

Request for Proposals

Equity, Diversity, and Inclusion Expertise

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Point of Contact:

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About St. David's Foundation

St. David's Foundation is a health foundation investing more than \$80 million annually in a five-county area surrounding Austin, Texas, with a total population of about two million residents. Through a unique partnership with St. David's HealthCare, a Malcolm Baldrige award-winning hospital system in Central Texas, the Foundation reinvests proceeds from the hospital system back into the community, with a goal of advancing health equity and improving the well-being of our most underserved Central Texas neighbors. St. David's Foundation also operates the largest mobile dental program providing charity care in the country and runs the largest healthcare scholarship program in Texas. Learn more about St. David's Foundation at www.stdavidfoundation.org

Project Overview

As the largest health philanthropy in Central Texas, St. David's Foundation is seeking to strengthen its role in advancing health equity within our region – while leading cultural change in the philanthropic community. We define health equity as everyone having a fair and just opportunity to live as healthfully as possible regardless of demographics or where people live, work, worship, or play. This includes removing obstacles to good health such as poverty, food insecurity, inadequate education and housing, and systemic racism. The Foundation has embraced and begun to prioritize health equity in our [refined strategy](#), core values, and practices. We are now looking to develop a shared understanding of how to operationalize concepts such as “equity,” “diversity,” and “inclusion” (EDI¹) within and across all Foundation teams. To create cultural change such that an EDI perspective is embedded within all of our practices, policies, and programs, the Foundation will engage an external expert or experts to help us continue this journey. This internal EDI-strengthening work will likely occur in phases designed for all stakeholders to understand where the Foundation is currently and to map out our EDI goals together.

This Request for Proposals is to hire an expert consultant who has significant experience assisting foundations committed to infusing equity, diversity, and inclusion into their practices, policies, and programs. Ideally, this expert will have familiarity with equity, power, and privilege in philanthropy, and will also have experience working with social/clinical service programs, given our role as a funder and service provider through our two direct programs: The [St. David's Dental Program](#) and [St. David's Neal Kocurek Scholarship Program](#).

¹ We prioritize “equity” and list it first (vs. the more mainstream “DEI”) because our ultimate goal is to achieve equity. We believe we cannot achieve diversity or inclusion if we do not achieve equity.

Through this organization-wide initiative, the Foundation seeks to:

- Educate staff on the value and importance of EDI, recognizing that staff members are starting from different places of understanding and need to be met “where they are”;
- Determine our baseline understanding of our individual and organization’s culture, practices, and biases;
- Develop a common, shared language such that the entire organization understands key constructs and concepts and how these show up (or should show up) in our day-to-day work;
- Understand how each individual staff member and each team can apply EDI practices to more effectively realize our mission and shared goals;
- Ensure that EDI practices become an ongoing and evolving part of our moral fabric to better serve Central TX communities.

Since its inception in 1996, the Foundation has grown rapidly (e.g., from a <\$1 million to \$80+ million grantmaking organization) and from a small staff and working board (that approved every grant) to a staff of nearly 100. Similarly, our two direct programs referenced earlier also grew in scale and scope during this period. Further, St. David’s Foundation welcomed its new President & CEO, Dr. Edward Burger, in January 2020. With our new President & CEO’s leadership and a refined strategic plan in motion, we recognize this opportune time to strengthen our EDI acumen – given what we’re learning from community partners, philanthropic best practices, and data highlighting the disproportionate burden of death and illness among racial and ethnic minority groups (further illuminated during the COVID-19 pandemic). As we work toward our vision of achieving health equity in Central Texas, we believe it is time to reexamine our biases, culture, and ways of working so we may better serve the community.

