



**DESERT HEALTHCARE**  
**DISTRICT & FOUNDATION**

**REQUEST FOR PROPOSALS (RFP)**

**RFP # 20191002**

**RELEASE DATE: October 28, 2019**

**COACHELLA VALLEY COMMUNITY HEALTH NEEDS ASSESSMENT AND  
COMMUNITY HEALTH IMPROVEMENT PLAN**

**RFP SUBMISSION DATE: December 5, 2019**

**Proposal Contact: [info@dhcd.org](mailto:info@dhcd.org)**

DESERT HEALTHCARE DISTRICT AND FOUNDATION  
Coachella Valley Community Health Needs Assessment and Community Health  
Improvement Plan

REQUEST FOR PROPOSALS  
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## I. PROPOSAL SUBMISSION 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
October 28, 2019	Release Request for Proposals
November 14, 2019	Bidder's Conference Webinar at 11:30 a.m. PST (details below).
November 21, 2019	Last day to submit questions electronically to the Desert Healthcare District by 5 p.m.
December 5, 2019	Proposal Package due to the Desert Healthcare District via electronic submission to info@dhcd.org by 5 p.m.
December 6, 2019 – December 17, 2019	Proposals will be reviewed.
December 17, 2019	Board of Directors approve applicant at the December Board Meeting.
January 2, 2020	Contract begins.

All questions and requests for additional information regarding this RFP must be received electronically by the District and Foundation by 5 p.m. on November 21, 2019. 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

Bidder's Conference Webinar:

**Date:** November 14, 2019 from 11:30 a.m. to 12:30 p.m. PST

**Access:** For instructions on how to access the webinar, please visit [www.dhcd.org/Request-for-Proposals](http://www.dhcd.org/Request-for-Proposals)

For those unable to attend the webinar, a recording of the webinar and any material will be available on [www.dhcd.org/Request-for-Proposals](http://www.dhcd.org/Request-for-Proposals).

## II. BACKGROUND

The Desert Healthcare District was created in 1948 to serve residents within a 457-square-mile area of the Coachella Valley. The District included communities in the western end of the valley (Palm Springs, Desert Hot Springs, Cathedral City, Thousand Palms, Rancho Mirage, Mountain Center, San Geronio, and a portion of Palm Desert), with Cook Street as a boundary line. Once established, the District then built and the Board operated Desert Hospital, now known as Desert Regional Medical Center. In 1997, the Board voted to lease the hospital and all operations to Tenet Health Systems for 30 years. Subsequently, the District opted to create a system change implementing a defined grantmaking program. The District budgets approximately \$4 million each year for grants and other programs that seek to achieve optimal health at all stages of life for all District residents.

In June 2017, the Board of Directors of the Desert Healthcare District and Foundation approved a 3-year strategic plan with three defined Strategic Priorities through June 2020. The over-arching priorities include Providers, Facilities and Services; Valley-Wide Expansion; and Improved Community Health Status. Within the Strategic Plan priorities, the Board also identified four Community Health Focus Areas: Homelessness; Primary Care and Behavioral Health Access; Healthy Eating, Active Living; and Quality, Safety, Accountability and Transparency.

Addressing the strategic priority area of Valley-Wide Expansion, eastern Coachella Valley voters, on November 6, 2018, approved extending the District boundaries east of Cook Street, Palm Desert. More than doubling the coverage area, the expansion enlarged the District to include the rest of Palm Desert, as well as Indian Wells, La Quinta, Indio, Coachella, Bermuda Dunes, Thermal, Mecca, North Shore and other unincorporated communities.

The newly annexed boundaries of the District and Foundation created a new demographic and geographic landscape. With the newly expanded service area, it is anticipated that there will be a shift in health priorities that are representative of the entire valley. With the 2017-2020 Strategic Plan sunset, it is necessary to reassess the entire Coachella Valley and get a clear picture of the health needs to understand where the District and Foundation can target its efforts and make the greatest health impact. It is apparent that great health disparities exist in Coachella Valley. It is the District's and Foundation's interest to promote equitable access to health resources and health outcomes through a new strategic plan.

## III. MISSION AND VISION

The mission and vision of the Desert Healthcare District and Foundation focus on the advancement of community wellness in the Coachella Valley:

### MISSION

To achieve optimal health at all stages of life for all District residents.

