



LAKE SUPERIOR COMMUNITY HEALTH CENTER  
*Improving Access to Quality Health Care for All*

## REQUEST FOR PROPOSALS – STRATEGIC PLAN FACILITATION Lake Superior Community Health Center

### Invitation for Proposals and Purpose

The Lake Superior Community Health Center Board of Directors and Senior Leadership are seeking proposals for facilitation and data collection to support the development of a 3-year Strategic Plan for the organization. The Strategic Plan will establish direction for the organization for 2024-2026.

Lake Superior Community Health Center (LSCHC) is the only Federally Qualified Health Center serving the Twin Ports of Duluth, MN and Superior, WI, as well as Carlton, MN. LSCHC, a private nonprofit, provides high quality medical, dental, chiropractic, and behavioral health care, as well as insurance navigation and care coordination to over 11,000 unique patients per year, regardless of insurance status or ability to pay.

As specified in the Federally Qualified Health Center Compliance Manual<sup>1</sup>, LSCHC is required to create a Strategic Plan every three years. In developing the plan, the Board of Directors must ... “provide direction for long-range planning, including but not limited to identifying health center priorities and adopting a three-year plan for financial management and capital expenditures.”

LSCHC already collects and reports a large amount of financial, quality, and service delivery data that is useful for a Strategic Planning initiative. The work outlined in this RFP will supplement work and data collection underway.

### Scope of Work, Deliverables, Timeframe

- Facilitation of a board and staff full day or half day retreat to launch initiative.
- Facilitation of monthly Strategic Planning Committee meetings, August - October
  - Drafting agendas with the Committee Chair and CEO, taking and disseminating minutes, identifying and tracking completion of action items.
- Development of components of an Environmental Scan – in collaboration with LSCHC staff, leadership and the board, and to supplement existing data and information
  - Data Collection, including at a minimum:
    - Input from external partners and stakeholders
      - Develop and conduct interviews, surveys, or other collection methods from key stakeholders

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<sup>1</sup> <https://bphc.hrsa.gov/compliance/compliance-manual>



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- Input from internal staff, leadership, and the board
    - Conduct SWOT analysis, Results-Based Accountability facilitation, or similar method of facilitation.
  - Input from patients
    - Develop and conduct interviews, surveys, or other collection methods to supplement existing patient satisfaction surveys.
  - Summarization of data and findings
  - Monthly meetings with LSCHC staff, leadership, and the board to discuss progress and implementation
  - Presenting data and findings to the Strategic Planning Committee and the Board of Directors
- LSCHC will complete the development of the Strategic Plan prior to the Board of Directors meeting in December, 2023. Work outlined above must be completed before the end of November, 2023

### **Qualifications and Selection Process**

- Proposal that reflects the nature, scope and amount of work to be completed.
- Itemized description and persons accountable for work to be completed within timeline.
- Experience facilitating board committee and staff meetings
- Ability to collect, summarize, and report complex data
- Ability to conduct surveys, interviews, and other methods of collecting data and information from stakeholders
- Knowledge of delivery of care in an integrated clinical model
- Knowledge of the health care market in the Twin Ports
- Knowledge of Federally Qualified Health Center requirements
- Knowledge of HIPAA and Minnesota health data privacy laws
- Ability to provide references if requested.
- Ability to provide current W-9 form.

Responses will be evaluated based on:

- Demonstrated knowledge, skills, abilities, and experience
- Detail and feasibility of the Work Plan
- Detail and reasonableness of the Budget.

### **Response Format**

Applicants to this RFP will submit:

- A brief (up to 200 words) description of the individual or organization
- A brief (up to 200 words) description of key personnel involved in the work
- Evidence of knowledge, skills, and abilities needed for the work



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- Examples of previous work that is similar in scope
- An itemized Work Plan, including, at a minimum, each task listed in the scope of work above, and a timeline
- An itemized Budget, broken out by task/activity.

### **Deadline for Proposals:**

**Proposals are due by 5:00 p.m. July 31, 2023** via US Mail, addressed to Lake Superior Community Health Center, 4325 Grand Avenue, Duluth, MN 55807, Attn: Will Wilson, in person at that address, or via email addressed to [wwilson@lschc.org](mailto:wwilson@lschc.org). Proposals received after the deadline will not be accepted.

### **Selection Timeframe**

- RFP Released: July 10, 2023
- Deadline for submitting proposal: July 31, 2023
- Selection and Board of Directors approval: August 23, 2023
- Notification to respondents: On or about August 24, 2023

### **Questions**

For Questions: Contact Will Wilson, Manager of Grants and Program Development, 218-336-3532 or [wwilson@lschc.org](mailto:wwilson@lschc.org)