

**Massachusetts General Hospital Determination of Need Community Health Initiative
Request for Proposals for External Evaluation Consultant**

The Massachusetts General Hospital Center for Community Health Improvement (MGH CCHI) requests proposals to provide process evaluation and evaluation technical assistance for their Determination of Need (DoN) investment program.

The External Evaluation Consultant (individual or agency) will work with MGH CCHI's Senior Director for Evaluation, Assessments & Coalitions to:

1. Conduct a process evaluation of the entire DoN process.
2. Provide evaluation technical assistance to approximately six (6) grantees for the life of the funding.

The total award over 3 years for this RFP will be up to \$300,000.

What is a Determination of Need and what is the purpose of it?

Health care organizations file a Determination of Need (DoN) application with the Massachusetts Department of Public Health (DPH) when capital improvement projects are planned for its facilities. In April 2019, Mass General filed a DoN application for \$102.2 million in facility improvements. DPH requires 5% of this total to be reserved for Community Health Initiative (CHI) funds, further reserving 25% of this slice for statewide CHI funding initiatives. Mass General must distribute the remaining \$3.4 million locally by October 2020. Its Community Advisory Board (CAB) allocated \$1.12 million for Affordable Housing investment and \$2.25 million for the strategies described below to approximately six (6) grantees. Mass General must also designate funds for an evaluation.

DPH's Community Health Initiative (CHI) Program ensures that hospitals fulfill the Affordable Care Act's and state Attorney General's regulatory requirement to designate and distribute funds to improve local, community-identified health needs. Funds must address social determinants of health (SDoH) and health equity with an upstream (structural/policy) approach to improving community health. The Center for Community Health Improvement (CCHI) at Mass General guides this CHI fund process and provides overall input on the hospital's community health plan.

Selected Priorities & Strategies for Funding

Upon review of the 2019 Community Health Needs Assessment (CHNA) and Improvement Plan (CHIP), the CAB selected the following priorities and strategies to fund.

Priority	Strategy
Affordable Housing	Leverage existing and new shared funding pools to support acquisition, production, and preservation of deed-restricted affordable housing.
Workforce Development Programming	Support workforce development programs, with a focus on resume building, job readiness, skills training, education, ESOL and through the cultivation of relationships with employers, trade, and unions.
Community Health Workers	Increase the pool of Community Health Workers and Recovery Coaches with specialized mental health/substance use training who: represent low-income, immigrant, LGBTQ, seniors, and/or communities of color through coordinated, funded recruitment and training programs.

Scope of Evaluator's Work:

We seek an External Evaluation Consultant (individual or agency) who is well organized, systematic, and highly responsive, and is a flexible and innovative evaluation partner who can adapt to meet emerging needs. The selected consultant will execute the following activities in partnership with MGH CCHI Leadership beginning in November 2020 through October 2023.

- Conduct a process evaluation of the DoN process, including the Community Advisory Board and Allocation Committee, to ensure a fair and equitable process in determining priorities, strategies, and funding allocation. This includes presentation and suggestions to MGH CCHI Leadership.
- Provide assistance to grantees to build their capacity to create and execute evaluation plans on their proposal throughout the funding period.
- Build capacity of grantees to create logic models, measurement systems, and reports.
- Create the annual report template for grantees to complete and submit to MGH CCHI. Review annual reports with CCHI leadership and offer guidance to grantees.
- Create and work with grantees to submit a final report in year 3.
- Communicate monthly to MGH CCHI staff on progress to date, including grantee challenges and successes.
- Write full DoN Evaluation report on technical assistance, building evaluation capacity with grantees, and suggestions for future needs for this type of funding.

Support to be provided by MGH CCHI

- CCHI Senior Director of Evaluation, Assessment & Coalitions will be readily available to answer questions and support as needed.
- CCHI will provide relevant documents needed for the DoN process evaluation.
- CCHI will help identify key informants and make introductions as needed.

Anticipated timeline

September 16	RFP issued
September 21, 11am	Email mghdon@partners.org to RSVP and to get the Zoom link.
October 7	Proposals due by 3pm
October 12-21	Interviews with top rated applications
October 28	Evaluator selected
November 1	Consultancy begins
End of October 2023	All deliverables submitted

Guidelines on Use

- Grant funds may be used for staff salaries and benefits, sub-contracting fees to other consultants, operating expenses, and indirect costs associated with the evaluation. Indirect costs may not exceed 15% of the direct expenses.
- Funds may not be used for clinical or medical care, to build endowments, fund operating deficits, or influence elections. Requests will not be considered for construction of new facilities, substantial renovation of existing facilities, or to support capital campaigns.
- **Please note that proposals from within the Mass General Brigham system are NOT eligible for this funding.**

Criteria for Selection

- Demonstrated experience with evaluating community health programs that focus on the social determinants of health, policies, and systems changes.
- Demonstrated experience in providing evaluation technical assistance activities and building evaluation capacity within organizations.
- Knowledge of culturally responsive evaluation and equitable evaluation frameworks required.
- Understanding of the Massachusetts Department of Public Health Determination of Needs Community-based Health Initiative process and guidelines.

People of color, LGBTQ individuals, people with disabilities, and people with historically marginalized identities are strongly encouraged to apply.

Proposal Submission Parts

- A. Proposals should be no more than 10 pages, single-spaced with one-inch margins, Times New Roman 12-point font and should describe:
 1. Contact information: Name, title, email address, and phone number of contact person for proposal. Include organizational website address.
 2. Demonstrated experience in designing, managing, and conducting policies and systems change evaluation.

3. Demonstrated experience in designing, managing, and evaluating community-based funding strategies.
 4. Demonstrated experience in supporting evaluation capacity building in non-profits.
 5. Your approach to culturally responsive and equitable evaluation
 6. Qualifications/experience in understanding of diverse stakeholders and underserved communities, including the upstream causes of social determinants of health and how they impact community health
 7. Evaluation project plan and timeline that details the tasks and activity for the project as outlined in the scope of work.
 8. Summary background, qualifications, and responsibilities of key team members who will be working on the project and their specific roles and time allocations.
- B. A sample of work done that demonstrates tasks and activities relevant to this project.
- C. CV/resume of all key personnel expected to work on this project.
- D. 3-year budget proposal with cost details, not to exceed \$300,000, using the Evaluation Budget Form in Excel.

Proposals should be submitted by **3pm ET on Wednesday, October 7, 2020** to mghdon@partners.org. Subject line should indicate "RFP – DON Evaluation - [Your Name]." Please PDF parts A-C together and submit with Part D Evaluation Budget Form. Parts A-C should not exceed 20 pages.

For questions or further information, please contact:

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All questions are due by 10am on Tuesday, September 22, 2020.
Answers will be posted on the CCHI website on Friday, September 25, 2020.