

## The REACH Healthcare Foundation Strategic Planning Request for Proposal

The Board of Directors of the REACH Healthcare Foundation is currently seeking proposals for strategic planning consultation services to assist in the development of its 2015-2020 Strategic Plan. Proposals will be accepted through August 26, 2014.

### Foundation Overview

The REACH Healthcare Foundation was established in 2003 with proceeds from the sale of Health Midwest, a regional nonprofit healthcare organization purchased by Hospital Corporation of America. At the time of the purchase, the Attorneys General of Kansas and Missouri secured assets from the sale to be used for charitable purposes in each state, resulting in the establishment of two new healthcare conversion foundations serving the Greater Kansas City region – REACH Healthcare Foundation and Health Care Foundation of Greater Kansas City (HCF). The REACH Foundation, incorporated in Kansas, received 20 percent of the net proceeds of the settlement. With current assets of approximately \$140 million, the Foundation’s service area includes Wyandotte, Johnson and Allen counties in Kansas and Jackson, Cass, and Lafayette counties in Missouri, including Kansas City, MO.

**The REACH Foundation is dedicated to improving access and quality of healthcare for poor and medically underserved individuals.** Our vision is that all poor and underserved people in our community will have quality healthcare. Our mission is to inform and educate the public and facilitate access to quality health care for poor and underserved people.

The REACH Foundation is a 501(c)(3) public charity. Since its first year of grantmaking in 2005, the Foundation has invested more than \$40 million in grants and initiatives. The Foundation also vigorously advocates for health policies at the local, state and federal levels that improve access to care for underserved people. The Foundation contracts with lobbyists and provides grant support to advocacy organizations in both Kansas and Missouri to advance its public policy agenda.

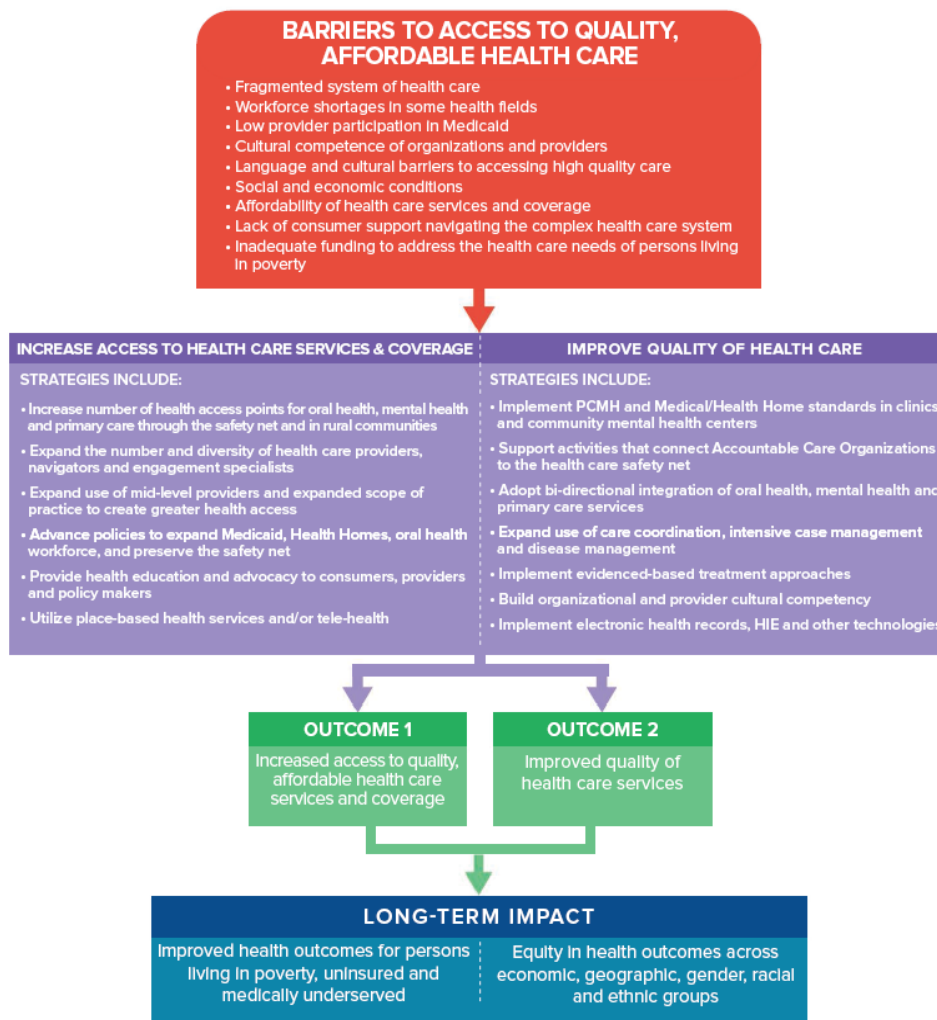
**Our grant making has been guided by the Foundation’s Theory of Change (see next page).** The Theory of Change identifies proven and promising strategies for achieving improvements in the Foundation’s targeted outcomes and impacts. REACH pursues two long-term impacts for people in our service area: improved health outcomes and health equity across economic, geographic, and racial/ethnic groups. The Theory of Change drives everything we do and provides a framework and direction for the Foundation’s community investments, initiatives, and policy and advocacy efforts. We invest in:

