



Request for Proposal:
WORKFORCE DEVELOPMENT PROGRAM
CONSULTING SERVICES

The Texas Association of Community Health Centers, Inc. (“TACHC”) is a private, non-profit corporation established to provide technical assistance to non-profit, private and public health centers, called Health Centers and Health Center Look-Alikes. A strategic priority for TACHC is to establish a comprehensive workforce development program as part of its training and technical assistance offerings to Texas Health Centers (HCs). The workforce development program is envisioned to include leadership development, mid-management development, workforce retention program development with strategies for clinical¹ and administrative career path development and support, and human resources training program development. This workforce program will complement other TACHC workforce technical assistance in the areas of health professions education and training partnerships with academic and other training institutions and health center workforce plan development. This expanded vision of a comprehensive workforce development program builds on over 20 years of TACHC providing an Executive Leadership Development Program that provided training and technical assistance to health center leadership teams to address specific leadership challenges such as employee engagement, organizational change management, and developing leadership communication skills that lead to improved staff and patient satisfaction.

TACHC is committed to providing programs and services that will strengthen HCs. This bid request seeks training and technical assistance consulting services for TACHC’s comprehensive workforce development program to - begin as soon as feasible with target timeframe from May/June 2023 through May 2024. TACHC will be solely responsible for evaluating bids and making awards. Several factors will be considered when evaluating bids, including price, appropriateness and accuracy of bidder’s response to description of services sought, bidder’s qualifications and experience, especially direct consulting and/or training experience with HCs and HC look-alike organizations, and bidder’s availability to coordinate with TACHC on emerging training needs during the program timeframe.

CRITERIA FOR PARTICIPATION BY VENDORS:

If your company is interested in submitting a proposal (a “Proposer”), TACHC will be selecting vendors for participation using the following criteria for a one (1) year contract which shall be formalized through the execution of a vendor agreement (the “Vendor Agreement”):

¹ Throughout this document “clinical” broadly refers to medical, dental, mental health and substance use disorder, allied health, ancillary and enabling services

1. Consideration will be given only to vendors that will offer a competitive proposal price and will guarantee that price, firm, for the duration of the Vendor Agreement.
2. Priority will be given to vendors that are able to provide two or more of the requested services.
3. If a proposal is submitted without a price guaranteed firm for the full term of the Vendor Agreement, secondary status may be considered.

TACHC reserves the right to:

- Reject any or all proposals and discontinue the RFP process without obligation or liability to any Proposer;
- Waive any defect, irregularity, or informality in any proposal;
- Accept a proposal other than the lowest-priced proposal;
- Award a contract on the basis of initial proposals received without discussions or requests for best and final offers;
- Request additional information or clarification;
- Request best and final offers from any or all Proposers;
- Accept proposals from one (1) or more Proposers;
- Procure the services in whole or in part by other means;
- Award more than one (1) contract; and
- Not award any Vendor Agreement.

Any Proposer, by and through the submission of a proposal, agrees to be held responsible for: (1) examining the RFP and all referenced material; (2) becoming familiar with the nature and scope of the services required by TACHC; and, (3) identifying any local conditions, administrative rules, or other factors that may impact the timeline for completion.

SCOPE OF WORKFORCE PROGRAM CONSULTING SERVICES BEING SOUGHT:

TACHC will select a vendor or vendors to provide training and technical assistance in four (4) different and related areas:

- 1) Leadership Development Program training and technical assistance to HC Executive Leadership and other management staff;
- 2) Mid-Manager Development Program training and technical assistance to HC clinical and administrative management level staff;
- 3) Workforce Retention Development Program with training and technical assistance to retain all health center staff including strategies for clinical and administrative career path development and support; and
- 4) Human Resources Training Program development.

Each vendor will bid on at least one area of the scope of consulting services. Each vendor is invited to bid on any combination of the four areas of consulting services.

COMPONENT 1: Leadership Development Program (LDP)

The emphasis of the LDP is to develop the capacity of HC Executive Leadership staff members including the Chief Executive Officer, Chief Financial Officer, Chief Operations Officer and Chief Medical Officer, or their equivalents and other key executive and management staff. The Leadership Development Program objectives are to provide training and technical assistance to the leadership staff members of HCs and HC look-alikes to:

- Increase the leadership effectiveness of each participant of the LDP;
- Enhance each participant's ability to work together with other Executive Leadership and management staff to accomplish the mission of their health center;
- Improve overall staff satisfaction and increase the health center's reputation as a work place of choice;
- Establish health workforce development as a strategic priority and business culture at HCs;
- Enhance understanding and use of justice, equity, diversity and inclusion principles and practices; and,
- Lessen staff turnover, particularly in key leadership and management positions.

