

**VALLEY HOSPITAL ASSOCIATION dba MAT-SU HEALTH FOUNDATION**

**REQUEST FOR PROPOSALS**

**Hello BABY Initiative Project Management**

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|--|-------------------------------------|
| 1. Date of issue:                          | July 22, 2024                       |
| 2. Pre-Proposal conference:                | August 15, 2024, at 3:00 PM (AST)   |
| 3. Deadline to submit questions:           | August 19, 2024, at 5:00 PM (AST)   |
| 3. Answers to questions posted to website: | August 23, 2024                     |
| 3. Deadline to submit proposals:           | September 6, 2024, at 5:00 PM (AST) |
| 4. Award to successful firm/agency:        | September 16, 2024                  |

Mat-Su Health Foundation (MSFH) is requesting proposals for project management from organizations in the Mat-Su Borough currently operating and providing services to families (pre-birth to age 5) to support the development and coordination of the Hello BABY (Building Alaska’s Babies with You) network and system of care, and collaborate to build organizational capacity and a sustainability plan to ensure Hello BABY has the necessary conditions to support the operations of its network. Hello BABY is a strategic initiative of R.O.C.K. Mat-Su (Raising Our Children with Kindness), a place-based collective impact initiative of which MSHF serves as the backbone and fiscal agent. This initiative is also supported by a three-year grant from Margret A. Cargill Philanthropies (see Appendix A). Support for the initiative after the 2026 calendar year is still to be determined.

The resulting contract will include the employment and support of one full-time Hello BABY Director position (see Appendix B) responsible for supporting, coordinating, and executing the strategic vision and goals identified in collaboration with the Core Team (see Appendix C). The contractor will collaborate with R.O.C.K. Mat-Su to develop work plans to coordinate a scaffolded approach for integrating essential elements of Hello BABY as identified within the successful offeror’s organizational infrastructure (e.g., the resource and referral database, web platform, and the Director staff position). The contractor will also collaborate to develop a long-term funding model for Hello BABY.

Qualified, interested parties must submit a completed proposal along with signed cover letter, electronically, by 5:00 PM, Alaska Standard Time, September 6, 2024, to:

Mat-Su Health Foundation  
Attn: Megan Ernst  
Program Manager  
mernst@rockmatsu.org

**I. About Mat-Su Health Foundation and R.O.C.K. Mat-Su**

Mat-Su Health Foundation (MSHF) is the official business name of Valley Hospital Association, Inc., which shares ownership in Mat-Su Regional Medical Center (MSRMC). In this capacity, the MSHF board members and representatives actively participate in the governance of Mat-Su’s community hospital and protect the community’s interest in this important healthcare asset through board oversight. The MSHF invests its share of Mat-Su Regional’s profits into charitable works that improve the health

and wellness of Alaskans living in Mat-Su. MSHF serves as the backbone and fiscal agent for R.O.C.K. Mat-Su (Raising Our Children with Kindness), which is a place-based collective impact program.

### ***What We're Striving For***

- Vision: A community where all persons have the opportunity for a healthy life.
- Mission: To improve the health and wellness of Alaskans living in the Mat-Su.
- Values: Prevention, Access, Wellness, Fairness, Equity, Collaboration, Leadership.

### ***Definitions***

- Health: Complete physical, mental, and social well-being and not merely the absence of disease and infirmity.
- Wellness: A healthy balance of the mind, body, and spirit that results in an overall feeling of well-being.
- Well-being: A good or satisfying condition of existence; a state characterized by health, happiness, and prosperity (quality of life).

### ***About R.O.C.K. Mat-Su***

R.O.C.K. Mat-Su (Raising Our Children with Kindness) is a place-based collective impact initiative, of which MSHF serves as the backbone and fiscal agent. The backbone organization in a Collective Impact effort helps maintain overall strategic coherence and coordinates and manages the day-to-day operations and implementation of work, including stakeholder engagement, communications, data collection and analysis and other responsibilities.

R.O.C.K. Mat-Su formed as a result of MSHF's 2013 Community Health Needs Assessment (CHNA), with the community overwhelmingly voicing that a primary goal should be that all Mat-Su children are safe and well cared for. Data also indicated opportunities for improvements in connectedness, substance and behavioral health services, and development of children's social and emotional competence. In 2014, MSHF launched R.O.C.K. Mat-Su, and individuals and organizations joined together to begin promoting family resilience and reducing child maltreatment in the Mat-Su. Working collectively towards large-scale systems change, R.O.C.K. Mat-Su focuses on two goals: (1) strengthen families so all children thrive in a safe, healthy, and equitable community; and (2) end child abuse and neglect and reduce Adverse Childhood / Community Experiences (ACEs). To achieve these dual goals, R.O.C.K. Mat-Su employs multiple strategies that span the public health prevention spectrum and work to achieve transformative systems-level change.