- Programs and services that reduce barriers to health care, and produce substantive improvements in the health status of vulnerable populations.

- Strategies that increase access to high quality health care services and insurance coverage for the poor and uninsured and medically underserved.
- Strategies that aim to improve the quality of care provided through the health care safety net
- Primary care treatment and intervention services, mental health and oral health services
- The region that includes Allen, Johnson and Wyandotte counties in Kansas, and Cass, Jackson and Lafayette counties and Kansas City, Missouri.



## THEORY OF CHANGE



## Governance and Leadership

**Foundation Board of Directors:** The REACH Foundation is governed by a dynamic and highly engaged 17-member volunteer Board of Directors that has primary responsibility for determining the mission and vision of the organization, setting strategic direction, selecting and monitoring the performance of the CEO, and ensuring the Foundation meets its legal and financial responsibilities. The Foundation strives to select directors who reflect the socioeconomic, racial, ethnic and geographic diversity of our six-county service area and who share a deep commitment to transparency as evidenced by the Foundation's voluntary participation in The Foundation Center's Glass Pockets program.

**Community Advisory Committee (CAC):** The 13-member CAC consists of community representatives appointed by five state and local governmental entities in the State of Kansas. CAC members understand the values and cultures of the communities they represent, and are responsible for nominating qualified replacements to the board of directors.

**CEO:** The Foundation's Chief Executive Officer has led the organization since its inception more than 10 years ago. The CEO is actively involved in community initiatives; convening local, regional and national leaders to inform, educate and advance the Foundation's policy and advocacy priorities; and implementing strategies to advance the Board's vision and mission for the Foundation.

**Staff:** The eight additional REACH staff members carry out the mission of REACH. They work to help community groups partner with REACH, create and implement strategic initiatives to advance the Foundation's Theory of Change, collaborate with other funding institutions and convene community health care discussions.

## Project Description

The REACH Healthcare Foundation is seeking proposals from experienced consultants to guide the development of the Foundation's third strategic plan. This plan will lay the groundwork for the Foundation's goals, strategies and activities for 2015-2020. Only consultants with extensive experience working with nonprofits, philanthropic organizations and healthcare institutions will receive serious consideration.

### Capabilities

The successful vendor will demonstrate experience working with diverse, professional volunteers and staff members. Skills, experience, references, efficiency and economic value of the consultant's work will be key considerations in the proposal review process.

Excellent communication and facilitation skills are critical to the process. A demonstrated commitment to health equity for uninsured and underserved populations and a working knowledge of recent federal and state health reforms are essential. Of equal value is a demonstrated ability to produce thorough

written work products that adequately support and capture the work of the Foundation during the planning process and at its conclusion.

### Scope of Work

The REACH Foundation is seeking an experienced consultant to organize and facilitate a strategic planning process that will result in development of a five-year strategic plan. The scope of work will include:

- Review with REACH CEO and legal counsel Foundation history and essential legal documents that frame the structure and purpose of the organization and use of its financial resources;
- Facilitate discussions with the Board of Directors regarding Foundation vision, mission, guiding principles, initiatives, funding priorities and grantmaking strategies;
- Organize and implement public input process with specific stakeholder groups across the six-county service area to collect input on community needs and areas of opportunity;
- Identify best practice resources, processes, and current approaches in philanthropy, scenario planning, health care, health status of uninsured and underinsured in the Foundation's service area with a focus on equity, systems change and service delivery;
- Compilation and organize information and prepare a final report reflecting the key aspects and themes that emerged throughout the strategic planning process, including an executive summary appropriate for public distribution.