### VISION

Connecting Coachella Valley residents to health and wellness services and programs through philanthropy, health facilities, information and community education, and public policy.

## IV. PURPOSE OF REQUEST FOR PROPOSAL

The Desert Healthcare District and Foundation aims at effectively allocating resources and driving investments to areas of the most prioritized community health needs of the entire Coachella Valley. To that end, the District and Foundation is issuing a request for proposals commissioning an assessment of the Coachella Valley residents' health needs. The assessment will not only identify community health needs, it will also provide a basis for future decision-making and monitoring. Additionally, the assessment will create a baseline of data to help understand the complexities of addressing the social determinants of health and aid in the development of a comprehensive, collective, and cross-sector approach to advancing the health and wellbeing of residents.

## V. SCOPE OF WORK

The qualified applicant will be responsible for the complete coordination, research, and writing of a fully comprehensive Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP) with a focus on qualitative and quantitative data gathering and analysis. The methodology will follow the nine-step guide from the Association for Community Health Improvement's Community Health Assessment Toolkit (please reference Appendix A) as outlined below:

- Step 1: Reflect and Strategize
- Step 2: Identify and Engage Stakeholders
- Step 3: Define the Community
- Step 4: Collect and Analyze Data
- Step 5: Prioritize Community Health Issues
- Step 6: Document and Communicate Results
- Step 7: Plan Implementation Strategies
- Step 8: Implement Strategies
- Step 9: Evaluate Progress

*\*This information is derived from the Association for Community Health Improvement's Community Health Assessment Toolkit. For further information detailing the components of each step, please reference: <https://www.healthycommunities.org/resources/community-health-assessment-toolkit>*

The Desert Healthcare District Board of Directors requires a feasibility report following the completion of steps 1-3 by March 31, 2020. Upon the completion of the nine steps, applicant will provide a complete CHNA report and a CHIP including the deliverables outlined below by October 1, 2020.

The applicant will create a scope of work and submit within the Proposal Package (Section X), addressing how the organization will lead a community-driven collaborative process and produce the project deliverables following the nine-step guide as referenced above by October 1, 2020. The applicant will be responsible for the content layout, design, and research integrity of all data, with flexibility as determined by the Desert Healthcare District and Foundation. The applicant will use relevant and appropriate quantitative and qualitative methodologies to systematically research, collect, summarize, map, analyze, and make conclusions from data and information on the entire Coachella Valley. Preference will

be given to applicants that integrate the Healthy People 2020 framework to assessing Social Determinants of Health key indicators and underlying factors in their proposed work (please reference Appendix B).

Applicant will highlight how they will adhere to the administrative responsibilities and duties listed below:

- Attend all meetings either in person, by telephone, or other electronic means with designated Desert Healthcare District and Foundation staff and Board members.
- Provide biweekly progress updates of the development of the CHNA and CHIP.
- Conduct research using an approach that ensures accurate, up-to-date, and ethical methods and materials.
- Write and submit multiple drafts throughout the contract.
- Review, edit and take into consideration all District and Foundation staff and Board of Directors comments and concerns.
- Convey to the District and Foundation all documentation and data related to the production of the CHNA and CHIP with the understanding that the District and Foundation is the sole owner of the Community Health Needs Assessment and the Community Health Improvement Plan.
- Present findings to the Desert Healthcare District and Foundation's committees and Board meeting during the month of October 2020 for final approval.

## VI. PROPOSAL DELIVERABLES

The applicant is required to include development and implementation of a resident-driven engagement process to involve the community, key stakeholders and subject matter experts throughout the entire scope of the project. The final CHNA and CHIP reports will be due to the Desert Healthcare District and Foundation on October 1, 2020. The selected applicant will be required to conduct the following activities as part of its completion of the Community Health Needs Assessment and Community Health Improvement Plan requirements:

The Community Health Needs Assessment report must include, but is not limited to, the following:

- An Executive Summary.
- Purpose and goal of report.
- Assessment approach, methods, and data limitations including engagement process.
- Overview of Coachella Valley physical, demographic, and cultural landscape including, but not limited to:
  - Population characteristics
  - Social determinants of health
  - Health disparities as a metric for assessing health equity
- An overview or reference to relatable health assessments and reports previously conducted in the Coachella Valley throughout the report, as appropriate.
- An assessment of the health needs of the community with a detailed analysis.
- The identification, prioritization, and trends of the top five health needs in the community.
- Needs by demographics (age, gender, race, income, educational status, etc.) under subject areas including, but not limited to, the following: poverty,