## **II. Background**

Hello BABY (Building Alaska's Babies with You) is a R.O.C.K. Mat-Su initiative, in its early stages of implementation. Hello BABY is a coordinated, family-centered network that empowers families to thrive and achieve success. Community providers within this network align to support a universal prevention program for pregnant people and families with young children, ages 0-5. The goals of Hello BABY are to create a well-functioning system that connects families to services and supports and assists them in achieving the following:

- Strengthened protective factors and greater stability.
- Social connection and belonging in their community.
- Stronger family relationships with access to supportive and proactive services.

The structure of Hello BABY involves a fluid, tailored, family-centered support response system. This is designed to meet families where they are and on the level they choose, then stay beside them as they build relationships and access resources across the community. Hello BABY takes a tri-level approach to providing support:

- The Universal Level: Open to all pregnant people and families; mainly universal outreach and self-referral. Information for social groups within their community made available.
- The Family Level: One-on-one in-person assistance may be needed to link successfully to services and support; may include case management. Families can be paired with a trained and supportive volunteer community member for support in accessing services.
- The Priority Level: Peer support provided; case management and care coordination also made available to individuals facing complex challenges with the support and services they need.

Hello BABY is led by the Core Team, which is comprised of representatives from lead organizations within the network, people with lived experience, and support staff. The Core Team makes decisions by consensus, with limits on vetoing to surrounding issues to do with the mission or operation of a Core Team member's organization. The Core Team also works with a wider network of community partners and people with lived experience to ensure strategic alignment. In addition, they lead the development of implementing a standard of care for families (pre-birth to age 5) that takes a relational health perspective.

### **III. Scope of Work**

The objective of this contract is for an organization currently operating and providing services to families (pre-birth to age 5) in the Mat-Su Borough to support the development and coordination of the Hello BABY network and system of care, and build organizational capacity and a sustainability plan to ensure Hello BABY has the necessary conditions to support the operations of its network. This includes the employment and support of one full-time Hello BABY Director position responsible for supporting, coordinating, and executing the strategic vision and goals identified in collaboration with the Core Team. The contractor will collaborate with R.O.C.K. Mat-Su to develop work plans to coordinate a scaffolded approach for integrating essential elements of Hello BABY as identified within the successful offeror's organizational infrastructure (e.g., the resource and referral database, web platform, and the Director staff position). The contractor will also collaborate to develop a long-term funding model for Hello BABY. In addition, the successful offeror will collaborate with other key stakeholders, including any other contractors associated with the Hello BABY initiative, as different elements of the project may intersect.

The following categories will serve as core functions of the contract:

- Administrative oversight and strategic management of the Hello BABY Director position.
  - Oversee and support the Hello BABY Director in meeting the strategic vision and goals identified by the Core Team, which includes organizing and supporting the Hello BABY partner organizations to execute the work of the Hello BABY delivery model.
  - Support the Director to work with the Core Team and other stakeholders to meet identified objectives of the initiative, such as:
    - Development of the levels that support families within Hello BABY, as well as expanding and diversifying the network in response to the needs of families.
    - Creation of a socially connected community for families through the development and support of a distributed peer-to-peer network to promote social connection opportunities.

- Increasing the capacity of community resource providers to provide outreach and education.
  - Collaborating to understand the allocations of the basic needs fund for filling resource gaps and building capacities.
  - Deepening the capacity of relational health at a community-level.
  - Creating focus on early relational health interventions within network organizations and creating safe, stable, and nurturing relationships within families.
- Ensure and support the progress to execute and achieve the goals of the transition work plans.
  - In collaboration with R.O.C.K. Mat-Su, coordinate and facilitate strategic planning meetings to define and develop work plans and timelines to ensure key programmatic and operational components of Hello BABY are integrated within the offeror's organizational structure.
  - Establish a team to provide appropriate oversight for planning and identification of necessary resources to support and implement the transition work plans.
  - Coordinate, schedule, and assist with the facilitation of necessary sessions with designated individuals to accomplish work.
  - Communicate progress with key stakeholders.
- Develop a funding model for key components of Hello BABY.
  - Customizable funding model to include staffing, billing revenue, facility capital and/or operating expenses, and any other data to help test the feasibility of the model for an organization or community.
  - Present and share drafts with MSHF, R.O.C.K. Mat-Su, Hello BABY Core Team and other stakeholders over the course of development to provide updates and engage others in determining funding needs to help address gaps and barriers for organizational level implementation.
  - Prepare a final version of an operating and funding model that determines a feasible approach for organizations that includes funding strategies and recommendations.