We envision the following three components to this work, and welcome changes and alternative suggestions to the activities listed below:

1. **Equity Audit/Baseline Assessment.** The EDI expert will develop, implement, and manage a baseline and follow-up audit/assessment for the organization. We anticipate focusing first on our staff and internal processes, followed by engagement of our Board of Trustees. We are interested in guidance on when and how to best engage our [Board of Trustees](#) in this process.
2. **Organization Learning and Training.** The EDI expert will design, implement, and assess EDI learning and training opportunities for various stakeholders (list below).
3. **Coaching.** The EDI expert will provide 1:1 and small group coaching for staff who wish to engage in this way. This offering will be optional for staff who express interest and a determination will be made on how to best allocate coaching hours or possibly host “office hours” with the EDI expert(s).

At this time, the stakeholder groups will likely include:

Stakeholder Group	Description
Foundation Leadership Team (FLT) (high touch)	Comprised of team directors and our President & CEO
EDI Working Group (high touch)	We plan to form a small working group with representatives from each team to co-design some of this work with the EDI expert (approximately 10 staff)
All Staff (medium touch)	Approximately 100 people across 9 teams Communications, Community Affairs [scholarship program], Community Investments [grants team], Dental Program, Executive, Finance, Human Resources, IT, Legal
Board of Trustees (medium/low touch)	Consider a few options of what Board engagement/learning might look like. The Foundation's Board meets every other month. Final scope to be determined by President & CEO and Board leadership prior to the start of the contract.

Due to the novelty of this type of learning experience at the Foundation, we invite respondents to recommend in their proposed work plan an estimated duration for the work described here. Upon conclusion of the engagement, the Foundation may choose to continue to support this work (and thus extend this contract or develop a new one) should we identify a need to continue to work together in this form.

Our primary goals for this engagement include:

1. The Foundation will gain a better understanding of our current/baseline practices, policies, and programs as related to equity, diversity and inclusion.
2. The Foundation will have a common language and shared understanding of EDI such that we can embed this into our organizational culture, applying what we learn to our daily practices and personal lives.
3. Individuals and groups within the Foundation will feel equipped to improve our internal practices so we can more efficiently and effectively achieve our collective mission and better serve the community.

4. The Foundation stakeholders will have enough practical information and opportunities to share knowledge and exchange ideas amongst one another and with external community partners and constituents.
5. The Foundation will create a culture or mechanism to continue this EDI journey well after our engagement with the EDI expert concludes.

Expected Scope of Work

The following activities and timelines have been developed to inform the scope of work under this engagement. However, the Foundation will ask the selected consultant to modify and improve upon the proposed structure and plan based on experience and our specific needs.

Activity	Description	Approximate Timeframe
Planning / Develop Work Plan	Develop plan in collaboration with St. David’s Foundation. This will likely resemble a roadmap (vs. a precise action plan), with general guidelines that can be adjusted as needed. This plan will outline elements such as: <ul style="list-style-type: none"> ▪ Onboarding ▪ Initial assessment – tool(s), preparation, implementation ▪ Relevant timelines ▪ Key learning goals/questions ▪ Kickoff activities/plan ▪ Processes and infrastructure ▪ Communication strategy (various stakeholders: staff, leadership team, Board) ▪ Tracking/documentation (e.g., determine how to best track progress along the way; what staff are learning, how are they applying this to their work, and what difference – if any – it is making) ▪ Expected end products and deliverables, including presentations to all Foundation staff and board members ▪ Other important activities as identified by consultant 	First 30 days