The LDP objectives are to be achieved through means described by the selected vendor and must include virtual and in-person trainings addressing LDP topics utilizing interactive, adult learning models. The T/TA proposed should also include development of LDP content for TACHC's Learning Management System. Respondents are invited to include supplemental materials and/or additional methods for providing LDP training and technical assistance. The selected vendor will provide consulting services to develop related training materials and provide training and technical assistance in conjunction with TACHC.

COMPONENT 2: Mid-Management Development Program (MMDP)

The emphasis of the MMDP is to develop the management knowledge and skills of HC clinical and administrative managers that report to an Executive at their HC and typically have staff that report to them in their management role. The MMDP objectives are to provide training and technical assistance to HC clinical and administrative managers of HCs and HC look-alikes to:

- Increase the management effectiveness of each participant of the MMDP;

- Enhance each participant's ability to communicate and work with their Executive Leadership supervisor and the staff that report to the manager to complete assigned activities necessary to accomplish the mission of their health center;
- Improve overall staff satisfaction and increase the health center's reputation as a work place of choice;
- Establish health workforce development as a strategic priority and business culture at HCs;
- Enhance understanding and use of justice, equity, diversity and inclusion principles and practices; and,
- Lessen staff turnover.

The MMDP objectives are to be achieved through means described by the selected vendor and must include virtual and in-person trainings addressing MMDP topics utilizing interactive, adult learning models. The T/TA proposed should also include development of MMDP content for TACHC's Learning Management System. Respondents are invited to include supplemental materials and/or additional methods for providing MMDP training and technical assistance. The selected vendor will provide consulting services to develop related training materials and provide training and technical assistance in conjunction with TACHC.

COMPONENT 3: Workforce Retention Development Program (WRDP)

The emphasis of the WRDP is to provide health centers with strategies, tools and resources to reduce staff turnover, enhance staff resiliency and engagement and improve staff retention at all levels of operations of HCs. The WRDP objectives are to provide training, technical assistance, promising strategies and other resources to HC clinical and administrative managers of HCs and HC look-alikes to:

- Establish staff retention planning as a formal internal process;
- Identify and utilize resources that enhance hiring/recruitment of all staff to health centers;
- Create clear opportunities for HC staff to expand knowledge and skills toward career advancement in their HC;
- Improve overall staff satisfaction engagement and resiliency, and increase the health center's reputation as a work place of choice;
- Establish health workforce retention as a strategic priority and business culture at HCs;
- Enhance understanding and use of justice, equity, diversity and inclusion principles and practices; and,
- Lessen staff turnover.

Some HC requested retention strategies/resources that vendors should consider in their bid include incentive program structures; creative paid-time off strategies; develop career ladders; flexible work schedules/arrangements; tuition reimbursement strategies; impactful employee recognition successes; and employee engagement strategies.

The WRDP objectives are to be achieved through means described by the selected vendor and must include virtual and in-person trainings addressing WRDP topics utilizing interactive, adult learning models. The T/TA proposed should also include development of WRDP content for TACHC's Learning Management System. Respondents are invited to include supplemental materials and/or additional methods for providing WRDP training and technical assistance. The selected vendor will provide consulting services to develop related training materials and provide training and technical assistance in conjunction with TACHC.

COMPONENT 4: Human Resources Training Program (H RTP)

The emphasis of the H RTP is to provide health centers' Human Resources (HR) staff with relevant training, tools and other resources to better prepare HR staff to manage HR operations and emerging issues that result from federal, state and other legislative and policy changes that impact health center operations and staff. We seek to provide timely HR related training on relevant topics that improve HR staff members' knowledge and skills to establish, manage, and update HR operations. The H RTP objectives are to provide training, technical assistance, promising strategies and other resources to HR managers and other HR staff of HCs and HC look-alikes to establish, maintain and improve effectiveness of HR core functional areas of:

- Staff recruitment and selection
- Staff training and development
- Staff compensation and benefits
- Staff performance evaluation and management
- Workplace safety and health
- Key staff succession planning
- Company vision, mission and culture
- Compliance with legal requirements

Some HC requested human resources training topics that vendors should consider in their bid include Justice, Equity, Diversity and Inclusion (JEDI) in the workplace; health plan options; retirement plan options; options to establish wellness programs; establishing, reviewing and updating pay scales; HR implications of federal grants management requirements; competency assessments; measuring staff turnover for retention; Equal Employment Opportunity Commission regulatory charges; developing and updating job descriptions; provider credentialing; contractors vs. employees' issues;

incentive program structures; creative paid-time off strategies; flexible work schedules/arrangements; tuition reimbursement strategies; impactful employee recognition successes; and employee engagement strategies.

The H RTP objectives are to be achieved through means described by the selected vendor and must include virtual and/or in-person trainings addressing Human Resources Training needs/topics utilizing interactive, adult learning models. The T/TA proposed should also include development of H RTP content for TACHC's Learning Management System. Respondents are invited to include supplemental materials and/or additional methods for providing H RTP training. The selected vendor will provide consulting services to develop related training materials and provide training and technical assistance in conjunction with TACHC.

