

## STRATEGIC PLAN

### REQUEST FOR PROPOSALS

#### October 2022

#### INTRODUCTION AND PURPOSE

Malta House of Care, Inc., a community-based non-profit organization in Hartford, CT, seeks a vendor to facilitate and complete, with the consultation of the organization and stakeholders, a dynamic strategic plan for partial year 2023 and calendar years 2024-2026. In September 2019, the [Malta House of Care, Inc.](#) (“Malta”) Board of Directors developed a strategic plan for 2019-2022 via a Joint Strategic Planning Committee and work groups to advise on the process. That plan preceded the COVID-19 pandemic. The pandemic exposed the dearth of access and lack of attention nationally and in the Greater Hartford area on broad and deep disparities in economic, environmental, and other social drivers that impact health care access and health care and health outcomes. Circumstances require a fuller examination of the Malta’s mission and vision and plan to achieve the mission and vision.

Malta developed a [strategic framework](#) to lay the groundwork for a full strategic planning process. Malta seeks a vendor with experience with small community-based non-profit organizations and in centering community and patients to prepare a dynamic strategic plan, utilizing the strategic framework as a starting point, **by the end of the first quarter of 2023.**

#### BACKGROUND

As established, the mission of Malta is to provide high-quality, equitable, compassionate, free primary health care to uninsured adults in Greater Hartford who are ineligible for other health care coverage options. Malta provides our services without regard to immigration status. Malta is a designated free clinic under federal law. Malta’s current vision is to have the capacity to serve every uninsured adult who seeks care at our fixed site and neighborhood sites, never turning anyone away even if demand increases, and to expand to at least one other underserved community in Greater Hartford by 2023.

Malta’s patient population is impacted by structural racism and health disparities.

In 2021, patients reported over 51 nationalities--Peruvian, Brazilian, Ghanaian, and Jamaican were the top four reported. Malta patients reported over 32 languages as their first language, including Spanish, English, and Portuguese as the top 3, followed by Twi and a wide distribution of languages including, Nepali, French Creole, and Urdu. In 2021, Malta patients identified themselves as 64% female and 36% male—other categories of gender are not incorporated into the Trinity EPIC platform. Most Malta patients are over forty years old. Malta sees patients from many surrounding towns and communities, including Manchester, New Britain, Newington, Bristol, and West Hartford, and patients have come to the clinic sites from as far west as Danbury and Torrington, north to Enfield, south toward the Middletown and Meriden areas, and east toward Tolland. The demand for Malta’s services is at a critical level stretching operating needs beyond Malta’s current budget.

According to DataHaven’s recent Town Equity reports, 87% of Hartford residents, over 105,000 residents, are people of color while the poverty rate is 28%. Fifty-one percent of people in Hartford report housing cost burdens, while 26% do not have a high school diploma. Twenty percent, over 24,000 residents, reported not having health insurance. Importantly these statistics reflect the entire city, not factoring in the differences between the higher-income areas of Hartford versus economically distressed areas.<sup>1</sup> These socioeconomic statistics do not reflect the structural racism and other inherent and implicit biases built into our health system, factors that drive disparities in access and outcomes independent of socioeconomic status.

In East Hartford, where Malta currently sees patients at St. Rose Church, the statistics on several factors such as poverty rate and high school education are marginally better. Seventy percent of East Hartford residents, nearly 36,000 residents, are people of color while the poverty rate is 15%. Forty-one percent of people in East Hartford report housing cost burdens, while 17% do not have a high school diploma. Fourteen percent, over 7,000 residents, reported not having health insurance. Again, like Hartford, these are town-wide statistics and do not reflect the contrast in incomes and economic opportunity across the town.<sup>2</sup> Like Hartford, these statistics are socioeconomic and do not reflect factors that affect the health of people of color in Connecticut that can mitigate disparities. Patient volume east of the river continues to signal the need for Malta’s services in surrounding towns like Manchester and Vernon.

In the last three years, Malta’s model of community-based delivery utilizing its mobile van allowed a transition to a newer model of high quality, patient driven health care that needs to be expanded farther into Greater Hartford and surrounding areas. Rapid improvements in Malta’s use of telehealth, patient-focused navigation to address social drivers of health and health coaching, improvements in pharmaceutical access, and patient-responsive appointment scheduling position Malta for the future where additional patients may experience the direct benefit of a primary care medical home.

A complete strategic plan requires a re-exploration of Malta’s vision and mission considering what we learned during the pandemic, unexpected events, what we will hear from our patients as to what they want Malta to deliver for them in the future, and the input of community partners who can join with us in providing high quality, sustainable health care into the next decade. Malta expects its future strategic plan to be patient and community centered and focused on dismantling structural racism and reducing inequities to help Malta meet its mission in the delivery of accessible, equitable, high-quality primary care.