### Requirements for Engagement

Prior to engagement, the selected consultant will enter into a contractual arrangement with the foundation that will include, but not be limited to, the following requirements:

- Submit reasonably detailed invoices on a monthly basis.
- Complete IRS Tax Form W-9 and file any tax reports and tax returns required by any federal, state or local government.
- Warrant that the services provided do not infringe any copyright, trademark, patent or other intellectual property right of any third party.
- Agree not to engage in a similar consulting arrangement with another organization similar in mission or purpose to the REACH Foundation within the states of Kansas or Missouri during the agreed upon timeframe of the REACH engagement.
- Agree that all deliverables constitute "works made for hire" and that such works constitute and contain proprietary assets and confidential work product.

## Strategic Planning Timeline

Work by the consultant is expected to commence in November 2014 and conclude by May 2015. The planning processes to be accomplished during this general timeline include the following:

### November 2014 – December 2014

- Board retreat session including Board of Directors and staff to impart historical perspective of the Foundation's work and ensure continuity.
- Legal counsel review with the Board regarding the Foundation's purpose and "charge" based on key legal documents, including the asset purchase agreement, articles of incorporation and by-laws.
- Development of a plan and timeline to engage key Foundation stakeholders, including low-income health care consumers, grantees, government agencies, appointing authorities, CAC, advocacy organizations and others as to community needs and Foundation's future direction.

### January – March 2015

- Community input is summarized and distributed to Board for review and consideration.
- Board/Staff Retreat focused on 1) role of philanthropy in advancing systems change, 2) assumptions about the future of health care and importance of scenario planning, 3) updates on current status of health care systems for poor and uninsured in our community, and 4) emerging best-practices within Foundation's current funding priority areas and the Theory of Change.

### March – April 2015

- Board reviews and, if warranted, revises Foundation Vision and Mission.
- Facilitated Board discussion regarding Foundation Guiding Principles and Core Values.
- Facilitated discussion regarding Board's assessment of current funding areas, existing initiatives and portfolios versus potential new areas of funding.
- Board and staff assigned to funding priority work groups to further consider existing and prospective funding priorities.

### April 2015

- Work groups meet to develop potential grantmaking, advocacy/policy and communications strategies for prospective funding priority areas.
- Staff summarizes and Executive Committee conducts brief operational review of finance, human resources, technology and communications/marketing systems for capacity relative to emerging strategic goals and objectives.
- Work groups return recommendations to Board for review and consideration.
- Board reviews and considers work group recommendations.
- Board prioritizes funding areas and endorses related grantmaking, advocacy/policy and communication strategies.
- Draft report and executive summary are prepared by consultant for review with staff.

## May 2015

- Final version of 2015-2020 Strategic Plan presented to the Board for adoption.
- Executive summary prepared for distribution to key stakeholders.
- Board celebrates conclusion of strategic planning process.

## Proposal Requirements

**Interested parties should submit one copy of their written proposal by August 26, 2014, to:**

Georgeann Hemry, Executive Assistant  
REACH Healthcare Foundation  
6700 Antioch, Suite 200  
Merriam, KS 66204

Online proposals will be accepted, and may be emailed to [georgeann@reachhealth.org](mailto:georgeann@reachhealth.org)

Proposals should include the following items:

- Reasonably detailed plan, scope of services and deliverables proposed to accomplish the development of a three to five-year strategic plan within the general timeframe outlined in this document. Proposals should include specific references regarding how proposed components will directly support the development of the strategic plan and why they are critical to the process.
- Detailed budget, including hourly rate of consultant fees, expense reimbursement expectations, third-party providers, and other incidentals. A clear process for invoicing should be addressed.
- Consultant resume or vitae.
- Names and references of organizations similar in size and scope to the REACH Healthcare Foundation for which the consultant was the lead facilitator in development of their strategic plan within the prior two years.

Questions regarding the Request for Proposal requirements should be directed to Dr. William Moore, Vice President – Program and Evaluation, (913) 432-4196 or [bill@reachhealth.org](mailto:bill@reachhealth.org).