PROPOSAL SPECIFICATIONS

OVERALL

1. Complete and electronically sign the Submission Attestation as well as the Contract Specifications form.
2. Complete and submit a Workforce Development Program Proposer Profile.
3. Specify pricing structure for all Workforce Development Program proposed consulting services.
4. **SUBMIT PROPOSALS IN ELECTRONIC FORMAT ONLY** to Daniel Diaz at ddiaz@tachc.org.
5. Prior to awards, Proposers may be requested to meet with TACHC and negotiate certain terms of the Vendor Agreement.
6. Best Price: Vendor must agree not to provide similar training and technical assistance services for executive development, mid-manager development, retention, or human resources development to any HC or HC Look-Alike for a price less than the price provided to TACHC during the term of the Vendor Agreement unless it updates the TACHC participating member pricing to reflect the lowest amounts offered.
7. Insurance: Each vendor must furnish proof of insurance to cover its operations and products and must agree to indemnify TACHC and the TACHC participating members. Such insurance must be in the amount of at least \$1,000,000 per occurrence and \$2,000,000 in an annual aggregate.

INSTRUCTIONS TO VENDORS

1. Complete the Proposer Profile.
2. Complete and sign both the Submission Attestation and the Contract Specifications.
3. Submit the proposal to the address on the cover sheet (see page 8 of document) by **April 10, 2023, by 5:00 pm CT**. Proposal awards will be made upon review of all proposal submissions. Successful proposers will be notified after a final determination has been made.
4. Prior to proposal awards, proposers may be requested to meet and negotiate certain terms of the Vendor Agreement. The Vendor Agreement, once negotiated and executed, shall be effective upon a mutually agreed upon date for services to begin.

PROPOSAL EVALUATIONS and AWARDS:

TACHC's Director of Operations and a team of TACHC Leadership and program management staff will evaluate proposals and recommend awards to Executive Director and TACHC Board of Directors. Several factors will be considered when evaluating proposals. Although price will be an important concern, quality and the vendor's demonstrated performance will also be primary considerations. Proposers are invited to bid on one (1) or more of the Workforce Development Program components. TACHC will give special consideration to vendors that can provide training and technical assistance in two or more components of the workforce development components described in more detail below.

Please submit your proposal via email to TACHC's Director of Operations, Daniel Diaz, at ddiaz@tachc.org no later than **April 10, 2023, by 5:00 pm CT**. Questions or clarifications should be sent, in writing, to ddiaz@tachc.org and, if appropriate, a Frequently Asked Questions document will be maintained for all proposers to review.

VENDOR AGREEMENT:

If selected for contract award, Proposer must understand the importance of promptly executing a fair, final Vendor Agreement with TACHC, and related

participation agreements with members. Proposer must, upon request, make its chief legal and business officers, or designees with negotiating authority, available for commencement of Vendor Agreement negotiations within three (3) business days of notice of award.



WORKFORCE DEVELOPMENT PROGRAM CONSULTING SERVICES

PROPOSAL REQUEST

PROPOSAL IS DUE **April 10 2023, BY 5:00 PM Central Time**

Submit electronic proposal response to and request additional information
from:

Daniel Diaz, Director of Operations
ddiaz@tachc.org

SUBMISSION ATTESTATION

In connection with the TACHC's Workforce Development Program Consulting Services Request for Proposal ("RFP"), I hereby affirm:

1. That I am an officer or employee of the responding organization having authority to sign on its behalf;
2. That the attached response to the RFP has been developed independently and has been submitted without collusion with and without any agreement, understanding or planned common course of action with, any

other provider of services described in the RFP, designed to limit fair or open competition;

3. That the contents of the RFP response have not been communicated by the Proposer or its employees or agents to any person not an employee or agent of the Proposer and will not be communicated to any such persons prior to the official opening of the responses; and
4. That I have fully informed myself regarding the accuracy of the statements made in this attestation.

Date:

Company Name:

Name & Title (print/type):

Email:

Telephone Number:

Signature

WORKFORCE DEVELOPMENT PROGRAM CONSULTING SERVICES
PROPOSER PROFILE

1. Complete legal business name of Proposer including any existing d/b/a's
2. Type of organization (Individual, Partnership, Corporation, Association, Other (if other, please describe)
3. If incorporated, state of incorporation
4. Date organization was formed (month/year)
5. Year the Proposer began offering workforce development consulting services
6. Describe Proposer's organization and locations (include physical address and size of services provided for headquarters and any branch locations that will provide services and support outlined in the RFP)
7. Years of experience consulting for HCs or HC look-alikes
8. Years of experience consulting for Primary Care Associations (PCA) like TACHC
9. Years of experience providing workforce consulting for non-PCA, non-HC or HC look-alike organizations
 - o Provide organization types and location of operations
10. Proposer website
11. Contact person
12. Contact person's title
13. Business address
14. Contact person's telephone number
15. Contact person's email