#### **IV. Deliverables**

The successful offeror will be responsible for the completion of the following identified deliverables, with other deliverables developed in collaboration to meet the functions of the contract as identified in the Scope of Work:

- Initial meeting to develop timeline for the hire and onboarding of Hello BABY Director position.
- Hiring and onboarding of Hello BABY Director.
- Membership of both the contractor and Hello BABY Director into the Hello BABY Core Team.
- Regular in-person meetings with R.O.C.K. Mat-Su staff and other key stakeholders for preparation, collaboration, and ongoing support of transition work plans.
- Submit a project management document for the transition work plans once developed, which includes the details, timelines, and responsible parties for each.
- Submit quarterly written progress reports to summarize the status of the work on the transition work plans.
- Submit a final operating and funding model for key components of Hello BABY and includes funding strategies and recommendations.

## V. Budget

The budget for this project totals \$340,000. The budget originally projected \$90,000 for 2024 and \$125,000 per year in 2025 and 2026. However, proposals may distribute the total budget of \$340,000 differently within the calendar years of 2024 – 2026. Offerors should include all direct and indirect costs associated with the performance of the contract including, but not limited to, the total number of hours and the hourly rate of the full-time Hello BABY Director, direct expenses, and supplies. Costs should be broken out by the estimated number of work hours that are needed to support other areas of the contract as well.

## VI. Work Schedule

The contract term and work schedule set out herein represent MSHF’s best estimate of the initial schedule that will be followed. If a component of this schedule, such as the RFP award, is delayed, the rest of the schedule will likely be shifted by the same number of days. Additionally, if a bidder can work on more than one task concurrently instead of sequentially, that should be stated in the proposal and the dates should indicate this.

Tasks	Schedule Date
Issue RFP	July 22, 2024
Due date of proposals	Sept. 6, 2024
Review of proposals complete	Sept. 13, 2024
Award RFP	Sept. 16, 2024
Contract start date	Sept. 30, 2024

## VII. Proposal Format and Content

MSHF seeks simplified, cost-effective proposals. However, in order for MSHF to evaluate proposals fairly and completely, offerors must follow the format set out in this RFP and provide all information requested.

### *Introduction Cover Letter*

Proposals must include the complete name and address of the offeror’s firm and the name, mailing address, and telephone number of the person MSHF should contact regarding the proposal. Proposals must confirm that the offeror will comply with all provisions in this RFP. Proposals must be signed by a company officer empowered to bind the company. An offeror’s failure to include these items in the proposals may cause the proposal to be determined non-responsive and the proposal may be rejected.

### *Objectives and Services*

The offeror should describe their understanding of the objectives and challenges of this particular contract and define any assumptions made in formulating the response. They should identify any distinct and substantive qualifications for undertaking the proposed contract. Include comprehensive narrative statements that illustrate an understanding of the requirements of the project and the project schedule.

### *Methodology*

The offeror must provide sufficient information and specific recommendations about how they will operationalize the tasks and deliverables in the scope of work—suggesting alternatives, if appropriate. They should describe their approach and what, when, where, and how the work will be done. They should address how particular geographic familiarity, experience, and capabilities of your team might

specifically contribute to the proposed methods. The offeror should include a project schedule that meets or exceeds the project completion date.

### *Experience and Qualifications*

Offeror must provide the following:

- A narrative description of the organization of the project team and a personnel roster that identifies key personnel who will work on the contract and provide the following information about each person listed:
  - Title, resume, and location where work will be performed
- Offeror information, including:
  - Organizational chart specific to the personnel assigned to accomplish the work called for in the RFP; illustrate the lines of authority; designate the main contract point of contact; and designate the individual responsible and accountable for the completion of each component of the RFP.

For offers to be considered, offerors must show these prior experience requirements:

- Five (5) years' experience working on systems planning and program development for families (pre-birth to age 5) related to continuums of care in Alaska with state partners, tribal entities, and other local stakeholders and providers of service on cross-sector collaborative improvement initiatives. Demonstrated experience can include the use of data to inform planning, optimized community and partner collaboration, and program and financial business modeling.
- Five (5) years' experience providing project management for a multi-process, multi-stakeholder project to achieve desired outcomes within determined timeframes and budget.
- Rural regional planning for healthcare and social service projects.

Offerors with the following additional experience are preferred:

- Experience working with statewide healthcare, tribal health, and behavioral health partners in planning and designing services.

### *Cost Proposal*

Cost proposal should include a list of all direct and indirect costs associated with the performance of the contract including, but not limited to, the total number of hours at various hourly rates, direct expenses, and supplies. Costs should be broken out by estimated number of work hours needed, hourly rates, and direct expenses and supplies.

## **VIII. Evaluation Criteria**

A committee will review proposals and decisions will not be based on discrimination due to the race, religion, color, national origin, gender, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror. The following criteria will be weighed in evaluating the proposals for each response:

- Objectives and Services (25): The offeror describes the objectives and challenges of this particular contract and defines any assumptions made in formulating the response. They identify any distinct and substantive qualifications for undertaking the proposed contract. Comprehensive narrative statements that illustrate an understanding of the requirements of the project and the project schedule are included.

