

Request for Consultant Qualifications:



Deadline for submission:
Wednesday, November 30, 2016 at 5 p.m.

All application materials should be submitted to:
GetSET@hfwcny.org

To download an electronic copy of this Request for Qualifications,
visit www.hfwcny.org

1. Overview

The Health Foundation for Western & Central New York is seeking consultants to work with nonprofit health, behavioral health and human services organizations participating in its capacity building initiative, GetSET (Success in Extraordinary Times). The project's goals are twofold:

- 1) To help organizations strengthen their internal infrastructure at the operations level to ensure the provision of high quality care, improved outcomes, and survival in the new fiscal environment; and
- 2) To assist organizations to identify their value proposition(s) and recognize and respond to business opportunities.

2. Background

Health Foundation for Western & Central New York

The Health Foundation for Western and Central New York is dedicated to improving the health and health care of the people and communities of western and central New York.

Based in Buffalo, NY with a second office in Syracuse, the Health Foundation is an independent private foundation that serves the eight counties of western New York, including Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming, as well as the counties of Cayuga, Cortland, Herkimer, Madison, Oneida, Onondaga, Oswego and Tompkins in central New York.

It has three focus areas: improving the health and health care of vulnerable older adults; improving the health and health care of children ages birth to five who are impacted by poverty; and ensuring that communities across the regions have the capacity to effectively address health needs.

Its visions are that all vulnerable older adults are able to plan for and maintain a dignified, independent, high-quality life in their community; all children impacted by poverty are physically, socially and emotionally healthy as they enter kindergarten; and all communities are able to effectively plan for and address the health needs of the most vulnerable and those in poverty.

For more information about the Health Foundation and its work, please visit www.hfwcny.org.

Rationale for the Project

The Health Foundation created GetSET to help health, behavioral health, and human services organizations strengthen their infrastructure at the operations level. 'Extraordinary times' is defined as the rapidly changing fiscal reality for all organizations. The reasons vary – increased demand for services; operating within a managed-care system; the impact of Medicaid reform and loss of the fee-for-service payment model; loss of traditional sources of revenues (e.g. local government programs); and reduced access to general operating dollars through private donations and/or philanthropic support.

The driving force behind GetSET is the concern that quality services to vulnerable populations in the areas of healthcare, behavioral health, and human services will be compromised due to provider inability to respond to and thrive in the new fiscal environment.

The Peter and Elizabeth C. Tower Foundation and The John R. Oishei Foundation in western New York have joined the Health Foundation as sponsoring foundations.

The third GetSET cohort will launch in western New York in the first quarter of 2017. Organizational consultants are being sought to work with GetSET organizations.

3. GetSET Process for Participating Organizations

GetSET is an organizational capacity building initiative designed to assist organizations providing health, behavioral health, and human services to vulnerable populations transition to and thrive in a new fiscal environment.

The GetSET process for participating organizations includes:

- A. A 'readiness' interview designed to gauge the organization's readiness to participate in an organizational development process.
- B. A two-year commitment to strengthening internal capacity.
- C. Implementation of an online organizational self-assessment that will measure the agency's strength in the following six core competency categories:
 - Communication and Branding (includes articulating value proposition)
 - Data-Driven Decision-Making/Planning (includes quality improvement capacity/culture)
 - Financial Stability/Acuity
 - Governance
 - Leadership and Management (includes succession planning, emotional intelligence, motivation, team building, etc.)
 - Organizational Infrastructure (includes human resources, technology)
- D. Development of a capacity building plan based on assessment results.
- E. Implementation of selected capacity building strategies.
- F. Participation in group-based education and training sessions.
- G. Participation in peer learning groups.
- H. Implementation of the organizational assessment again at 12 and 24 months to measure the degree of change. An external evaluator has been selected to also measure the overall impact of GetSET.

4. **Consultant Roles and Assignments**

A consultant with expertise and experience in organizational development will be assigned to each participating GetSET agency for two years to assist the agency with conducting an in-depth organizational assessment, developing a capacity building plan, and implementing selected strategies. While GetSET is a two-year initiative, the role of the organizational development consultant is more heavily concentrated in the first year.

Organizational development is defined as an effort that is planned, organization-wide, and managed from the top that is designed to increase **organizational effectiveness** through planned interventions in organizational processes.

The fee paid to organizational consultants will be \$35,000. Payments will be made based on the achievement of certain milestones over the course of the two years. In order to provide structure and consistency, all consultants serving in this role must attend a mandatory training and orientation session and participate in peer learning groups every six months.

5. **Guidelines for Submitting Qualifications**

Please submit a letter of interest containing the following information to GetSET@hfwcnyc.org by Wednesday, November 30, 2016 at 5 p.m.:

- Contact information
- The category or categories of consulting in which you have expertise and proven success
- A description of your primary skill sets, how you acquired them, and evidence of success in applying them as demonstrated by improved outcomes for clients
- A description, where applicable, of your consulting expertise in the following areas:
 - Organizational Development
 - Mergers and Collaborations
 - Cultural Competency
 - Program Evaluation
 - Finance and Business Planning
 - Information Technology
 - Strategic Planning
 - Succession Planning
 - Board Governance
 - Fund Development
 - Marketing and Public Relations
 - Social Media
- Your curriculum vitae and information about you and/or your firm
- A list of your nonprofit clients from the past two years

- Three nonprofit references (name of organization, work performed, and contact information) that represent your best examples of organizational development work

Please send questions about this RFQ to GetSET@hfwcnny.org by November 16, 2016. You will receive a response to your question within three business days.

All submissions of qualifications are due to GetSET@hfwcnny.org by Wednesday, November 30, 2016 at 5 p.m.

Submission of qualifications must be electronic; paper submissions will not be accepted.

Submitted applications will be acknowledged by a return email within three business days. If you do not receive an email acknowledging receipt of your submission within three business days, please contact Glenda M. Cadwallader, GetSET project director, at gmc@cadwalladerconsulting.com to determine the status of your submission.