

Administrative Services Center
P.O. Box 2100, Bangor, Maine 04402
207.992.9200 • Fax 207.907.7077



REQUEST FOR PROPOSAL (“RFP”) FOR DIVERSITY, INCLUSION & BELONGING WORKFORCE TRAINING AND EDUCATION SERVICES FOR PENOBSCOT COMMUNITY HEALTH CENTER, INC.

I. Invitation and General Information

Penobscot Community Health Center, Inc. (“PCHC”) requests proposals from entities who are in the business of offering workforce assessment, training, and educational services in the areas of diversity, inclusion and belonging as further described in this RFP. PCHC is a nonprofit, Section 501(c)(3) tax-exempt corporation with its administrative offices located in Bangor, Maine (“PCHC”). PCHC operates a Federally Qualified Health Center (“FQHC”) with multiple sites located in Penobscot, Somerset, and Waldo Counties, Maine. PCHC receives reimbursement for health care services from Medicare, MaineCare, and commercial payers, and also receives state and federal grants, including grants from the U.S. Department of Health and Human Services, Health Resources & Services Administration (“HRSA”), and from the Maine Department of Health and Human Services.

All information provided by PCHC in connection with this RFP is confidential and proprietary and may not be disclosed to anyone outside of your entity without PCHC’s prior written approval. All proposals and other documentation any entity submits in response to this RFP will become PCHC’s property, will not be returned, and must be clearly marked as confidential if your entity considers any material or information contained in its proposal or other documentation confidential.

Only Bidders with experience partnering with businesses to provide workforce assessment, training and education in the areas of diversity, inclusion and belonging may respond to this RFP. Bidders with an established Maine presence or who have worked with Maine-based clients are preferred. Proposals will be accepted until **5:00PM EST, September 11, 2020.** It is the responsibility of each Bidder to make sure that its proposal is timely and properly delivered. Proposals may be sent via U.S. Mail and/or electronically to:

Megan A. Sanders, Esq.
Chief Legal Officer & Chief Human Resources Officer
PCHC
103 Maine Ave.
Bangor, ME 04401
207-992-9200
msanders@pchc.com

Any proposal received after 5:00PM EST on September 11, 2020, may be reviewed in PCHC’s sole discretion. Questions or comments regarding this RFP period must be submitted to Ms. Sanders on or before September 4, 2020.

PCHC is not obligated to accept any proposal or to negotiate with any Bidder. Following selection of the preferred proposal, PCHC will negotiate with the successful Bidder as to a satisfactory contract or other agreement with respect to the services covered by the proposal. In the event PCHC is unable to negotiate a satisfactory contract with the successful

bidder, PCHC reserves the right to enter into contract negotiations with another bidder in PCHC’s sole discretion. The selection process is not final until a satisfactory contract has been executed. The selection of the successful Bidder is not subject to appeal.

This RFP is not in any way to be construed as an agreement, obligation or other contract between PCHC and any person or entity submitting a proposal. All costs directly or indirectly related to responding to this RFP will be borne by the person and/or entity.

RFP Timeline

Activity	Date
RFP Distribution	August 10, 2020
Bidder Submits All RFP Questions	September 4, 2020
RFP Responses Due	September 11, 2020
Proposal Review	September 12 - 22, 2020
Finalists Notified	By September 22, 2020
Interviews with Finalists	September 24 - 29, 2020
Selection of Broker and Notification	By September 30, 2020

II. Organizational Information

PCHC is the largest and most comprehensive of the 19 FQHC organizations in Maine and the 2nd largest of the 100 in New England, with a \$70 million budget and approximately 800 employees, including approximately 150 providers: physicians, nurse practitioners, physicians’ assistants, registered nurses, pharmacists, LCSWs, LCPCs, psychiatrists, dentists, chiropractors, and physical therapists, among others. PCHC has approximately 65,000 patients with roughly 350,000 visits annually. 70% of PCHC’s patient population are lower income persons and seniors.

PCHC approaches the delivery of medical care through the medical home model, coordinating individual patient care throughout the entire medical team and enhancing the patient-provider relationship to improve health outcomes. PCHC has been providing this type of care since 1997. PCHC providers focus on individual patient needs, proactively treating chronic illnesses and influencing healthier behaviors for better health management.

