



FUNDING OPPORTUNITY

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Funding Amount: Up to \$10,000 each for one **Organizational Change Consultant**

Project Period: December 10, 2021- June 30, 2022

Eligibility: This opportunity is available for individual consultants as well as members of the National Network of Public Health Institutes (NNPHI) and Health Resources and Services Administration (HRSA)-supported Public Health Training Centers

Award Mechanism: NNPHI anticipates making a sub-award for consultants through an agreement with the Northwest Center for Public Health Practice.

Timeline:

December 1, 2021 5pm ET	Deadline to submit questions
December 6, 2021 5pm ET	Deadline to Apply
December 2021- February 2022	Design a Customized Anti-racism Audit Tool
February-April 2022	Data Collection
April – May 2022	Develop an Anti-Racist Action Agenda
May 2022	Report on Findings

Objective

NNPHI's National Coordinating Center for Public Health Training (NCCPHT) will coordinate an Anti-Racism Audit for the Northwest Center for Public Health Practice and their associated organizational structure, trainings, and training development process. NNPHI seeks to hire both a **Lead Public Health and Racial Equity Consultant** and a **Lead Organizational Change Consultant** to assist with developing an Anti-Racist Audit Tool for the NWCPHP.

The NCCPHT will select a core group of *Expert Advisors* comprised of the Director of the NCCPHT, the Director of Health and Racial Equity at NNPHI, a Lead Public Health and Racial Equity Consultant, and a Lead Organizational Change Consultant. This group will provide advice and input on the development of the customized Anti-Racist Audit Tool for the NWCPHP, will oversee the audit implementation, and will craft a series of recommendations for an Anti-Racist Action Agenda. Input will be solicited via town hall meeting, surveys, or interviews. Furthermore, the Expert Advisors will work with NWCPHP to evaluate their organization culture, policies, and programs to ensure they are following best practices following the audit.

The Organizational Change Consultant will be responsible for:

- Supporting the development standard practices for environmental scans for organizations to examine the organization and curricula of the NWCPHP.
- Identifying stages in the PHTC Equity Competency Model to incorporate into the organizational audit and environmental scan.

- Conducting an environmental scan of NWCPHP and assess the quantitative and qualitative data to make recommendations and assess readiness for change.
- Supporting the development of an Anti-Racism Audit Tool for the Northwest Center for Public Health Practice
- Supporting the development of an Anti-Racism Action Agenda for the Northwest Center for Public Health Practice

Background

NNPHI's NCCPHT will perform an audit of NWCPHP to address racial justice by interrupting and dismantling racist and white supremacist practices, policies, and attitudes that disproportionately harm communities of color. Initially, consultants will review the work performed by NWCPHP for foundational data. The *Expert Advisors* will assist NWCPHP in customizing an Anti-racism Audit Tool by assisting with interviews, interpreting the environmental scan results, and researching the demographics and structure of the training center. An organizational change consultant will spearhead an initial assessment of the NWCPHP's "readiness for change" while the Public Health and Racial Equity Consultant will spearhead the development of audit tool development, and action agenda. Additionally, the *Expert Advisors* will assess NWCPHP's organizational structure, programs, relationships, and policies to evaluate their work using the anti-racism audit tool. Following the scan, the expert advisors will make recommendations to assist NWCPHP in dismantling racism in its structure, policies, programs, and culture.

Scope of Work (SOW)

The selected consultant will work with the *Expert Advisor* team to design a customized anti-racism audit tool, conduct an organizational audit, audit the NWCPHP's Public Health Management Certificate program curriculum, and develop an NWCPHP Anti-Racism Action Agenda. As a result of the scan and audit, the consultants will make recommendations and present the results to the NWCPHP. Collectively, the *Expert Advisors* will:

Project Management: Participate in regular meetings and calls of the *Expert Advisor* team

- a. Use the Racial Equity Competency Model to establish a set of standards for the environmental scan and audit of the NWCPHP
- b. Establish a set of meeting standards and develop a timeline to check in with the group and provide feedback
- c. Co-facilitate workgroup meetings with NCCPHT before conducting the environmental scan and recommendations post-scan
- d. Provide expert feedback and work with NWCPHP to include anti-racism practices in all programs, relationships

Phase 1a: Environmental Scan (Led by the Organizational Change Consultant, with support from the *Expert Advisors*)

Activities:

- Conduct an initial document review to assess where NWCPHP is in their equity work, and their readiness for change
- Gather the foundational data about the size, structure, mission, goals, resources, strategies, constituency, and geographic location of NWCPHP.
- Interview key NWCPHP staff and partners

Deliverables:

- a. Presentation of findings to the NWCPHP core team
- b. One-page or infographic with results

Phase 1b: Create a customized Anti-Racism audit tool (Led by the Public Health and Racial Equity Consultant, with support from the *Expert Advisors*)

Activities:

- Analyze the results of the environmental scan, and foundational data
- Create a customized Anti-racism Audit Tool for the NWCPHP and associated trainings and training development plans.