Desk Time Research	Review internal documents (HR policies/templates, staff demographics, grantmaking processes), strategic plan, grantee perception survey results, most recent community health needs assessments, commissioned reviews and reports, etc. Document review will include relevant materials from internal operations, grantmaking and direct programs (Dental and Neal Kocurek scholarship).	First 45 days, ongoing as needed
Baseline Assessment (Equity Audit)	Agree upon the tool(s) and implementation plan for a baseline assessment (and determine what a follow up assessment should look like – if applicable).	Within first 90 days
Training/ Learning	Develop learning goals for Foundation staff – which may be different for various groups of stakeholders (e.g., Foundation Leadership Team, EDI Working Group, All Staff, Board).	Ongoing
Coaching	Develop an approach for 1:1 and/or group coaching for interested Foundation staff, leadership, and – if appropriate - Board members (Involvement with the Board will be contingent upon President & CEO and Board leadership approval).	Ongoing
Progress Updates/Measuring Success	Provide progress updates and feedback to the Foundation, at various intervals, to help us refine our strategy and approach to knowledge mobilization. Help the Foundation define and measure success throughout its EDI journey.	At agreed upon intervals, likely quarterly
Mid-Point Briefing	Provide an interactive mid-point briefing to Foundation leadership.	Mid-contract
Reflection (Wrap Up)	Summary memo that highlights the practices and structures that proved valuable as well as those that did not; offer suggestions for improving future EDI engagements. Project wrap-up will also include a briefing to discuss a suggested approach to ongoing EDI learning, practices, and related activities.	Within 45 days of contract end

Project Duration and Timeline

Services under this contract, ideally, are expected to begin in **March 2021**. Duration of the project will be determined with the selected consultant(s).

Questions

All questions related to this RFP must be submitted no later than 5:00 p.m. Central Time on December 11, 2020 to Cara Mueller, via EDI-RFP@stdavidsfoundation.org. Relevant responses will be posted as an addendum to St. David's Foundation website [here](#).

Submission Details

Interested parties should submit the following information as a single PDF to the point of contact for this RFP, Cara Mueller, via EDI-RFP@stdavidsfoundation.org, **no later than 5:00 p.m.**

Central Time on Monday, January 11, 2021. A complete proposal will include:

- 1) **Cover letter**.
- 2) An **overview** of the consulting organization, including the single point of contact.
- 3) **Approach** to the work, including your organization's **commitment to EDI principles**.
- 4) **Relevant experience** in performing similar projects with foundations or social service organizations.
- 5) A **project work plan** specifying how you would carry out the scope of work as well as an anticipated **timeframe** and estimated **budget range** for completion of the project.
- 6) **List of the consultant(s)** who would do the work, their respective responsibilities, and their experience with similar projects. Please include the number of years of relevant experience for each consultant.
- 7) **Project or hourly rates** for proposed team. If your firm is located outside of Central Texas, please include all related travel/lodging rates (*travel would only be considered if in compliance with local public health guidelines*).
- 8) Any **considerations or concerns** you believe St. David's Foundation should be aware of as we begin this project.
- 9) List of **three client references** for similar projects completed within the last five (5) years by members of the proposed team. For each reference, please provide: first and last name, email, phone, website (if applicable), project title, and timeframe in which the work took place. If contacted by St. David's Foundation, each reference should be able to describe the project as well as the engagement with your firm.

All responses must be:

- Page numbered with the respondent's/firm's name on each page
- Organized according to the list above
- Formatted for 8.5 x 11-inch paper
- No more than ten (10) pages, excluding bios or other attachments; brevity is appreciated
- All elements of the response must be contained in a single PDF file

Review and Selection

One award is expected to be made based on the submitted proposals and additional information, including a video interview. The selection process is expected to be completed **by March 2021**. We anticipate selecting one consultant (or consultant team) for this project.

The ideal consultant(s) will:

- Have experience assessing an organization's readiness and its EDI practices, behaviors, and culture.
- Have experience designing and facilitating EDI learning and training for staff in philanthropy.
- Have a toolbox of engagement strategies, including virtual techniques in a remote working environment, to build and maintain momentum of St. David's Foundation stakeholders.
- Have a flexible, collaborative, nurturing, and kind approach to the work.
- Be proficient in adult learning principles and competent to guide all stakeholders.
- Share the Foundation's commitment to strengthening our internal practices so we may better achieve our mission and serve the Central Texas community.
- Ideally, have an understanding of the realities of the philanthropic landscape; understanding health philanthropy, clinical healthcare services, or public health.

Cost of Services

The cost of services will be determined upon negotiation with the selected consultant and final scope of work. The contract resulting from this RFP will be structured to pay based on deliverables.