- education, employment, housing, health, food security, transportation, and childcare accessibility.
- Community perceptions on the confounding and contributing factors of the top five health needs and strategic responses to the top five identified.
- Outline key disparities in health outcomes by race and ethnicity.
- An asset/resource mapping for services targeting the top five prioritized health issues.
- A review of the breadth of healthcare access and use of preventive services.
- Strengths, assets, gaps, and barriers to accessing healthcare in the Coachella Valley.

The Community Health Improvement Plan report must include, but is not limited to, the following:

- Create recommendations, with an equity lens, and possible solutions including:
  - How best to address the top five health needs of the community.
  - Ways in which the District and Foundation can engage stakeholders in aligning around a community health improvement framework that is grounded in principles of health equity and population health.
  - Facilitate the development of a process to track actions taken to implement strategies to create a community health improvement plan.
  - Set measures and create benchmarks to monitor health indicators around the top five health needs over time.
  - Develop a community dashboard to monitor health indicators within the community health improvement plan.
  - Develop annual reporting process for stakeholders to revisit progress and reassess priorities to update and revise the community health improvement plan strategies, activities, time frames, targets, assigned responsibilities, etc.

## VII. QUALIFICATIONS

The Desert Healthcare District and Foundation is accepting proposals from qualified organizations to render professional services to conduct and produce a Community Health Needs Assessment and Community Health Improvement Plan. Applicants must demonstrate the following in order to be considered for selection of the Coachella Valley project:

- Knowledge and skills
  - Ability to design a strategic engagement approach for a diverse community, conduct formative research, qualitative and quantitative data collection, and data analysis.
  - Demonstrate relatable work experience
    - The applicant strongly demonstrates credibility for this kind of work (i.e. strength, name recognition, and a history of achievements).
    - The proposal should include three references who can speak to their experience in conducting projects of similar scope.
- Applicant has the capacity and infrastructure to execute proposal.
- Financial stability
  - The applicant strongly demonstrates a financial history that shows a continuous cycle of fiduciary responsibility and sustainability.

- Applicant will be subject to a financial stability review.
- Other desired qualifications
  - Sensitivity to the cultural and demographic diversity of communities throughout the Coachella Valley.
  - Facilitate effective and appropriate communication, problem-solving, and planning methods with various stakeholders and residential communities.
  - Ability to coordinate a resident-engaged process and approach.
  - Ability to perform other duties which may be deemed necessary and appropriate.

## VIII. BUDGET

The budget is specific and reasonable, and all items strongly align with the described project. The budget strongly demonstrates financial clarity and tells the same story as the proposal narrative and does not exceed \$300,000.

## IX. REVIEW PROCESS AND CRITERIA

A Review Committee will be formed for the purpose of leading a detailed review process and making recommendations to the Desert Healthcare District and Foundation Board of Directors. Award of the contract will be determined based on how each proposal meets the threshold criteria outlined in sections V and VI.

The final proposal will be selected based upon the applicant's capacity, functionality, experience, quality of past work, budget, and other factors as outlined elsewhere in this RFP through a two-phase review process listed below.

### Review Phase 1:

The Review Committee will consider the following criteria during the recommendation process:

- Applicant's eligibility and qualifications.
- Applicant's ability and capacity to meet proposal requirements including the completeness of proposal.
- Skill and experience of key personnel.
- Demonstrated experience with Community Health Needs Assessments and Community Health Improvement Plans or similar projects.
- Detailed approach and methods for project completion.
- Compliance with administrative requirements of the request for proposal format, due dates, etc.
- Results of communications with references supplied by applicants.
- Ability and commitment to meeting time deadlines.
- Contractor's financial stability.
- Outlined budget.
- Community Health Assessment Methodology.
- Integration of Healthy People 2020 framework to assessing Social Determinants of Health indicators in their proposed work.
- All proposals will be scored and the proposal with the highest score will be selected.



Proposals that are incomplete or do not meet the minimum requirements are subject to disqualification.

