

# 2014 Request for Qualifications

*Proposal Deadline: July 1, 2014*



Robert Wood Johnson Foundation

## DESIGNING THE NEXT GENERATION OF HUMAN CAPITAL PROGRAMS

### BACKGROUND

The Robert Wood Johnson Foundation (RWJF) has ushered in a new strategic vision to meet the critical challenges involved in improving our nation's health. In this new era, our priority is to help create a national Culture of Health that makes it possible for everyone to lead healthy lives, now and for generations to come. For more information, visit the [2014 Annual Message](#).

To us, this means building a society where getting health and staying healthy is a fundamental and guiding social value that helps define American culture. It's an America in which all the people—whatever their ethnic, geographic, racial or socioeconomic circumstance happens to be—live longer, healthier lives. It's a nation where promoting health is as important as treating illness. It's a society in which high-quality health care is available to everyone—where, when, and how they need it. It's a culture that values physical and mental wellness. And it's a country where the health of all of our children is a matter of fact and not a matter of chance.

We will measure progress toward a Culture of Health through an [action model](#) that describes the areas that we seek to influence and the drivers of change we anticipate using, and explains how they will work together to influence the outcomes we intend to improve.

The Foundation has been investing in human capital—supporting the development of individuals to improve health and health care—since our inception in 1972. As a result, we have built a strong record of developing leaders, researchers and scholars in health care practice and organizations, public health, health professional education, and health care policy. These individual support programs are a cornerstone of our brand and are among the best-known programs of our 40-year history. Recognizing the critical role that leaders play in advancing a Culture of Health, we are committed to continuing our investments in developing human capital and aligning them more closely to the Foundation's new strategic vision.

In order to do so, we have been evaluating current program structures and exploring creative new approaches. This has led to the decision to phase out a number of current programs over the next few years and develop four new health-focused leadership programs. These new programs will build on the success of our human capital investments over the past 40 years. They will also utilize entirely new approaches to develop and connect people across sectors and disciplines, capitalize on technology to promote networking and mentoring, and reach and support many more individuals. Leaders who emerge from these programs will become engaged champions for the Foundation's strategies—well positioned to lead the nation toward a Culture of Health.

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## THE PROCESS AND TIMELINE FOR DEVELOPING THE NEW PROGRAMS

Over the next year, we will undertake a four-phase process to develop and launch the four new programs. The goal of this Phase One Request for Qualifications (RFQ) is to select several contractors (organizations or individual consultants) to consider goals and principles as well as selected comments from the field in order to develop creative designs for one or more of the four new programs, and/or address key design considerations of those programs. We encourage proposals from contractors that have broad expertise relevant to one or more of the programs as well as those with deep expertise in addressing how one or more of the design considerations (described on page 4) might be implemented/integrated into these programs.

In Phase Two (anticipated August-November 2014), those organizations or individuals selected through the Phase One Request for Qualifications will enter into a contract with RWJF to develop and submit their designs, which we anticipate will be the conclusion of the contract. We do not anticipate that any one design submitted will be implemented as submitted. Instead, we will engage in a review process of all submitted designs including seeking external feedback. The final four program designs may reflect a combination of design elements submitted from all of the contractors as well as external feedback. It is possible that the external feedback may include additional engagement with the contractors, but that is not determined at this point. After reviewing the designs and reflecting with stakeholders, in Phase Three (anticipated January 2015); we will release a Call for Proposals to invite organizations to apply to be a national program office (NPO) to manage the program(s). Finally, in Phase Four (anticipated Fall 2015), we will launch the new programs and release Calls for Applications to invite individual candidates to apply for the first cohort of each of the four new programs.

## THE FOUR NEW PROGRAMS

The four new programs (and their working titles) are:

- **RWJF Interdisciplinary Culture of Health Research Leaders** will engage researchers from multiple disciplines, such as clinicians, public health researchers, economists, sociologists, anthropologists, architects, and others, in and out of the health sector, to produce evidence that will drive change towards a Culture of Health.
- **RWJF Multisector Leaders for Health** will develop, harness and leverage the collective power of individuals (and their networks) already in leadership positions in traditional health and health-care-related areas, as well as others engaged in a broad range of community efforts (such as transportation, law, urban planning, education, etc.) that may influence a Culture of Health.
- **RWJF (New) Clinical Scholars** will develop an interprofessional group of clinicians, who have attained a terminal clinical degree, such as nurses, physicians, pharmacists, physical therapists, dentists, psychologists, and others, to expand their understanding of, and influence on, the Culture of Health.

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- **RWJF Diversity in Health Policy Research program** will support doctoral students from disadvantaged or underrepresented backgrounds and from different disciplines (e.g., social sciences, urban planning, architecture, neuroscience, clinical professions such as nursing, and others) to focus on health issues and policy.

Descriptions of the four new programs can be found [here](#).