PCHC has been nationally recognized by the National Council for Quality Assurance (NCQA) and the Maine Patient-Centered Medical Home Pilot for its excellence in patient services, use of best practices, and integration of health information technologies.

Please see Attachment 1 for PCHC’s organizational chart.

III. Scope of Services

A. Background

PCHC seeks consulting services to assist PCHC in assessing organizational culture, policies and practices with respect to diversity, inclusion, and belonging. The successful bidder will make recommendations in partnership with the executive team and the Diversity, Inclusion and Belonging committee to facilitate positive change and enhance PCHC's culture of learning, respect, and belonging. PCHC's goals include: creating a culture of anti-racism and belonging; ensuring that diversity is recognized, valued and actively cultivated; instilling the values of inclusion and equity across the workforce; and providing management with the tools to facilitate conversations on these topics in a manner that is generative and reflects PCHC's organizational mission, vision, and values. PCHC recognizes that this work will include growth processes, that each individual comes to this work from a different place, and that the work will be ongoing. We envision the initial consulting engagement to last 18 - 24 months, commencing in October 2020.

PCHC has begun this conversation with all employees by taking the following steps:

- Lori Dwyer, PCHC's President & CEO, issued a statement on June 17, 2020, to all employees affirming PCHC's work in the anti-racism, diversity, inclusion and belonging spaces, which is and will be both internally and externally facing. See Attachment 2.
- President Dwyer issued a follow-up statement on July 3, 2020, to all supervisors laying out PCHC's expectations around facilitating staff conversations on topics relating to diversity, inclusion, and belonging pending formal education and training.

B. Scope of Work

The successful bidder will partner with PCHC at least initially in the following work:

- Conduct a baseline environmental audit to assess:
 - level of staff competency with matters relating to diversity, inclusion and belonging;
 - current workplace culture and environment;
 - whether administrative and/or clinical policies, practices and procedures perpetuate structural disadvantage for marginalized populations.
- Build training, education, and skills development modules for each level of employee in the organization, educating on concepts relating to bias, racism, anti-racism, oppression, white privilege, intersectionality, structures and systems of racism, focusing first on the oppression of black and indigenous individuals and people of Color (BIPOC).
- Provide training, education and skills development modules on the matters described above for PCHC's Board of Directors, and a subcommittee to the Board of Directors charged with focusing on these matters.
- Work with PCHC's Diversity, Inclusion, and Belonging Committee to build knowledge and programming, providing this group with the resources necessary to continue this work after the engagement with the successful bidder concludes.
- Assist PCHC's marketing and communications teams in developing platforms and strategies for employees to explore the matters described above in a safe and affirming environment.

- Assist the Diversity, Inclusion, and Belonging Committee and Quality Improvement team to build tools to gather, interpret and assess data in furtherance of evaluating PCHC's success in stated goals, e.g. employee education and awareness, employee belonging, improving patient outcomes in historically marginalized populations, etc.
- Work closely with the Diversity, Inclusion, and Belonging Committee, Executive Leadership, and Board of Directors throughout this engagement to develop a multi-pronged program to include education and training throughout the employee lifecycle.

C. Term of Engagement

PCHC anticipates the term of the engagement to be roughly 18 – 24 months, commencing in October 2020.

IV. Proposal Instructions

All proposals shall be submitted in the format as specified below. Lengthy narrative is discouraged. All written presentations should be brief, concise, and not include extraneous or unnecessary promotional material. The proposal should be in a pdf format (zipped if necessary) not exceeding 50 pages in length.

1. Background. Please provide the following information:
 - Information concerning the bidder's business, including employees' experience working with healthcare organizations and Maine-based organizations on matters relating to anti-racism, diversity, inclusion, and belonging.
 - Your approach/philosophy with respect to this work, and the degree to which your approach can be tailored to meet individual organizational needs.
 - Proposed work plan and, if different from the scope of work contained in this RFP, the reasons for those differences.
 - Your expectations of the time commitment necessary for the Diversity, Inclusion, and Belonging Committee, the Board of Directors and PCHC employees to effectively engage with the work described in this RFP.
 - Anything else you believe it is important for us to know about you and/or your company and/or your staff as we evaluate your response to the RFP.
2. Qualifications. Please summarize the qualifications of each individual who will be involved in providing services to PCHC, including professional and educational background, relevant experience, memberships in relevant professional associations, position in the organization, presentations and publications, and any other qualifications that may be helpful in evaluating the individual's ability to meet PCHC's needs.

