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Pennsauken, NJ 08109
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Deadline to submit: November 12, 2021

REQUESTS FOR PROPOSALS FOR STRATEGIC PLANNING PROCESS SOUTHERN NEW JERSEY PERINATAL COOPERATIVE & FAMILY HEALTH INITIATIVES

PURPOSE

The Southern New Jersey Perinatal Cooperative (SNJPC) is a maternal and child health consortium. SNJPC supports the 11 hospitals offering maternity services in Southern NJ and provides programs to support families residing in the counties the hospitals serve focused on prevention, education and care coordination services. SNJPC has a sincere and deep commitment to promoting equity and eliminating racial and ethnic disparity in health outcomes for birthing people, infants, children, teens and families in our region.

SNJPC's subsidiary organization Family Health Initiatives (FHI) provides supportive services to nonprofit and government agencies beyond the borders of Southern NJ. Additional services for agencies working outside of maternal and child health are provided through FHI. The strength of the reputation and programs of SNJPC launched FHI and has led to its success in data management and program implementation since 2002. FHI operates under a separate 501(c)3 with its own board of trustees.

SNJPC and FHI seek qualified consultants to guide and execute a strategic planning process focused on organizational and workforce structure, board engagement, and opportunities for sustainability and growth. While the two agencies share many of the same resources, they function as separate entities. Ultimately, the strategic plan must reflect this distinction.

WHO IS ELIGIBLE TO RESPOND?

SNJPC seeks consultants who demonstrate a strong overall understanding of the structure and purpose of nonprofit organizations, have strong facilitation skills and have proven experience with nonprofit strategic planning. Preference will be given to organizations or individuals with experience in healthcare or social service nonprofits and to women or minority-owned companies.

As a result of this strategic planning process, SNJPC is seeking the following results:

- A clear two- and five-year strategic plan for the organizations.
- A roadmap for successful and strategic engagement and utilization of Board Members, Key Management Staff and other stakeholders in SNJPC & FHI's growth and development.
- Integration of recommendations from SNJPC & FHI's recent marketing strategic plan into the strategic planning process and ultimate plan.
- Recommendations relative to the current organizational structure, physical space, technology, human capital and financial resources, in order to position SNJPC & FHI for sustainable long-term success both financially and programmatically.
- Recommendations about the current structure of Family Health Initiatives (FHI) as an SNJPC subsidiary, and how FHI might be used to support future vision, growth and financial stability.
- A short- and long-range plan for the integration of an equity-based framework into SNJPC/FHI operations, including: specific measurable benchmarks, objectives and outcomes to determine organizational and strategic effectiveness, impact and success.



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ABOUT THE ORGANIZATIONS

SNJPC – is the original maternal and child consortium, licensed by the New Jersey Department of Health, to support regional perinatal management based on neonatal levels of care. Over the nearly 4 decades of operations, SNJPC fulfilled this role by providing a diverse range of evidence based/informed services to improve health outcomes for pregnant women, infants, parents, families and youth in the seven southern counties of the state: Burlington, Camden, Gloucester, Salem, Cumberland, Atlantic and Cape May. Established in 1982, SNJPC is recognized in the professional community as an expert in maternal and child health, sharing knowledge through education, collaboration, partnerships, and data management. SNJPC employs approximately 150+ employees with three office locations in Camden, Pennsauken and Pleasantville.

SNJPC is overseen by a diverse Board of Directors of 33 members representing hospitals, health care providers and consumers from each of the seven southern counties. The Board is extremely supportive of the Cooperative's work, and oversaw the selection of SNJPC's new Executive Director, who has brought a new energy to the role, felt by both Board members and staff. The strategic plan must address this transition and provide an assessment of the current and future opportunities for general and board membership. The current members of the board are committed, long serving individuals and succession planning is a top priority.

Twenty years ago, through a similar strategic planning process the SNJPC Board of Directors recognized the potential for expanding its expertise in data management, analysis and program implementation beyond South Jersey and formed a subsidiary agency, FHI. Since 2002, FHI has proven to be a leader in the development of screening and referral tools used for the evaluation and management of statewide efforts in maternal and child health and other social service enterprises. In addition to building customized data management systems both externally and for SNJPC programs, FHI has also provided funding opportunities and visibility which has expanded critical statewide health prevention programs. The board of FHI 9-11 members with the majority coming from the SNJPC board. Those chosen to fill non-SNJPC seats have been selected for their leadership credentials and include former Commissioners of Health and current leaders of influential NJ organizations. The interface between the organizations requires analysis. Through this strategic planning, FHI seeks to articulate its goals and capacity. It will be critical to identify how each organization will grow and succeed.

PROJECT OVERVIEW

SNJPC and FHI seek experienced strategic planning professionals who can help build solid plans through a comprehensive participatory process. Changes in leadership along with increased attention and resources for Maternal and Child Health in NJ thanks to First Lady Tammy Murphy's Nurture NJ plan make this a critical time for the Cooperative. Full engagement with the impact of racism and the social determinants of health have brought into the public eye the motivation to have real impact on the issues the agencies work to address. Smaller, targeted strategic planning efforts have already begun, but the agencies are ready for a larger, more comprehensive plan.

SNJPC seeks a seasoned professional capable of examining the current structure of the parent and subsidiary organizations in terms of programs, service delivery, and staffing. The firm selected will demonstrate a strong understanding of nonprofit structure and operations, Board engagement and development, communications planning and creating opportunities for growth and expansion. The plan must consider the need for sustainability through revenue-producing services and be grounded in diversity and equity.



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SCOPE OF WORK AND DELIVERABLES

It is expected that the overall project will include:

1. Project Management
2. Design & execution of a strategic planning process that meets the criteria outlined in this RFP
3. Development of a two and five strategic plan that includes a budget for implementation
4. Development and execution of a support structure for plan implementation
5. Development & execution of a board retreat

The proposal should include:

1. A project plan that demonstrates a clear understanding of the work to be performed, estimated hours, and other information relevant to the project
2. Qualifications of all consulting staff who will be assisting with the project such as; education, position within consulting firm, years & type of experience, specifically with other nonprofits
3. Time and cost projections

PROPOSAL FORMAT

Please include the following information in your proposal:

- Your approach to strategic planning
- A summary of your strategic planning experience
- Identify specific nonprofit sectors in which you have conducted strategic planning
- Three client references
- Sample project timeline with major tasks and milestones
- Detailed project budget
- Sample project plan
- Identification of those on your team who will be involved with the project which should include their role and experience

PROPOSAL SUBMISSION

Proposals should be submitted in PDF format via email to:

Natasha Thompson, Executive Coordinator, nthompson@snjpc.org by November 8, 2021.