## PRINCIPLES AND CONSIDERATIONS UNDERLYING THE NEW PROGRAMS

In order to create a Culture of Health in America, we need leaders who have skills to work effectively together across disciplines, professions, and sectors. This is more important than ever, as evidence reveals that many factors beyond health care—such as education, early childhood experiences, income, housing, and neighborhood conditions—influence health. Widespread disparities in these areas leave some populations more vulnerable to poor health.

The rapidly changing health system presents additional challenges to achieving a Culture of Health and underscores the need for innovative and collaborative leaders. The Affordable Care Act will bring millions of people into our health system. And in the future, those seeking care will be older, have more complex chronic conditions, and will reflect the growing diversity of the nation. Additionally advances in technology and knowledge will introduce new ways of keeping people healthy, diagnosing health problems, and delivering care. Leaders of the future will need to produce, synthesize, and apply information and data in a timely manner; work collaboratively across sectors, disciplines, professions and traditional boundaries to exert influence; and communicate in new ways to multiple audiences.

As we phase out several existing Human Capital programs over the next few years (see *New Direction for Leadership Programs*) and create both the next generation of leadership programs and leaders, we have identified six principles that will guide our overall approach to these new programs:

1. **Support leaders who are building a Culture of Health nationwide.** Prioritize working with leaders and scholars who transcend boundaries and have the ideas and the passion to build a Culture of Health in America.
2. **Embrace interdisciplinary and team-based approaches when selecting program participants and developing learning methods.** Support clinicians and researchers to collaborate with each other and seek out opportunities to work with public health practitioners, community leaders, businesses, and policymakers. Multidisciplinary learning teams show promise, and we want to find more effective ways to facilitate collaboration across sectors, disciplines, and professions and use these collaborations for greater impact.
3. **Develop more leaders and scholars who reflect our country's diverse population.** Work with health care leaders and scholars that represent the changing face of America, and ensure that all participants are well equipped to work across cultures, professions and perspectives found in our rapidly changing population.

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4. **Incorporate more deliberate leadership development and increase mentorship opportunities.** Programs will promote mentoring and provide state-of-the-art, experiential leadership development. They will build on RWJF's deep networks of alumni to develop connections across programs.
5. **Use advances in technology to increase the flow of ideas among leaders, creating networks to share ideas and connect leaders.** Incorporate innovative ways to connect leaders and scholars in different locations, organizations, and across diverse networks, and facilitate working together more easily to solve the biggest health challenges we face.
6. **Significantly expand the number of leaders and scholars we support annually.** We can achieve more if we expand the number of leaders and scholars working together to build a Culture of Health. Future programs will have larger cohorts.

In addition to these six principles, there are several design considerations for all of the new programs:

- We are seeking program designs that utilize both individual and team-based approaches to engage and develop people from many diverse sectors that influence a Culture of Health in a community. While current programs focus primarily on individuals from traditional health and health care research and practice areas, new programs will also include others engaged in health-related community efforts such as transportation, urban planning, education, etc.
- Many current programs were designed to have several scholars at each training site (usually a university). The new programs will likely not use this site-based approach. We are seeking creative ways to maximize connections among participants in each program and also to create synergies across participants in different programs. Examples include but are not limited to: approaches to team-building within a cohort, regionalization, or multidisciplinary and multisector teams from the same institution.
- Active, concordant and comprehensive mentorship will be critical for participants who will be coming from multiple sectors with different incentive structures. We seek diversity across multiple dimensions such as race, ethnicity, gender, disability, age, socioeconomic status, geography, sector, discipline and profession. The new programs will maximize recruitment of, and effective collaboration between, diverse individuals and groups.
- The new programs will utilize innovative pedagogies, creative technology approaches and broad networking opportunities to assure that participants not only meet the goals and objectives for the program, but also learn new teaching/learning approaches they can use in their own organizations and communities.
- All designs will take advantage of existing RWJF online platforms, such as the RWJF Leadership Network on LinkedIn. And they will suggest ways to maximize this and other resources for inter- and cross-program synergy and networking.

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## PHASE ONE REQUEST FOR QUALIFICATIONS

The goal of this Request for Qualifications (RFQ) is to select several consultants to develop creative designs for one or more of the four new programs. Based on their design strategy, selected contractors may submit suggestions for names of the new programs. We encourage proposals from contractors that have broad expertise relevant to one or more of the programs as well as those with deep expertise in addressing how one or more of the design considerations might be implemented/integrated into these programs.

Applicants may choose to address one or more of the following options:

1. Using the principles and design considerations (refer to pages 3-5), design one or more of the four programs (refer to pages 2-3); and/or
2. Describe strategies that integrate one or more of the design considerations into the programs.

## TOTAL AWARDS

Up to \$1.6 million is authorized for contracts funded under this RFQ. Our goal is to obtain at least three to four designs for each program and at least two strategies for integrating the design considerations into the programs. Individual contract amounts will vary depending on the scope of the work proposed. The scope of work and budget submitted as part of the RFQ are subject to negotiation.

