



Performance Improvement Capacity Building

Office of Performance Improvement

March 6, 2023

I. Overview

The Boston Public Health Commission (BPHC) is the local public health department for the City of Boston. BPHC's mission is to protect, preserve, and promote the health and well-being of all Boston residents, particularly the most vulnerable.

The Office of Performance Improvement (OPI) ensures measurable progress towards improving health and health equity in Boston by building and supporting key functions and characteristics of a high performing health department. OPI's scope of responsibilities includes management of performance improvement infrastructures within BPHC, including the establishment of a sustainable performance management system. BPHC is issuing a Request for Proposal (RFP) to seek for an expert in performance management within the public health context with proven experience supporting local health departments in planning and implementing such systems.

As part of BPHC's efforts to have an equitable procurement process, BPHC will consider and encourage unrepresentative businesses that includes; Minority-owned Business Enterprises (MBE), Women-owned Business Enterprises (WBE), Veteran-owned Business Enterprises (VBE), Disability-owned Business Enterprise (DOBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), Minority Non-Profit(MNPO), Women Non-Profit (WNPO), Minority Women Non-Profit(MWNPO) and local businesses to apply to this RFP.

II. RFP Timeline

March 6, 2023	Posted on the Boston Globe
March 6, 2023	Posted on boston.gov/bids by 10:00 AM EST
March 13, 2023	Questions are due via email by 5:00 PM <u>EST</u> to: ahofferschaefer@bphc.org Subject – Performance Improvement Capacity Building RFP Question
March 20, 2023	Responses to questions available for viewing on boston.gov/bids by 5:00 PM EST
March 27, 2023	Proposal due via email by March 27, 2023, 5:00 PM EST: Subject – Performance Improvement Capacity Building RFP Proposal Email: Procurement@bphc.org, ahofferschaefer@bphc.org, and SMCeaneaney@bphc.org. NO EXCEPTIONS TO THIS DEADLINE
April 10, 2023	Anticipated Notification of Decision: Desired date to award. BPHC has the discretion to extend this time period without notice to the proposers. All proposals shall remain valid and open for a period of one hundred twenty (120) days from the proposal submission date, unless a proposer notifies BPHC of its withdrawal.

III. Scope of Work

OPI is seeking a consultant to develop, pilot, evaluate, finalize, and conduct hand-off of an organization-wide Performance Management and Quality Improvement training curricula and learning programs and related materials to build capacity across BPHC programs and bureaus for leveraging quality improvement, performance management, and workforce development frameworks, methods, tools, and models to improve individual, program, and organizational performance to effectively improve health outcomes and promote health equity in the City of Boston.

Curricula should utilize an equity lens and apply the revised Bloom's taxonomy to formulate educational goals which lend to sustainable engagement in/application of the material beyond the training context (for example, in the form of participant-initiated QI projects within their work units). Learning programs should be designed to align with both the Core Competencies for Public Health Professionals and NACCHO's Roadmap to a Culture of Quality Improvement and support and strengthen the development of relevant skills detailed therein. The training should also be designed with attention to the 2022 PHAB Reaccreditation Standards. Curricula should leverage research-grounded, evidence-based practices in developing workplace learning for adults, including the updated Rosenshine principles, backwards course design, etc. Training must be adaptable for in-person, virtual, and hybrid attendance as necessary for ensuring accessibility to participants across the Commission.

The training program(s) should represent an internal professional development pathway, with basic PMQI training designed to be accessible to all staff, and more advanced information and skills application planned for employees who have completed the introductory curricula. The basic training program must include an option for managers addressing the use of performance measurement in programmatic and organizational decision-making; information should be relevant and specific to public health functions and contexts, but accessible to staff without a formal public health educational background or prior experience in governmental public health. The training should ultimately be designed to build staff competencies and facilitate sustainable culture change around performance improvement (performance management and quality improvement).

The scope for the piloting and evaluation of the designed training(s) is inclusive of recruitment of participants, delivery/facilitation of the training, and design of an evaluation plan. The evaluation must address/include whether the training has resulted in behavior change beyond the training context; for example, whether participants have applied skills/methods/tools learned from the training to their immediate work responsibilities and/or to processes, tasks, and other PMQI-relevant opportunities within their work units. The revision and finalization of the training design and curricula based on evaluation findings, as well as the provision of recommendations to BPHC regarding any barriers to successful training outcomes identified/observed which are beyond the immediate scope of the training design itself, are deliverables as well.

The consultant will additionally ensure a smooth handoff of the designed materials and training responsibilities by ensuring that Trainers within BPHC's Consortium for Professional Development

are equipped and prepared to deliver the new curricula at the introductory level themselves; independently monitor training completion and success according to collaboratively selected outcome measures; and competently train and mentor others to assist with training on a voluntary basis. This may entail first training the Trainers on the covered subject matter; conducting observation and feedback sessions; or other necessary preparatory or coaching activities as determined by the consultant. The consultant must ensure that Trainers are equally comfortable delivering and facilitating the trainings across all of the flexible modalities referenced previously. The consultant will collaborate with the Trainers, and/or the Director of the Consortium for Professional Development, to ensure that the developed curricula and materials are integrated into extant schedules of required training, and extant platform(s) for monitoring training completion. This may entail working with the Consortium to ensure that all content is added to BPHC's internal Learning Management System, should LMS development be completed prior to the conclusion of the consultant's contract.

The consultant will ensure that by the end date of the contract, BPHC has copies of all evaluation documentation and finalized training materials, schedules, curricula, lesson plans, presentations, worksheets, etc. as necessary to independently deliver the trainings internally.

Consultant may assist with helping to restructure the way BPHC runs its internal meetings to ensure that strategic plan items and updates on performance on key agency, bureau, office performance measures are presented/discussed with regularity and used for decision-making, toward building and maintaining a culture of continuous quality improvement. Consultant may support or advise BPHC on other performance management and quality improvement projects as needed.

Time frame: All services must be concluded and received within 1 year of the project start date. This is a grant-funded project. Additional resources for ongoing work beyond the initial term may become available.

Funding: Funding for this RFP is capped at \$200,000.00

IV. Minimum Qualifications

Proposers must possess the following qualifications for each role and assignment as indicated: Experience and expertise in compliance with relevant PHAB standards and measures; experience and expertise in developing, delivering, and evaluating trainings about Performance Management and Quality Improvement within a public health context; familiarity with large, complex local health departments. Experience developing/designing training series and infrastructures for a wide variety of audiences.

V. Application Instructions

Please submit the following documents:

Brief proposal narrative no longer than five pages exclusive of attachments, including budget, high-level overview of your proposed activities, timeline, and a description of your experience and qualifications.

VI. Submission Instructions

Please submit your Proposal by: March 27, 2023

Subject Performance Improvement Capacity Building RFP Proposal

Email: Procurement@bphc.org, ahofferschaefer@bphc.org, and SMcEaney@bphc.org.