Deliverables:

- a. Anti-Racism Audit Tool

Phase 2: Data Collection (Led by the Public Health and Racial Equity Consultant, with support from the *Expert Advisors*)

Activities:

- Provide recommendations to the core team to help prioritize which programs, policies, and practices will be examined in the audit.
- Work with the core team to utilize the Anti-racism Audit Tool to assess: Training development process for the Public Health Management Certificate program, and asynchronous, online module development check list; Content of the Management Certificate program; Existing Organizational Practices; Existing Organizational Policies

Deliverables:

- a. Recommendations on priority assessments.

Phase 3: Develop the NWCPHP Anti-Racism Action Agenda (Led by the Public Health and Racial Equity Consultant, with support from the *Expert Advisors*)

Activities:

- Apply the results of the Anti-Racism Audit and any recommended changes to NWCPHP's Public Health Management Certificate Program, NWCPHP's training development tool and any additional tools or trainings as identified by the core team.
- Apply the results also to the NWCPHP's organizational culture and structures necessary to becoming a fully inclusive, multicultural, and anti-racist institution with products and services that align with an anti-racist approach.

Deliverables:

- a. Recommendations to improve racial equity and update organizational policies and procedures for NWCPHP as needed

- b. Recommendations for the Public Health Management Certificate Program, training development tool and any additional tools or trainings as identified by the core team

Contractor Selection Criteria

NNPHI will make contractor selection based on qualification following the provisions of this RFP. Please respond to the following questions within 10-pages. The following criteria will guide NNPHI's selection of contractors for this project:

1. Demonstrated knowledge of health equity, health disparities, and social determinants of health
2. Demonstrated understanding of racial equity and anti-racism work (Racial Equity Consultant)/ organizational change readiness (Organizational Change Consultant)
3. Demonstrated capacity to accomplish SOW
4. Clean budget following guidelines
5. Completeness and quality of the proposal

Funding

Funds may be used for salaries and benefits for staff engaged in the project, meetings and meeting supplies, pre-approved project-related travel, research and database software, data collection and analysis, supplies, communications, marketing, and graphic design. Funds are not intended to supplant state or federal funding. Funds may not be used for: lobbying activities; ongoing general operating expenses or existing deficits; items for which third-party reimbursement is available; endowments; meeting meals; or capital costs, including construction or renovation.

How to Apply

NNPHI is utilizing a *Smartsheet Online System* for the proposal submission process. Submit your notice of intent to apply, proposal, and all additional documents through the links below. If you have any technical difficulties, please get in touch with Serena McCovery, smccover@nnphi.org

1. Submit your proposal and required attachments by 5:00 PM on Monday, December 6, 2021. Click "[HERE](#)" to submit your proposal via the NNPHI Smartsheet system.

Questions

Submit questions about this funding opportunity [HERE](#) by **5:00 PM ET on Wednesday, December 1 2021**. NNPHI will respond to inquiries within 24 hours. Please check back frequently to review the latest questions/answers.

Proposal

Please respond to the following questions, do not exceed ten pages, single-spaced, Arial or Times New Roman 12-point font, with 1-inch margins. It is helpful to reviewers if you respond to the questions in the order presented below.

1. Introduce yourself and your interest in working with the project.
2. Explain why you are well suited to complete the SOW.
3. Describe how your experience and expertise applies to the SOW.
4. Describe your background and knowledge in organizational change management work.

5. Describe how you will approach completing the SOW, including milestones within the timeline, methodologies used and approach taken, work plan, and highlight the activities and partners needed to complete the project and outcomes.
6. Describe how you will work with the *Expert Advisors* team consisting of both consultants and the NNPHI Director of Health and Racial Equity, and NCCPHT Director.
7. Describe previous experience with a project supported by federal funding (either as a direct recipient or as a sub-recipient).

Required Additional Information

Please submit the following required items with your proposal (not included in the 10-page limit):

1. Cover letter
2. A budget spreadsheet and detailed narrative that aligns with the work scope.
3. Resume or curriculum vitae for all proposed personnel
4. Work sample: One sample of a similar product (e.g., final report, link to an online tool, etc.) you have developed related to one of the four domains (attach as PDF or provide URL)

You will receive confirmation of receipt within 24 hours of the proposal deadline. In fairness to all applicants, NNPHI strictly enforces the submission deadline. **Proposals received after the deadline will not be reviewed.** Note: If you do not receive a confirmation or have any technical difficulties, please contact Serena McCovery at smccovery@nnphi.org. We recommend submitting early to avoid any problems.

Notice to Applicants

Please be advised that NNPHI reserves the right to modify the terms of the RFP with reasonable notification to all interested parties. This RFP and any related discussions or evaluations by anyone create no rights or obligations whatsoever. NNPHI may cancel or delay this solicitation at any time at its own discretion. Anything to the contrary notwithstanding, the contract executed by NNPHI and the selected applicant, if any, will be the exclusive statement of rights and obligations extending from this solicitation. Applicants are further advised that all information submitted in response to this solicitation shall remain in the public domain.

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