3. Fee Arrangement. Please describe the bidder's proposed fee arrangement for providing the services. If the proposed fee arrangement is based on hourly billing, please include the hourly billing rates of each individual involved, and the time increments upon which services will be billed. Please describe the bidder's policies and practices with respect to any charges for expenses. Additionally, PCHC welcomes proposals for alternative fee arrangements, such as a fixed fee for defined services. If the bidder wishes to propose a particular form of engagement letter, fee agreement, or other contract for services, please include it with the proposal.
4. Budget. PCHC has not finalized its budget for this engagement. We ask that you provide an estimated cost for this project and a breakdown of what you believe to be the necessary components to achieve PCHC's goals, and the estimated costs for each.
5. Compliance. Because PCHC may use federal funds in connection with this RFP, each bidder must certify its ability and willingness to comply with applicable federal requirements, including but not limited to equal employment opportunity requirements.
6. Contact Information. Each bidder must identify the individual who will serve as the bidder's contact person for purposes of this RFP, and provide that individual's contact information, including mailing address, telephone number and email address.
7. Limitations. Please describe generally any potential limitations on the bidder's ability to provide all needed services to PCHC. If the limitation relates to a potential conflict of interest, the proposal need not disclose the specific clients or matters giving rise to the potential conflict if that information would otherwise be confidential.
8. References. Provide five client references, at least two of which are based in Maine and/or are healthcare entities, for whom your organization has performed work similar to that requested in this RFP. For each client, provide:
 - Client name and address.
 - The telephone number and email address for a client contact person.
 - A description of the scope of the project performed for the client/nature of the client representation.
 - The duration of the client relationship

PCHC will contact references only if the bidder is invited to an interview with PCHC to discuss the RFP.



Penobscot Community Health Care

9. Additional Information. Please supply answers to the following:

- How the bidder will ensure PCHC is satisfied with the engagement.
- Please provide information relating to programs and initiatives the bidder is currently administering to facilitating hiring and retaining individuals of color, women, individuals with disabilities and veterans. Please include information regarding the efficacy of those programs and initiatives, including how many individuals of color, women, individuals with disabilities and veterans are in management/principal positions.
- How the bidder trains and mentors its employees.
- The levels of coverage for commercial insurance and any professional liability insurance the bidder carries.
- Identify any adverse determinations, findings and/or judgments against the bidder with respect to actions, proceedings, claims, or complaints of any kind under any local, state, or federal laws or regulations within the past 5 years.

IV. Evaluation and Selection

Bidders shall be evaluated on metrics including, but not limited to the following measures:

Selection Domain	To earn full points in each domain, the applicant must demonstrate:	Points
Capability	At least three years of proven success in guiding organizations through the implementation and maintenance activities described in section III (Scope of Services).	50
Cost/Value	Fee arrangements, including flat fees, blended rates, etc.	30
Diversity and Inclusion	The strength and efficacy of the diversity, inclusion, and belonging initiatives the consultant implements at its own organization.	20

Based on a review and scoring of the bidder’s written materials as described above, PCHC will identify those bidders who will be asked to participate in an interview. If selected for an interview, the bidder’s presentation shall:

- Confirm proposal representations;
- Give PCHC the opportunity to meet the individuals who will be assigned to the account;
- Lay out with greater specificity matters relevant to this RFP.

Each bidder selected for interview will be evaluated with consideration given to how they best meet the needs of PCHC and on the strength of capabilities described in all written proposals and oral presentations. The bidder that best matches PCHC’s objectives will be selected. PCHC reserves the sole right to reject any or all proposals, to waive any irregularities or informalities in the proposals received and to change the evaluation process described herein if circumstances dictate this or it is otherwise in the best interest of PCHC to do so.



The committee evaluating RFP's shall consist of the following individuals, but may be modified at PCHC's sole discretion:

- Chair: Lori Dwyer, President & CEO
- Members: Diversity, Inclusion, and Belonging Committee