#### Review Phase 2:

The Review Committee will consider each proposal resulting from this RFP and make a recommendation to the Desert Healthcare District and Foundation Board of Directors. The Board of Directors will make the final approval during the December Board meeting. The Desert Healthcare District and Foundation will consider proposals based on their relative merit, risk and values to the District and can reject any or all offers during this RFP process without obligation or liability to any potential contractors.

## X. SUBMISSION GUIDELINES

### A. GUIDELINES

The submitted proposals must follow the guidelines below to be considered for selection:

- The proposal should not exceed six (6) pages total, not including the cover letter or any appendices
- Times New Roman Font, 12-point
- All pages and page numbers must be numbered sequentially with the name of applicant organization at the top of each page
- Include a table of contents with page numbers

### B. PROPOSAL PACKAGE

To be considered for selection, a complete proposal package must include all items detailed below:

- 1) **Cover Page:** Provide name of organization, address, website, and primary contact person with email and phone.
- 2) **Table of Contents:** A table of contents must be submitted outlining all sections of the proposal package with corresponding page numbers.
- 3) **General:** Provide an overview of your organization and describe how your firm is capable of meeting the terms and conditions of this project.
- 4) **Expertise:** Describe your organization's expertise in conducting relatable projects and any characteristics of the organization which make it especially qualified to perform required work activities. Please discuss your firm's involvement with similar agencies to the Desert Healthcare District and Foundation.
- 5) **Key Staff:** Provide a list of proposed staff for this work. Include each person's curriculum vitae in the attachments. Please provide full contact information for your firm's primary contact and the person responsible for project communication between your firm and the Desert Healthcare District and Foundation.
- 6) **References:** Please provide contact information for three customer references for work you have done that is relevant to this effort. Information regarding each reference should include the individual's name, address, telephone number and email address.

- 7) **Work Examples:** Please provide examples from projects you or your firm has successfully completed that are similar to the Desert Healthcare District and Foundation Community Health Needs Assessment and Community Health Improvement Plan project. Electronic links to relevant documents or websites will be acceptable.
- 8) **Approach and Methods to Scope of Work (Section V) and Deliverables (Section VI):** Develop a proposed project plan following the nine-step guide from the Association for Community Health Improvement's Community Health Assessment Toolkit and describe in detail the approach and specific methods your firm will use to produce the deliverables and scope of work details described in this RFP. Preference that integrate the Healthy People 2020 framework to assessing Social Determinants of Health indicators. Make sure to describe in detail, the following:
- a. Applicant will develop a proposed project plan, including the design, methods, and analysis techniques for use in collecting quantitative and qualitative data on health priorities, barriers, and meet all project deliverables. Please, include how you will:
    - i. Identify existing data sources that will be used for analysis. Include plan to gather quantitative and qualitative data that is representative of community members throughout the service area of the District.
    - ii. Identify data gaps and your plan to obtain missing data, if feasible.
    - iii. Identify the five greatest health needs and relatable health indicators across the Coachella Valley.
    - iv. Develop a plan to make strong conclusions based on data collected and district residents' input, incorporating a racial equity framework to show how needs are experienced by different groups.
    - v. Help the District monitor the top five health needs of the community (dashboard).
  - b. The methods and analysis techniques that will be utilized for extensive secondary data collection.
  - c. Processes you will use to ensure collaboration with residents and public and private health and healthcare stakeholders across the entire Coachella Valley.
- 9) **Work Plan and Timeline:** Provide a realistic and detailed work plan for the deliverables you are to complete. Display the work plan in a timeline format that ensures the final Community Health Needs Assessment and Community Health Improvement Plan is completed by October 1, 2020. Provide details for the work to be completed each month and the person or position responsible for tasks.
- a. Provide a list of project deliverables with a detailed timeline for each deliverable and overall project completion for the Comprehensive Community Needs Assessment and Community Health Improvement Plan.
  - b. If subcontractors will be used, include tasks delegated to them.
- 10) **Budget:** Provide an understandable and clearly delineated cost proposal. Include an estimate of hours for all project staff and describe key roles and responsibilities

for each. Additionally, please include a cost break down for all indirect and direct expenses.

- a. For budget purposes, assume at least three trips to meet on-site with the District and Foundation staff over the course of the contract. Additionally, the applicant will be expected to give at least two presentations to the Desert Healthcare District and Foundation, with one being a presentation to the District's Program Committee and one being a presentation of a final report to the Desert Healthcare District and Foundation Board of Directors during its October 2020 Board Meeting.

