

# VALLEY HOSPITAL ASSOCIATION dba MAT-SU HEALTH FOUNDATION

## REQUEST FOR PROPOSAL

### Leadership Team and Operations Team Organizational Development Consulting

1. Date of Issue:	10.6.21
2. Deadline to submit questions on the RFP	10.25.21
3. Deadline to Submit Proposals	10.29.21 @ 4:00 p.m.
4. Award to Successful Firm	11.12.21
5. Project Completion	12.30.21

Qualified, interested parties must submit a completed proposal, along with signed cover letter, electronically by 4:00 PM, Alaska Time, 10.29.21, to:

Mat-Su Health Foundation  
Attn: Robin Minard, Chief Communications Officer  
[rminard@healthymatsu.org](mailto:rminard@healthymatsu.org)

#### I. About Mat-Su Health Foundation

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.

**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, Leadership, Collaboration

#### 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
- Wellbeing – A good or satisfying condition of existence; a state characterized by health, happiness and prosperity (Quality of Life)

#### II. Background, Scope of Work and Deliverables

Background:

Mat-Su Health Foundation is seeking consultation to help define its Leadership Team and Operations Team composition, authorities, processes, kinds of decisions feedback loops, and implementation pathways aligned with organizational values and priorities to set both teams up for success. The current Operations Team was established in February 2021 with three key purposes in mind:

- Free the executive team, known internally as the Leadership Team, to “fly higher” and focus more on strategy and less on day-to-day operations.
- Help ensure that the voices of all foundation employees are heard by supporting the Operations Team in soliciting feedback and creating a feedback loop to the Leadership Team.
- Create developmental opportunities for future leaders of the organization.

Staff currently appointed to the Operations Team were selected because they represent different departments of the foundation. They report to various supervisors throughout the organization. The current operations team members include the Director of Operations, a Senior Program Officer, Building Superintendent, Grants Manager and the Directors of R.O.C.K. Mat-Su and Connect Mat-Su. The Leadership Team includes the President/CEO, Vice President of Programs, Chief Financial Officer and Chief Communications Officer. The Operations Team began meeting in February 2021. Since that time they have been involved in numerous projects including recommendations on how to assign internal office space; a new remote work policy; a new child at work policy; staff meeting restructuring; and recommendations regarding hybrid meetings.

Scope of Work and Deliverables:

- Conduct virtual individual discovery interviews with members of the Leadership Team (four) and Operations Team (six) to learn what they feel is working about the current team structure and what can enhance the work of both teams.
- Assess the composition of the teams and recommend a multi team structure appropriate for an organization of the size and complexity of the Foundation given our collaborative culture.
- Assess ways to address the assignment of decision-making at appropriate levels within the organization.
- Assist the Leadership Team and the Operations Team in establishing agreed-upon ways of working together and creating a team charter to guide its work, including clarifying the role of each of the teams in decision making.
- Make recommendations to support setting up the MSHF Leadership and Operations Teams up for a successful inter-dependent relationship in which all team members feel valued.

**III. Budget**

A budget has not been established for this project. Interested contractors are requested to submit a cost proposal based on their knowledge of the time and resources needed to complete the project as described.

**IV. Work Schedule**

The contract term and work schedule set out herein represent Mat-Su Health Foundation’s best estimate of the schedule that will be followed. If a component of this schedule, such as the opening date, is delayed, the rest of the schedule will likely be shifted by the same number of days.

The approximate contract schedule is as follows:

- |   |                |
|---|----------------|
| 1) Issue RFP                                    | 10.8.21        |
| 2) Due date of proposals                        | 10.29.21, 4 PM |
| 3) Contract awarded by MSHF                     | 11.12.21       |
| 4) Draft report due to MSHF                     | 12.17.21       |
| 5) Final report and recommendations due to MSHF | 12.30.21       |

**V. Proposal Format & 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 and Methodology

Proposals must include the complete name and address of 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.

#### Experience and Qualifications

Offeror must provide the following:

- A narrative description of offeror's organization.
- Résumés of key personnel.
- Reference names and phone numbers for similar projects the contractor has completed.

#### Cost Proposal/Budget

Cost proposal must include an itemized list of all direct and indirect costs associated with the performance of the contract, including, but not limited to, 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.

### **VI. Evaluation Criteria**

This evaluation 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.

All proposals will be reviewed to determine if they are responsive. Specific evaluation criteria include the following:

- Suitability of the proposal: The proposed solution meets the scope and deliverables set forth in the RFP.
- Competency and Experience: The contractor has successfully completed similar projects for similar clients.
- Value/Pricing Structure: The price is commensurate with the value offered by the contractor.

### **VII. 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 of 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 of 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 counteroffer 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 and:
- (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 with 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 answer questions pertaining to this RFP in writing via email submitted prior to 10.25.21. The answers to these questions will be posted to the MSHF website for review by all potential bidders. 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 should contact MSHF so that reasonable accommodation can be made. Any oral modification of a proposal will be presented in writing by the offeror.

Proposed Payment Procedures

MSHF will make payments based on a negotiated payment schedule.