Malta expects to enter a deliverables-based contract to complete the strategic plan.

## **OFFICIAL CONTACT**

The official contact for this RFP is:

Victoria L. Veltri JD, LLM  
Executive Director  
Malta House of Care, Inc.

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<sup>1</sup> *Hartford 2021 Equity Profile*, DataHaven, August 2021, [hartford\\_profile\\_v1.pdf \(ctdatahaven.org\)](#).

<sup>2</sup> *East Hartford 2021 Equity Profile*, DataHaven, August 2021, [east\\_hartford\\_profile\\_v1.pdf \(ctdatahaven.org\)](#)

[veltri@maltahouseofcare.org](mailto:veltri@maltahouseofcare.org)

Please ensure that e-mail screening software (if used) recognizes and accepts emails from the Official Contact. All communications must be directed solely to the official contact. Respondents or prospective respondents who violate this instruction may risk disqualification from further consideration.

### **PROCUREMENT SCHEDULE**

RFP Released: October 20, 2022  
Proposal Due Date: November 15, 2022  
Notification of Award: November 22, 2022  
Anticipated Start Date: November 30, 2022

### **ELIGIBILITY**

To be eligible, the Respondent must be recognized as a single legal entity by the state where it is incorporated and must have a unique Taxpayer Identification Number (TIN) designated to receive payment. Applications will be screened to determine eligibility for further review using criteria detailed in this RFP and in applicable law.

Evidence of Qualified Entity: The Respondent shall provide written assurance to Malta that it is qualified to conduct business in Connecticut and is not prohibited by its articles of incorporation, bylaws, or the law under which it is incorporated from performing the services required under any resultant contract.

### **MINIMUM QUALIFICATIONS**

To qualify for a contract award, the Respondent must have the following minimum qualifications:

- Experience conducting strategic planning with community-based non-profits
- Community and patient-centered focus in its strategic planning work
- Knowledge of the impact of structural racism on health care access and delivery

### **PROJECT DESCRIPTION AND SCOPE OF WORK**

The strategic planning vendor for this project should include the following activities:

1. Research, including an environmental analysis
2. Development of draft plan
3. Final plan deliverable and implementation steps

As part of the research process, the selected vendor is expected to demonstrate its knowledge of or ability to learn and evaluate Malta's operational history and challenges, including the surrounding legal, competitive, political, regulatory, social, and economic environment. The vendor should familiarize itself with the [August 2022 Malta Strategic Framework](#). The selected vendor should develop a plan that is centered on Malta's patients and the communities in which Malta operates.

The vendor must demonstrate its knowledge of Malta's relationship to the larger health care environment/sector in Connecticut, including Malta's role in the unwinding of the COVID public health emergency. The vendor must also demonstrate its knowledge of Malta's relationship and identify

potential relationships with stakeholders in the Greater Hartford region. The vendor must be able to evaluate Malta's strategic position and anticipate issues that would affect that position. In doing so, the vendor may use a SWOT or other analysis to demonstrate this position.

The selected vendor must describe how it will develop the plan in partnership with Malta and its patients and communities, tying the research conducted to the mission and vision of Malta and including any high-level recommended changes to Malta's mission and vision to meet community needs and Malta's key objectives.

The selected vendor will develop a final, dynamic strategic plan in partnership with Malta. In finalizing the plan, the vendor must demonstrate how it centered and reflected the input and feedback of patients. The vendor also must be able to demonstrate how the plan will reflect the input and feedback of community organizations and leaders, the leadership and board, and donors. Malta seeks a plan that can evolve or alter direction should circumstances require while maintaining consistency with Malta's mission and vision. The final work product will lay out Malta's key objectives, needs and strategies for the 2023-2026 period. The vendor should demonstrate its ability to provide a plan that can evolve. The vendor should demonstrate how it would include performance measures and/or recommendations on operationalizing the plan.

### **Detailed Requirements**

The selected vendor must conduct the following activities among others it describes in its proposal:

1. Submit and update project plan and timeline upon contract award and completion
2. Attend and prepare agenda and materials for regular project meetings with a core group of Malta participants to be identified by Malta in partnership with the selected vendor.

### **PROPOSAL CONTENTS AND FORMAT**

The proposal must include all the following information. **NOTE PAGE LIMITS FOR CERTAIN SECTIONS.** The overall page limit is **30 pages**. The page limit excludes items exempted, as described below. Proposals that do not comply with the requirements below will be rejected.

All responses should be submitted in PDF format, *except for* the cost proposal which should be submitted as a separate file in Excel format. **Regardless of page limits, the file size limit is 40MB.** All proposals must be formatted to fit 8.5 x 11" (letter size) pages, Calibri font, 12-point, 1.5 line spacing with one-inch margins. All pages must be numbered and contain the Respondent's name at the top of the page. All proposals must be submitted electronically to the official contact.

