project plan
 - 2. Project timeline
- c) Cost
 - 1. Detailed budget for proposal including costs specific to activities, deliverables within the scope of work including: hourly rate, travel and other related expenses
- d) Consultant(s) Information
 - 1. Company information
 - 2. Consultant / project team bio and resume
 - 3. Summary of relevant experience
- e) References
 - 1. Two client references
- f) Additional Information (optional)
 - 1. In a separate section of the proposal, include any additional information you think is relevant to this RFP and will be helpful to The Health Collaborative in evaluating your proposal

Project Timeline

- a) Proposal Deadline:
 - 1. The Health Collaborative should receive proposal submittals via email no later than 5:00pm EST on June 17, 2019. Any late submissions will not be considered for the RFP. The Health Collaborative does not assume any responsibility for returning late submitted materials.
- b) Consultant Selection: July 1, 2019
- c) Strategic Planning Report – December 10, 2019
- d) Presentation to broader Health Collaborative (To be determined)

Evaluation Criteria

Applicants will be evaluated based on their overall approach to strategic planning, alignment of proposed plan with The Health Collaborative's values, ability of project design to achieve desired goals, background in health equity, experience working with a cross-sector coalition, overall quality of the proposal and proposed cost.

Proposal Submission

Submit by email to:

Elyse Jardine, The Health Collaborative
Virginia Cooperative Extension
elyse@thehealthcollab.com

Questions can be emailed to elyse@thehealthcollab.com

Disclaimers

Right to Reject

The issuance of this RFP does not commit The Health Collaborative to award any contract, to pay and costs incurred in preparation and /or submission of a proposal, or to produce a contract for services or supplies.

We reserve the right to award the contract to who presents a plan that best aligns with our goals, not necessarily to the lowest bidder.

Ownership and Confidentiality

All proposals submitted shall become property of The Health Collaborative. All intellectual property and data will become property of The Health Collaborative. The consultant shall further agree to keep information related to any and all contracts with The Health Collaborative in strict confidence, including but not limited to, the terms of the contract, any confidential or proprietary information learned through his or her dealings with The Health Collaborative.

Timeline

The project related timeline mentioned in the RFP is tentative and The Health Collaborative reserves the right to modify the project timeline, in part or full, as and when it deems necessary.