- Methodology (30): The offeror provides sufficient information and specific recommendations on how they will operationalize the tasks and deliverables in the scope of work. The proposed solution meets the needs and criteria set forth in the RFP.
- Qualifications and Experience (25 points): The organization and the individuals assigned to the project have successfully completed similar projects and have the qualifications necessary to undertake this project.
- Cost Proposal (20 points): The price is commensurate with the value offered by the offeror.

## **IX. Additional Instructions**

### ***Location of Work***

The work is to be performed, completed, and managed at the contractor's site and at locations where the stakeholders convene. MSHF will not provide workspace for the contractor. The contractor must provide its own workspace.

### ***Right of Rejection***

Offerors must comply with all the terms of the RFP, and all applicable local, state, and federal laws, codes, and regulations. MSHF may reject any proposal that does not comply with all the material and substantial terms, conditions, and performance requirements of the RFP. Offerors may not qualify the proposal nor restrict the rights of MSHF. If an offeror does, MSHF may find the proposal to be a non-responsive counter-offer and reject the proposal. Minor informalities that do not affect responsiveness and/or change the meaning/scope of the RFP may be waived by MSHF. MSHF reserves the right to refrain from making an award if it determines that to be in its best interest.

### ***MSHF Not Responsible for Preparation Costs***

MSHF will not pay any cost associated with preparation, submittal, or presentation of any proposal.

### ***Disclosure of Proposal Contents***

All proposals and other material submitted become the property of MSHF and may be returned only at MSHF's option. All proposal information will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Trade secrets and other proprietary data contained in proposals may be held confidential if the offeror requests, in writing and that MSHF agrees, in writing, to do so. Material considered confidential by the offeror must be clearly identified, and the offeror must include a brief statement that sets out the reasons for confidentiality.

### ***Offeror's Certification***

By signature on the proposal, offerors certify that they comply with:

- (a) the laws of the State of Alaska;
- (b) the applicable portion of the Federal Civil Rights Act of 1964;
- (c) the Equal Opportunity Act and the regulations issued thereunder by the federal government;
- (d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
- (e) all terms and conditions set out in this RFP;
- (f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- (g) that the offers will remain open and valid for at least 30 days.

By signature on the proposal, offerors also certify that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If any offeror fails to comply with (a) through (g) of this paragraph, MSHF reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

### ***Conflict of Interest***

Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest and, if so, the nature of that conflict. MSHF reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the offeror. MSHF's determination regarding any questions of conflict of interest shall be final.

### ***Discussions with Offerors***

MSHF will hold a pre-proposal conference at 3:00 p.m. (AST) on Thursday, August 15, 2024, via Zoom. Use the following link to participate:

<https://us06web.zoom.us/j/81696335245?pwd=3ZjhoefruiLaUAEM7gNiil8q7BVBTK.1>

Meeting ID: 816 9633 5245

Passcode: 702212

The purpose of this conference is to discuss the work to be performed with prospective offerors and allow them to ask questions concerning the RFP.

MSHF will also answer written questions related to this RFP sent via email to [mernst@rockmatsu.org](mailto:mernst@rockmatsu.org) submitted prior to August 19, 2024, at 5:00 p.m. (AST). The answers to these questions will be posted to the foundation's website on August 23, 2024. Additionally, the MSHF may conduct discussions with offerors in order to determine if a proposal is reasonably susceptible for award. Such discussions between the offeror and MSHF staff are permitted to clarify uncertainties or eliminate confusion concerning the contents of a proposal and which do not result in a material or substantive change to the proposal.

MSHF may also conduct discussions with offerors for the purpose of ensuring full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by MSHF. Discussions will only be held with offerors who have submitted a proposal deemed reasonably susceptible for award by MSHF. If modifications are made as a result of these discussions, they will be put in writing. Following discussions, MSHF may set a time for best and final proposal submissions from those offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If an offeror does not submit a best and final proposal or a notice of withdrawal, the offeror's immediate previous proposal is considered the offeror's best and final proposal.

Offerors with a disability needing accommodation may contact MSHF prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal should be reduced to writing by the offeror.

### ***Alaska Business License and Other Required Licenses***

At the time the proposals are opened, all offerors must hold a valid Alaska business license and any necessary applicable professional licenses required by Alaska Statute. Offerors must submit evidence of



a valid Alaska business license with the proposal. An offeror's failure to submit this evidence with the proposal will cause their proposal to be determined non-responsive.

***Proposed Payment Procedures***

MSHF will make payments based on a negotiated payment schedule. Each billing may not exceed 40% of the contract amount and must consist of an invoice and progress report. No payment will be made until the progress report and invoice have been approved by the Executive Director. MSHF will retain 25% of the contract amount until the contract is successfully completed.