## APPENDIX A

### Association for Community Health Improvement's Community Health Assessment Toolkit: Nine-Step Guide



Source: Association for Community Health Improvement. (2017). *Community Health Assessment Toolkit*.

#### Step 1: Reflect and Strategize

Community health improvement is an ongoing process. Before beginning a new assessment cycle, reflect on previous community health assessment to identify what elements worked well, areas for process improvement and whether implementation strategies had their desired impact.

#### Step 2: Identify and Engage Stakeholders

Establishing robust, trusting relationships with community stakeholders fosters a welcoming and inclusive environment, creating a stronger sense of joint ownership of the community health assessment process. While this is a discrete step, stakeholders should be engaged throughout the CHA process.

#### Step 3: Define the Community

Specifying the geographic focus and population characteristics determines the scope of the assessment and any implementation strategies. This includes having access to data by ZIP

code, census tract or neighborhood as well as connecting with community members to truly understand their concept of community.

#### Step 4: Collect and Analyze Data

Community health assessments include a combination of quantitative demographic and health data as well as qualitative data that reflects the experiences and opinions of community stakeholders. Summarize and synthesize these data to develop a picture of overall community health and to highlight the particular health needs of various populations in the community.

#### Step 5: Prioritize Community Health Issues

Hospitals and community stakeholders go through a process to distinguish the most pressing community health needs based on the data collected. The identified priority health needs will be addressed through the implementation strategies.

#### Step 6: Document and Communicate Results

Share the results of the assessment with both internal and external audiences. This step provides an opportunity for the many participating organizations and the community at large to see the final product. It serves as a reference point for future discussions and planning strategies to address community health needs.

#### Step 7: Plan Implementation Strategies

Developing comprehensive, multifaceted strategies to address the community health needs prioritized in the assessment is crucial to improving community health. Regardless of whether you have been doing community health improvement work for many years or are new to this process, you can build or supplement services or programs to address the needs identified in your community health assessment.

#### Step 8: Implement Strategies

This step puts into action the plan selected and developed in Step 7 to address prioritized community health needs. This is an ongoing process where you are working to improve health by turning strategies into concrete, actionable steps.

#### Step 9: Evaluate Progress

Evaluation should be planned throughout the community health assessment process to assess the impact of your strategies and progress toward your goals. This step suggests a modified version of CDC's evaluation guidelines and may be used as a starting point to tailor an evaluation for a particular community health improvement effort, at a particular point in time.

*Source: Association for Community Health Improvement. (2017). Community Health Assessment Toolkit. <https://www.healthycommunities.org/resources/community-health-assessment-toolkit>.*

## APPENDIX B

### Healthy People 2020 Framework to Assessing Social Determinants of Health



In order to create social and physical environments that promote healthy living, the United States Department of Health and Human Services created a place-based organizing framework, incorporated within Healthy People 2020, reflecting five key areas of social determinants of health. These five key areas include:

1. Economic Stability
2. Education
3. Social and Community Context
4. Health and Health Care
5. Neighborhood and Built Environment

Source: Office of Disease Prevention and Health Promotion. *Healthy People 2020: Social Determinants of Health*.

Each of these five determinant areas reflects a number of key issues that make up the underlying factors in the arena of social determinants of health, including the following:

1. Economic Stability:
  - Employment, food insecurity, housing instability, and poverty
2. Education:
  - Early childhood education and development, enrollment in higher education, high school graduation, and language and literacy
3. Social and Community Context:
  - Civic participation, discrimination, incarceration, and social cohesion
4. Health and Health Care:
  - Access to health care, access to primary care, and health literacy
5. Neighborhood and Built Environment:
  - Access to foods that support healthy eating patterns, crime and violence, environmental conditions, and quality of housing

To advance the health and wellbeing of Coachella Valley residents, the Desert Healthcare District and Foundation is asking applicants to incorporate the Healthy People 2020 framework for addressing social determinants of health. This framework will guide data collection methods, help measure impact, and ultimately be utilized to aid the development of a comprehensive, cross-sector approach to addressing the social determinants of health across the Coachella Valley.

Source: Office of Disease Prevention and Health Promotion. *Healthy People 2020: Social Determinants of Health*.  
<https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>