1. Cover sheet containing the following information (**1 page**):
  - a. Legal Name
  - b. FEIN
  - c. Street Address
  - d. Town/City/State/Zip
  - e. Contact Person
  - f. Title
  - g. Phone Number

- h. E-Mail Address
  - i. Authorized Official- individual empowered to submit a binding offer on behalf of the respondent to provide services in accordance with the terms and provisions described in this RFP
  - j. Title
  - k. Signature
2. Evidence of eligibility **(1 page)**
  3. Narrative explanation of the Respondent’s organization, its mission and values, its experience in conducting facilitation and preparing community centered strategic plans, demonstrated minimum qualifications, and evidence of ability to undertake the project with an emphasis on expectations described in the PROJECT DESCRIPTION section of this RFP, including the Respondent’s ability to communicate effectively and in a culturally competent manner with organizations and patients whose primary language may not be English.
  4. Identification of key staff for the project and updated resumes/CV for each person assigned **(1 page, key staff. Resumes and CVs are not subject the page limit and should be attached at the end of the proposal.)**
  5. Proposed Project Plan and Timeline including start dates, schedules, activities tasks, and deliverables, in tabular form. The timeline must include phases of the project. Include a description of expected time commitments of staff and volunteers.
  6. Three references from organizations for which the Respondent completed similar projects. Please provide client names, a brief description of the projects for the clients named, and a contact for each client. **(1 page)**
  7. Cost Proposal-Provide a detailed budget in Excel format including a narrative that supports each component of the cost proposal. **(Exempt from page limit—Excel format required.)**
    - a. Identify all proposed personnel with a corresponding all-inclusive hourly rate of compensation and an estimate of hours to be expended by each individual in support of the project. Alternatively, a Respondent may identify all proposed personnel, an estimate of hours to be expended by each individual on the project, and an overall project cost.
    - b. *In either case*, the cost proposal must be tied to the activities described under the detailed requirements subsection and the project plan and timeline.
    - c. Include the cost for each phase, as well as the maximum fee for this project.
    - d. Identify personnel and non-personnel items separately within the total budget.

(As noted previously, Malta intends to enter a deliverables-based contract to complete the strategic plan.)

**PROPOSAL DUE DATE**

The Official Contact is the only authorized recipient of proposals submitted in response to this RFP. Proposals must be received by the Official Contact on or before the due date and time: **November 15, 2022, by 3:00 pm**. Proposals received after the due date and time will be ineligible and will not be evaluated. Malta will send an official letter alerting late respondents of ineligibility.

**EVALUATION OF PROPOSALS**

**Evaluation Process.** It is the intent of Malta to conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. Final funding allocation decisions will be determined during contract negotiation.

**Evaluation Review Committee.** Malta will designate a Review Committee on which the Executive Director may participate to evaluate proposals submitted in response to this RFP. The Review Committee will be composed of individuals, Malta staff or other designees as deemed appropriate. The contents of all submitted proposals, including any confidential information, will be shared with the Review Committee. Only proposals found to be responsive (that is, complying with all instructions and requirements described herein) will be reviewed, rated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. The Review Committee will evaluate all proposals that meet the Minimum Submission Requirements by score and rank ordered and make recommendations for awards. The Executive Director of Malta will make the final selection. Attempts by any respondent (or representative of any respondent) to contact or influence any member of the Review Committee may result in disqualification of the respondent.

**Minimum Submission Requirements.** To be eligible for evaluation, proposals must (1) be received on or before the due date and time; (2) meet the Proposal Contents and Format requirements; (3) meet the Eligibility and Qualification requirements to respond to the procurement; and (5) be complete. Proposals that fail to follow instructions or satisfy these minimum submission requirements will not be reviewed further

**Evaluation Criteria (and Weights).** Proposals meeting the Minimum Submission Requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Review Committee will use to evaluate the technical merits of the proposals. The criteria listed below will be used to evaluate proposals. The weights are disclosed below.

Item	Percentage Weight
Narrative	25
Key Staff, Staffing Plan	20
Project Plan and Timeline	25
References	10
Cost Proposal	20

**Respondent Selection.** Upon completing its evaluation of proposals, the Review Committee may choose to interview the top scoring Respondents. The Review Committee will submit the rankings of all proposals to the Executive Director of Malta after any interviews are conducted. The final selection of a successful Respondent is at the discretion of the Executive Director. Any respondent selected will be so notified and awarded an opportunity to negotiate a contract with Malta. Such negotiations may, but will not automatically, result in a contract. All unsuccessful respondents will be notified by e-mail or U.S. mail, at Malta’s discretion, about the outcome of the evaluation and respondent selection process. Malta reserves the right to decline to award contracts for activities in which the Executive Director considers there are not adequate respondents.

Nothing in this RFP gives any Respondent the right to a contract. This RFP may be rescinded in Malta's sole discretion.