



Request for Proposals: Strategic Planning Consultant

Introduction

The Foundation for a Healthy Kentucky (Foundation) is seeking proposals from qualified consultants to facilitate and support a strategic planning process that will inform and assist the Board of Directors in reaching consensus on the focus, goals and objectives that will guide the next phase of investment and strategies beginning January 1, 2023 and beyond. The success of the Foundation depends on engaging with, listening to, and learning from the ideas and advice of others. We believe that solutions emerge when diverse groups of individuals and organizations come together to share their experiences and expertise. We value the advice of others, not only from our consulting relationships, but from the experience and expertise of individuals and communities across Kentucky. Responses to this Request for Proposals (RFP) are due on or before **June 1, 2021**. We look forward to hearing from you.

About the Foundation

The Foundation was created in 2001 as the result of the conversion of charitable assets from a negotiated settlement between the State of Kentucky and Anthem following its acquisition of Blue Cross and Blue Shield of Kentucky. The proceeds of the settlement (\$45M) provided the Foundation's original endowment, which today is \$62M. Unlike most conversion foundations, the Foundation is a 501(c)3 public charity and not a private foundation. Specifically, the Foundation is a Type I Supporting Organization with a unique governance structure that includes seven Corporate Members, a 15-member Board of Directors, a 61-member Community Advisory Council (Council) all with established roles and charters. The Foundation has an eight member staff.

The Foundation's mission is to address the unmet health needs of Kentuckians by developing and influencing policy, improving access to care, reducing health risks and disparities, and promoting health equity with a vision for a Kentucky where every individual and community reach their highest levels of health. Since the Foundation opened its doors in 2001, it has invested more than \$29 million in health policy research, advocacy, and demonstration project grants across the Commonwealth. The Foundation operates off the interest of its endowment and is the 8th largest Foundation among Grantmakers of Kentucky members.

The Foundation's current focus areas are:

- Access to health care
- Tobacco use reduction
- Obesity and Diabetes Prevention
- Children's Health (Adverse Childhood Experiences)

The Foundation utilizes various approaches to advance strategic goals and objectives including:

- Funding demonstration projects,
- Research, data collection and dissemination
- Training, technical assistance (TA) and evaluation
- Serving as a convener

- Grants/consultant contracts for policy expertise and advocacy
- Coalition building
- Direct advocacy/lobbying
- Public relations campaigns

Several examples of the Foundation’s current initiatives are:

- Under the *Access to Health Care* focus area, the Foundation is facilitating the development of partnership (Kentucky Partnership for Health Improvement) to identify several key health indicators and through collective efforts, attempt to “move the needle” on these poor health outcomes. It is intended for the Foundation to serve as the backbone organization for this new partnership.
- Under the *Children’s Health* focus area, the Foundation serves as the backbone organization for the recently established [Kentucky Coalition for Healthy Children](#). The mission of the coalition is “to work collaboratively on policies and practices in and around schools that promote equity and improve the physical, social and emotional health and well-being of children, youth and families”.
- Under the *Tobacco-Use Reduction* focus area, in partnership with the [Coalition for Smoke-free Tomorrow](#), for which the Foundation serves as the backbone organization, the Foundation advocated for local tobacco control legislation in the 2020 Kentucky General Assembly.
- Under the *Obesity and Diabetes Prevention* focus area, the Foundation has been actively monitoring and supporting legislation and sponsoring events to educate, raise awareness, and support advocacy efforts in diabetes primary and secondary prevention, including co-sponsoring Diabetes Day at the Capitol with the Kentucky Diabetes Network and support for legislation in the Kentucky General Assembly that caps the cost of insulin for persons in state-regulated health care plans.

Background

By almost any measure, Kentucky faces significant health challenges. The United Health Foundation ranks Kentucky 43rd in the US in overall health status.¹ In 2001, when the Foundation was established, the adult obesity rate was 21.7% ranking the state 7th in the nation and today Kentucky ranks 5th.² Kentucky ranks 1st in the Nation for children ages 10-17 with obesity.³ The child poverty rate in Kentucky is very high, 21% (the US rate is 14.4%), however the child poverty rate for black children in Kentucky is 41%, for Hispanic children it is 36%.⁴ Working to address these types of disparities is at the core of the Foundation’s mission. Because we know that racism, poverty, and unhealthy environments are among the factors that contribute to the Kentucky’s poor health rankings, the Foundation seeks to focus its efforts toward the root causes of poor health.

Previous strategic planning efforts:

The Foundation’s strategic planning efforts have taken on various forms over the last 20 years. At its inception, the Foundation’s first strategic planning effort included a statewide Community Planning

¹ United Health Foundation. America’s Health Rankings, 2019 edition. [ahr_2019annualreport.pdf \(americashealthrankings.org\)](#)

² United Health Foundation America’s Health Rankings - [Explore Health Measures in Kentucky | 2020 Annual Report | AHR \(americashealthrankings.org\)](#)

³ The State of Childhood Obesity - [Obesity Rates for Youth Ages 10 to 17 - The State of Childhood Obesity](#)

⁴ County Health Rankings - [2021 Kentucky County Health Rankings](#)

Workshop series, designed to engage potential partner/collaborator organizations in planning activities to narrow the Foundation's focus. The results were several focus areas that are the heart of the Foundation's focus areas still today.