Responses to the request for qualifications are due July 1, 2014 by 3 p.m. ET. Subsequently, the contractors selected will enter into contracts with RWJF (August 2014) and will submit their program designs by November 14, 2014 (5 p.m. ET).

## PHASE ONE DELIVERABLES

Proposals in response to the RFQ (maximum of five pages) will describe:

- **Executive Summary**—A brief summary of the proposal that describes your qualifications, your overall approach to the project, and the scope of work you propose to complete. In the case of a proposal submitted by an organization, your proposal should describe the organization as well as the team's qualifications.
- **Background, Expertise, Demonstrated Capacity**—The initiatives or programs that you have developed that are relevant to the four new programs outlined here. Describe your expertise and creativity in program and system design and how you will use it to integrate new pedagogies, technology and networking opportunities into these new programs. Describe why your team should be selected for this project.

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- **References**—Contact information for three past/current clients who can comment on your expertise and creativity related to the scope of this work. Applicants are encouraged to attach up to three examples or case studies of previous work. (*Examples may be uploaded in the “Additional Documents” section of the online system. The examples do not count toward the page limit.*)
- **Work plan**—Describe how you will approach the design process, description of your proposed team, their roles and their areas of expertise. How will you ensure timely completion of the project? Provide curricula vitae (CVs) for the key personnel who will be assigned to this project.
- **Budget**—Outline a budget and budget narrative requested to complete the scope of work you propose. The budget can include personnel, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses.

## HOW TO APPLY FOR PHASE ONE

In Phase One, applicants will submit a proposal (maximum five pages) describing their qualifications for the scope of work proposed. Applications are due July 1, 2014 (3 p.m. ET) using the RWJF Online system. Visit [www.rwjf.org/cfp/hcpd](http://www.rwjf.org/cfp/hcpd) and use the *Apply Online* link. If you have not already done so, you will be required to register at <http://my.rwjf.org> before you begin the application process.

Please direct inquiries to:

Andrea Daitz, *program associate*

Email: [humancapitaldesign@rwjf.org](mailto:humancapitaldesign@rwjf.org)

All applicants should log in to the system and familiarize themselves with online submission requirements well before the submission deadline. Staff may not be able to assist all applicants in the final 24 hours before the submission deadline. In fairness to all applicants, the project will not accept late submissions.

## INTELLECTUAL PROPERTY

Organizations selected to submit designs based on their Phase One proposal will be required to enter into a contract with RWJF prior to proceeding with any design work. The contract will require that the designs submitted will become the intellectual property of RWJF and, as such, you will assign all rights to any submitted design to RWJF.

RWJF’s ownership of materials created under the contract with RWJF for Phase Two work is required as we do not anticipate that any one program design will be implemented in its entirety. Instead, RWJF will review the designs submitted in Phase Two, solicit feedback from external stakeholders and may combine

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elements of the designs, from all of the selected contractors when finalizing designs for the four programs.

## SELECTION PROCESS

A team of reviewers will evaluate all proposals. Selection criteria will include qualifications, cost, design expertise, and how that expertise will be used to integrate innovative pedagogies, technology and networking opportunities into the programs, as well as assuring that all four programs, and strategies for design considerations, are addressed by more than one proposal. Successful applicants will be notified by the end of July. Shortly after notification, RWJF will negotiate contract details with successful applicants with the expectation that contracts will begin mid-August 2014.

## USE OF FUNDS

Funds may be used for staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses.

## PROJECT DIRECTION

Responsible staff members at the Robert Wood Johnson Foundation are:

- David M. Krol, MD, MPH *senior program officer*
- John R. Lumpkin, MD, MPH *senior vice president*
- Herminia Palacio, MD, MPH *senior program officer and team director*
- Andrea Daitz, MA, *program associate*
- James Mendez, *program financial analyst*

## KEY DATES AND DEADLINES

June 5, 2014 (11 a.m. ET)

Optional Applicant web conference.

Register here: <https://cc.readytalk.com/r/c5rm555qcunv&eom>

*July 1, 2014 (3 p.m. ET)*

Deadline for receipt of proposals. In fairness to all applicants, proposals will not be accepted after the deadline.

*Late July, 2014*

Finalists notified.

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*Mid August, 2014*

Contracts begin.

*November 14, 2014*

Designs submitted.

## ABOUT THE ROBERT WOOD JOHNSON FOUNDATION

For more than 40 years the Robert Wood Johnson Foundation has worked to improve the health and health care of all Americans. We are striving to build a national Culture of Health that will enable all Americans to live longer, healthier lives now and for generations to come. For more information, visit [www.rwjf.org](http://www.rwjf.org). Follow the Foundation on Twitter at [www.rwjf.org/twitter](http://www.rwjf.org/twitter) or on Facebook at [www.rwjf.org/facebook](http://www.rwjf.org/facebook).

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