



REQUEST FOR PROPOSALS (RFP)

RFP #: 02.2021

RELEASE DATE: February 11, 2021

STRATEGIC PLANNING SERVICES TO DEVELOP A THREE-YEAR STRATEGIC PLAN FOR DESERT HEALTHCARE DISTRICT

RFP SUBMISSION DATE: February 26, 2021

Proposal Contact: info@dhcd.org

REQUEST FOR PROPOSALS
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TIMELINE

The RFP process will operate along the following timeline: [Note: The Desert Healthcare District and Foundation (District and Foundation) reserves the right to modify the stated schedule of events at any time.]

Date	Activity
February 11, 2021	Request for Proposals Released
February 26, 2021	Proposal packages due to the Desert Healthcare District via electronic submission to info@dhcd.org by 5:00pm.
March 9, 2021	Strategic Planning Committee reviews staff recommendations.
March 23, 2021	Board of Directors' approve applicant at the March Board Meeting.
April 1, 2021	Contract begins.

Desert Healthcare District staff will be available for technical assistance and questions at info@dhcd.org. The Desert Healthcare District and Foundation reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions and information requests can be submitted to:

Desert Healthcare District and Foundation Staff
E-mail: info@dhcd.org

INTRODUCTION

The Desert Healthcare District (“District”) is a California Special District formed in 1948 with the mission to build a hospital to meet the growing healthcare needs of the residents in Palm Springs and the surrounding areas in the Western Coachella Valley. The Desert Regional Medical Center opened its doors in 1950 and has provided uninterrupted healthcare for the Coachella Valley community ever since. The Desert Healthcare Foundation (“Foundation”) founded in 1967 as a subsidiary of the District. Over the years, the Foundation has provided and funded a number of important healthcare services in the communities served by the District. In 1997, after a lengthy public process, the District Board voted unanimously to enter into a lease of its 385-bed, acute-care hospital (Desert Regional Medical Center), to Tenet Health Systems (“Tenet”) for 30 years. Because of the success of the District and Foundation in addressing the healthcare needs of the Western Coachella Valley, special legislation was passed and in 2018 the voters of the Eastern Coachella Valley voted to annex into the District and greatly expand the District boundaries to include the residents of the entire Coachella Valley.

The District is governed by a seven-member board elected by the residents in zones representing all of the communities within its boundaries. The District has an annual operating budget of over \$7 million, as it pursues its **mission to achieve optimal health at all stages of life for all District residents** through community health initiatives, providing grants of over \$4 million annually, and serving as good stewards in protecting and enhancing the District’s assets. Currently the District is in the process of conducting a comprehensive Community Health Needs Assessment and Health Improvement Plan which will assist the District and Foundation in addressing and allocating their resources to address the important healthcare needs of the communities served by the District.

The District, by the issuance of this RFP, is interested in retaining the services of a strategic planning consultant to assist the District Board in developing a three-year strategic plan, which includes reviewing and considering its options related to the findings of the Community Health Needs Assessment and Health Improvement Plan.

In addition, the strategic planning consultant would also assist the District in evaluating the strategic alternatives in how additional resources, from a potential transaction with Desert Regional Medical Center, could further the District goals in meeting the important healthcare needs of the community.

QUALIFICATIONS

Desert Healthcare District and Foundation is seeking a strategic planning consultant to facilitate the creation of a three-year strategic plan. The consultant will assist the District's Board of Directors with establishing funding priorities, goals, and objectives that are consistent with the District's mission and vision and align with the District's Community Health Needs Assessment and Community Health Improvement Plan.

In your role as a strategic planning consultant, please provide responses for each of the following:

1. Provide an overview of your background and experience providing strategic planning services for healthcare districts.
2. Provide any examples of strategic plans you have completed for both for-profit and non-profit organizations.
3. Summarize your strategic planning experience advising special districts, healthcare districts, and/or public or private grantmaking foundations.
4. Outline the type, number, and experience you have in developing, evaluating, and/or reviewing clients' strategic plans or initiatives.
5. Summarize your experience and credentials in evaluating community needs, clinical or otherwise, as part of an evaluation of organizational capabilities, capital access/plans/ capacity, and/or constraints.
6. Provide references for each of the above.
7. Describe what sets your organization's services apart from your competition, and what unique value-added services could you provide.

SCOPE OF SERVICES

The District's goal is to produce a three-year strategic plan that outlines the strategic health priorities for the future and serve as a basis for our grantmaking. The consultant hired will be expected to facilitate, develop, and complete the strategic planning process with the District's Board of Directors and staff.

The objectives of the engagement include the following:

1. Analysis of the District's current strategic plan and its efforts to accomplish the plan
2. Review the results of the District's Community Health Needs Assessment and Health Improvement Plan
 - a. Synthesize material in a clear and actionable way to facilitate Board discussion
 - b. Incorporate the importance of community voice within the planning process by utilizing detailed resident focus group information
3. Facilitate strategic planning sessions with District Board of Directors and staff
4. Draft and develop three-year strategic plan
 - a. Articulate the District's long-term vision
 - b. Establish prioritized goals and objectives informed by the CHIP and Board strategic planning sessions
 - c. Evaluate current priorities and make recommendations for development of different or new priorities
 - d. Identify alignment to the community's health needs
 - e. Establish performance criteria to measure the success of strategic directives
 - f. Develop action items with a recommended schedule and strategies for implementing the recommendations

FEE STRUCTURE

Describe the fee structure to provide strategic planning services.