Strategic planning process oversight:

The Board of Directors has a Strategic Planning & Evaluation (SP&E) Committee whose role is to "provide assistance to the Board of Directors in both developing strategic priorities and goals that can optimally advance the Foundation's mission and assessing progress toward fulfilling them." A "work group" of the SP&E Committee is responsible for recommending to the full Committee a process for strategic planning including the selection of this consultant.

Scope of Work

The consultant will work with lead staff and the SP&E Committee to develop and facilitate a process for strategic planning, ultimately resulting in a strategic plan for the period beginning January 1, 2023 and beyond. The plan will include goals and objectives that are informed by and may build on current and prior work and are consistent with the current and potential capacity of the Foundation. The scope of work includes:

- Working with lead staff and the SP&E Work Group to design and plan a strategic planning process including the development of parameters, key elements, deliverables, and a timetable.
- Guide and facilitate the strategic planning process which is expected to:
 - Be informed by current health statistics and research that may include data from the Foundation's own www.kentuckyhealthfacts.org website, annual Kentucky Health Issues Polls.
 - Be informed from learnings from the prior work of the Foundation including results from the "legacy project", initiatives briefs and past and ongoing evaluation efforts by the Foundation.
 - Include a community input component that includes not only internal (Board, Council and Staff), but external stakeholders such as initiative partners, grantees, and policy makers.
 - Be informed by groups that are underrepresented in health and health care deliberations, such as people who are uninsured, medically underserved, members of racial and ethnic minorities, and other groups within the Foundation's priority population.
 - Result in the identification of appropriate metrics to evaluate impact and outcomes.
 - Inform the development of implementation strategies which will be developed by staff.
- While the process still needs to be defined, it is anticipated the consultant's activities and deliverables will include:
 - A planning process document and timetable.
 - An environmental scan of the work of other foundations and health policy advocacy organizations in the Commonwealth to identify unaddressed priorities and opportunities for collaboration.
 - The development of protocols for and conduct of key informant interviews and other protocols and tools as needed for obtaining input and perceptions of the Foundation's current activities and best opportunities.

- Framing and facilitation of strategic planning deliberations as defined in the planning process document.
- A key-findings report and recommendations and presentation and deliberation.
- Refinement of key findings and consultation with the lead staff to facilitate the creation of a strategic plan for 2023 and beyond including recommendations for a uniform approach to evaluation and progress tracking and communications.

Timetable

The consultant will work with lead staff to develop a timetable for a process that is expected to conclude in September 2022. Several currently scheduled meetings are noted below as they will likely serve as key opportunities for the consultant to engage with the SP&E Committee and the Board of Directors.

Sept. 22, 2021	SP&E Committee Meeting
Sept. 27, 2021	Board of Directors Meeting
Nov. 17, 2021	SP&E Committee Meeting
Dec. 6, 2021	Board of Directors Meeting

SP&E Committee and Board of Directors Meetings in 2022 will be scheduled quarterly in the months of March, June, September, and November/December. It is expected that meetings will continue to be conducted remotely, with the possibility for some level of in-person meetings beginning late 2021 or early 2022.

Submitting a Proposal

The Foundation is seeking proposals from qualified individuals or organizations to facilitate and support a strategic planning process that will inform and assist the Board of Directors in reaching consensus on the focus, goals and objectives that will guide the next phase of investment and strategies beginning January 1, 2023 and beyond. Suggested proposal length not to exceed 10 pages (not including appendices). Responses to this Request for Proposals (RFP) are due **June 1, 2021** and shall include:

1. A description of the individual or organization’s qualifications and capacity to undertake this assignment that includes:
 - a. Experience and expertise in strategic planning and organizational development.
 - b. Experience working with nonprofit and philanthropic sectors.
 - c. Expertise in health, health equity and public policy.
 - d. Expertise in evaluation.
 - e. Knowledge of and an understanding of Kentucky.
2. A description of how the consultant intends to accomplish this assignment, including any ideas for enhancing or improving the Foundation’s efforts to undertake this process.

3. Appendices:

- a. A sample list of clients that may be reached for a reference. Preferable, similar organizations for which you performed similar services. The list should include a contact person, phone, email address and a description of the work performed.
- b. Resumes or brief biographical summaries of all personnel to be assigned to this project.
- c. A proposed budget for the project.

Qualifications (Criteria) for Consultant Selection

- Expertise in strategic planning and organizational development;
- Experience in working with the nonprofit and philanthropic sector;
- Expertise in health, healthy equity and public policy;
- Expertise in evaluation;
- Preference for a Kentucky-based firm or a firm with experience and understanding of Kentucky.

Solicitation and Selection Timeline

April 30, 2021 RFP Release

June 1, 2021 Responses Due

June 1, 2021 Screening of applicants; scheduling of interviews; reference checks

July 15, 2021 Notification of Committee selection

Submit To:

Email proposal no later than 5 p.m. Eastern Time on **June 1, 2021** to mshircliffe@healthy-ky.org. You will be emailed and acknowledgement of your submission within 24 hours or receipt. Questions regarding the RFP shall be directed to:

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