CONTRACT SPECIFICATIONS

Is Proposer currently in the process of filing for bankruptcy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has Proposer filed for bankruptcy within the past five (5) years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is Proposer or any principal staff of Proposer excluded from participation in any state or federal health care program or the subject of any pending or threatened final adverse action, as such term is defined under 42 U.S.C. §1320a-7e(g) or any successor provision of law or regulation or have they been within the past five (5) years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does Proposer have a procedure to assure they will not arrange or contract with any person or entity excluded from participation in any state or federal health care program, or is the subject of any pending or threatened final adverse action, as such term is defined under 42 U.S.C. §1320a-7e(g) or any successor provision of law or regulation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does Proposer acknowledge that, to the best of their knowledge, they are not currently under any local, state, or federal investigation, suspension, or debarment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does Proposer acknowledge that, should TACHC discover that proposer is under any local, state, or federal investigation, suspension or debarment, proposer's submission may not be considered.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does Proposer accept the term of the contract, which includes firm pricing for workforce development consulting services for one (1) year from beginning of agreement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is Proposer able to agree to comply with all applicable laws and regulations, including local, state and federal?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can Proposer acknowledge that the TACHC or any participating FQHC will have the right to audit, with full cooperation by the Proposer, the services and pricing provided to validate compliance with program requirements and contractual guarantees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is Proposer able to indemnify TACHC and each participating FQHC for any loss that is the result of an act or omission on the part of the Proposer?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Proposer agrees that FQHC data in any form is not for resale.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can Proposer maintain each participating FQHC's data for the term of the contract and for seven (7) years thereafter (the data is to remain the sole property of the respective FQHC and the data is not available to be sold)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can Proposer secure and maintain, at its own expense,	<input type="checkbox"/> Yes <input type="checkbox"/> No

<p>general and professional liability insurance in the amounts of \$1,000,000 per occurrence and \$2,000,000 in an annual aggregate as well as workers compensation coverage to insure against claims for damages by any participating FQHC?</p>	
<p>Is Proposer certified as a Historically Underutilized Business, Minority-owned Business Enterprise, Woman-owned Business Enterprise or Disadvantaged Business Enterprise? If yes, please attach certification.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>The contract terms and conditions identified in this RFP will form the contract resulting from this RFP and the Proposer's submission will be incorporated into the contract. Please identify whether there are any requested exceptions or deviations.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<ul style="list-style-type: none"> • If requesting exceptions or deviations to the stated contract terms, please explain in detail. 	

PROPOSER'S SERVICE INFORMATION/DESCRIPTION

Consulting Services Overview

1. Identify which of the four (4) Workforce Development Program components your organization will include in its proposal.
2. For each of the four (4) Workforce Development Program components which your proposal will include, describe the workforce development training and technical assistance and other related workforce consulting services your organization currently provides and how the proposed services align with the program objectives and specific activities stated in the Scope section of this bid request (see page 2).
3. Specifically describe the key factors that differentiate your organization's services from other competitors.

Staffing

1. Provide a copy of proposer's organizational chart.
2. For each of the four (4) Workforce Development Program components which your proposal will include:
 - a. Describe the organization's management structure, including work locations of staff that will support TACHC's Workforce Development Program activities.
 - b. Identify key team members that will support TACHC's Workforce Development Program. Include relevant education, certifications, licenses, years of workforce development experience.
 - c. Provide specific information on Workforce Development consulting services provided to HCs in Texas.
 - d. Provide specific information on Workforce Development consulting services provided to HCs in other states and/or PCAs in other states.
 - e. Provide specific information on Workforce Development consulting services provided to other non-profit health care organizations and/or non-profit organizations not in the health care sector.

Activities Description and Schedule

1. For each of the four (4) Workforce Development Program components which your proposal will include:
 - a. Provide a description of proposed activities expected to fulfill the program objectives stated in the Scope Section of this bid request.
 - b. Provide a schedule of proposed activities expected to fulfill the program objectives stated in the Scope Section of this bid request.

Pricing

1. For each of the four (4) Workforce Development Program components which proposal will include please provide a description of the associated costs for program consulting services and an estimated total/maximum amount for the consulting services. Include all cost elements.
2. Describe the current contracts for similar consulting services you have in place.

References

1. Provide at least five (5) references (preferably Texas HCs, HC look-alikes and other PCAs). By providing the reference information you are consenting to allow TACHC to contact the listed references. Include: Entity Name, Address, Point of Contact, Phone Number, Email Address, Description of Services Provided and Project Budget range.