PHPDA

PACIFIC HOSPITAL PRESERVATION & DEVELOPMENT AUTHORITY

Bridging Gaps in Health Care Access

February 3, 2012

To Whom it May Concern,

We are seeking proposals from qualified consultants to review and update the Public Pacific Hospital PDA 2008-2011 Strategic Plan. Please find a Request for Information (RFI) attached. Responses Electronic responses must be received at before 2:00 PM on Friday, February 24, 2012.

If you have any questions relating to the RFI, please feel free to contact me at 206-325-1357 or r.aragon@phpda.org.

Thank you in advance for your response.

Sincerely,

Rosemary Baker Aragon

Rosemary B. Aragon
Executive Director, PHPDA

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Pacific Hospital Preservation & Development Authority
Request for Information
For Strategic Planning Consultant

Goal

The Public Pacific Hospital PDA wishes to update its 2008-2011 Strategic Plan with a new three-year plan. The objectives for the consultation are described on page 3.

We are seeking proposals from qualified consultants to this end.

Timing

We anticipate selecting a consultant in early March 2012. We further anticipate that this **consultation would last approximately 6 months.**

Fees

The resulting contract for strategic planning services will define a **not-to-exceed fee for services of $10,000.** This fee proposal must therefore include services, costs, and all incidentals including printing and travel costs, if any.

Decision making process

Any person or firm wishing to be considered for this project must submit a response to this Request for Information by the deadline stated below.

Following evaluation of responses to this RFI, interviews will be scheduled with finalists. A recommendation will be presented to the Pacific Hospital PDA Planning Committee at its March 6, 2012 meeting and, following committee approval, to the PHPDA Board at its March 13, 2012 meeting.

Contract

A contract for services will result from this process. The contract for service will incorporate the RFI response.

Background

The Pacific Hospital PDA completed a planning process in 2008 to develop a mission statement with operational Pacific Hospital PDA goals. The Mission, Vision, and Values from that 2008 Plan have been reaffirmed by the organization and do not require revision as part of this Strategic Plan update.

The Pacific Hospital PDA is a public development authority chartered by the City of Seattle and a 501(c)(3) organization. A nine-member Governing Council oversees the organization and includes a Finance Committee and a Planning Committee.

The PHPDA has 3 long term leases which generate approximately $2.5M in revenue annually. In addition, it has a contract/interlocal agreement with DSHS, which amounts to approximately $100,000. In the future, this means that at least $1.5M would be available for undesignated program and grant making

In 2011, the PHPDA funded almost $1.1M in grants. This included $673,000 to Pacific Medical Centers (PacMed) to underwrite specialty care to low income, uninsured persons. Prior to expiration of a contract in April 2011, the PHPDA had a contract committing almost $1.5M to purchase specialty care services from PacMed/Pacific Medical. This contractual agreement ended in May 2011. In 2011, additional grants totaling over $370,000 were made to Project Access Northwest (formerly King County Project Access) for services supporting access to specialty care, Pacific Medical Centers for Medicaid interpretation services, and Seattle Children's for a Patient Navigator Pilot Program. To date in 2012, $317,000 has been budgeted/committed, leaving opportunities to consider additional strategic investments.

More information about the PHPDA is available at www.phpda.org.

OBJECTIVES FOR THE STRATEGIC PLANNING CONSULTATION:

The Pacific Hospital PDA wishes to update its Strategic Priorities for the next three years. The goals developed for 2008-2011 were to (a) foster system changes, (b) significantly/measurably increase access for the uninsured/underinsured to receive specialty care in King County, and (c) to identify and vet credible measures of efforts to provide healthcare access to the uninsured and underinsured. These goals need to be reviewed and updated. During the planning process, the PHPDA wishes the Strategic Planning Consultant to work with us to address the following questions:

- **How should the PHPDA spend varying levels of funds? What healthcare opportunities/needs/imperatives can we best impact in King County relative to the following questions?**
  - What is happening with the supply of services?
  - What is happening with the demand for services?
  - What is happening with resource availability?
  - How broad a spectrum of services are we willing to consider?

- **What relationships and partnerships should be created?**
  - What current relationships should we leverage and expand?
  - Do we want to develop funding alliances/partnership with key healthcare funders----and, if so, what shall our focus be?
  - Do we want to build partnerships or collaborations that extend beyond usual healthcare service delivery?

- **How should we approach our grant making and funding?**
  - How shall we structure our approach to grant making?
  - To what extent should our support be directed to the direct funding of health care services, funding of support services, funding for innovative pilot projects, or funding for education, advocacy and/or systems building?

The deliverables the PHPDA is looking for:

- A facilitated strategic planning process that engages the PHPDA Governing Council in addressing the objectives stated above.
- A concise written plan documenting the results of the planning process in terms of strategic goals, priorities and tactics which will guide the PHPDA's services and grant making for the next three years.

INFORMATION REQUESTED FROM THE CONSULTANT:

We request a written document addressing the following four questions.

1. WHAT SIMILAR STRATEGIC PLANNING PROCESSES HAVE YOU FACILITATED?

- The PHPDA wants to know about your experience conducting strategic planning with nonprofit organizations. We are more interested in your track record helping clients develop a significant multi-year strategic direction. *We are looking for examples of big thinking as well as creative thinking.*
- A description of your experience helping specific clients develop a significant multiyear plan (similar to what we have described above)
- The names of 2-3 organizations which you/your firm assisted in developing their plan: the outcomes of this work and references to contact.

2. HOW MIGHT YOU APPROACH STRUCTURING THIS WORK WITH THE PHPDA?

- We want to see how you would propose to structure the consultation with us---what questions you have for us: what role you describe for the Governing Council and PHPDA staff.
- Any recommendations you have about a time frame for this work.
- Note: We are less interested in your ability to walk a client through a traditional planning process of mission-vision-values-priorities.

3. WHO (SPECIFICALLY) WOULD BE PERFORMING THE WORK?

- We are looking for a consultant with a healthcare background—who understand the issues and the complexities of the healthcare system.
- Please provide the names of Individuals who would be performing the work under this contract, their specific roles and level of effort, and a short description of their relevant experience and credentials.

4. HOW WILL YOU BILL FOR SERVICES?

- Please provide information on the basis upon which your firm would charge for the services provided, including hourly rate(s) for the individuals providing services.

Pacific Hospital PDA Statement of Intent

The Pacific Hospital PDA reserves the right to reject any or all responses to this Request for Information.

The Pacific Hospital PDA will not reimburse costs of preparing the consultant's response to the RFI.

The Pacific Hospital PDA reserves the right to cancel the award of contract any time before the execution of the contract by both parties.

The Pacific Hospital PDA reserves the right to ask for clarification in the RFI response if the need arises.

Deadline for receipt:

Electronic responses must be received at the Pacific Hospital PDA before 2:00 PM on **Friday February 24, 2012.** Please send them to Rosemary Aragon, r.aragon@phpda.org.

Questions should be addressed to:

Rosemary Aragon, Executive Director, the Pacific Hospital PDA (r.aragon@phpda.org or 206 325 1357)