THE COLORADO TRUST
A Health Equity Foundation

Request for Qualifications
Project Manager
Health Equity Data & Storytelling Platform Pilot Project

Released: Feb. 15, 2019
Response Due: 12 p.m. MST on March 13, 2019

Purpose
The Colorado Trust (The Trust) seeks a project manager for the pilot phase of the Equity Data and Storytelling Platform (the Platform). This is a contract through December 2020 with possibility of extension following the outcome of this pilot phase.

The project manager role can be fulfilled by an organization, a team within an organization, individual contractor, or team of contractors. We encourage applicants to consider relevant partnerships with other organizations that have expertise and experience in respective areas.

The following request for qualifications (RFQ) includes a:
- Brief section about The Trust
- Detailed section on the project background
- Draft scope of work for the project manager
- How to respond to this RFQ.

About The Colorado Trust
The Trust is a private, statewide health foundation that was created in 1985 with the proceeds from the sale of the PSL Healthcare Corporation. Dedicated to advancing the health and well-being of the people of Colorado, The Trust's long-term vision is that all Coloradans have fair and equal opportunities to lead healthy, productive lives regardless of race, ethnicity, income or where we live.

The Trust defines health equity as ending inequalities that affect racial, ethnic, low-income and other vulnerable populations, so that every Coloradan can have fair and equal opportunities to achieve good health.

Health equity cannot be achieved without addressing social, economic, and environmental factors and challenges, also commonly referred to as the social determinants of health (SDOH). According to Healthy People 2020, a program of the U.S. Office of Disease Prevention and Health Promotion, SDOH are environmental conditions in which people are born, live, learn, work, play, worship and age that affect a wide range of health, functioning and quality-of-life outcomes and risks. Resources that affect SDOH can have a significant influence on population health outcomes. Examples of these resources include safe and affordable housing, access to education, public safety, availability of healthy foods, local emergency and health services, and environments free of life-threatening toxins.

Background: Health Equity Data and Storytelling Platform Pilot Project
In 2016, Shift Research Lab (Shift) began a partnership with The Trust to create a plan for a statewide health equity and SDOH data platform. Together, we envisioned a statewide web-based platform, uniquely complemented with human-center technical assistance, that would bring to life stories of residents in communities experiencing inequities, provide compelling data to contextualize and describe those experiences, and serve as a vehicle for sharing examples of progress and innovation that could inspire change. Our vision is that by elevating this information, data-driven decisions can be made that are crucial for achieving the vision of fair and equal opportunity for all Coloradans to achieve good health. In addition, our research shows that while data may be available currently from various sources, there is rarely community input into these data, and little or no technical assistance on how to use data to help support communities, organizations, decision-makers and other stakeholders in advancing the SDOH most important to them.

Together, Shift and The Trust developed a pilot implementation plan to be executed in four yet-to-be-determined Colorado communities, for a platform that will include the following components:
- A base website that holds the narrative on health equity and SDOH, and serves as the central point of interaction for communities, including highlighting examples of communities successfully integrating data and storytelling via the Regional Equity Atlas
- A research base establishing the connections between SDOH and health outcomes
- An overarching SDOH data model and its monitoring
- Community resources: connections to what is currently happening in Colorado communities through existing community-based platforms (e.g., The Civic Network), or national resources
- Technical assistance as needed to support the four pilot communities in understanding and implementing concepts from the SDOH framework, research base or open data tool.

Throughout this 24-month pilot, Shift will be responsible for the data modeling, technology development and related technical assistance tasks, as well as participate as a full partner on the The Trust's Health Equity Data Team, currently composed of key Trust and Shift staff. This Health Equity Data Team is the decision-making body for the Platform pilot.

Project Manager Role
In order to have a successful pilot, the role of a project manager is critical. The project manager will be responsible not only for all project management and oversight as detailed below, but will take a key stewardship role in helping to ensure the community engagement and ownership of the Platform in the four sites, as well as the momentum necessary to sustain such an effort.

The project manager will be a full member of the Health Equity Data Team. The project manager must have a strong understanding of SDOH concepts and how they relate to health equity.

While the final work plan will be created and finalized in partnership with the Health Equity Data Team during the first few months of this contract, there are some responsibilities that will be required deliverables for the project manager:

1. Manage the projects and priorities of the pilot execution team. This team, put together by Shift staff and its contractors, will include a group of survey methodologists, data and research analysts and technology development partners, who will do in-depth work with

potential users to design and test the platform website, as well as deliver featured community projects from up to four pilot sites throughout 2019 and 2020. The project manager will be required to manage the multiple deadlines and deliverables of this team.

2. Help select and develop strong relationships with the pilot communities. Building authentic, trusting relationships with community members will be imperative in this process, as the communities who will be engaged are historically disadvantaged and underrepresented. Successful platform implementation will require the project manager to enter communities and create buy-in from participants and stakeholders.

3. Compile a directory of relevant work around the state on data related to SDOH and health equity and make connections to relevant efforts led by The Trust, when appropriate.

4. Refine existing health equity messaging—created by The Trust, Trust grantees and others— and implement appropriate and relevant communication tactics (e.g., media relations, social media, digital marketing, etc.) for The Trust, Shift and others to promote the Platform as well as educate communities on health equity and SDOH. The project manager will be responsible for creating narrative content to populate the Platform's base website.

5. Dependent on the needs of the four pilot communities, the Health Equity Data Team will identify technical assistance support roles. If communications support is needed, that technical assistance will be handled by the project manager, who will receive additional funding to cover those costs.

6. Travel to the four pilot communities across the state as needed. Travel and associated costs will come from the project manager's budget.

Qualifications

The ideal project manager is welcoming, compassionate, has a deep personal understanding of equity, works well in diverse teams and has the ability to effectively manage multiple projects and processes simultaneously. The project manager recognizes the value in relationship building and has a strong track record in forming trust-based relationships across difference. Respondents must be located in Colorado. People of color-owned firms or contractors are encouraged to apply. Specific qualifications include:

Facilitation & Stewardship
- Experience facilitating coalitions or other groups with diverse membership; diversity includes (but is not limited to) race/ethnicity, culture, heritage, ability, gender identity, sexual orientation, political ideology, documentation status, socioeconomic status, rural, urban, and community organizing/direct service/policy advocacy organization types.
- Ability to manage complex group dynamics
- Demonstrated skills in handling difficult conversations (including about race and otherwise)
- Accommodating of different abilities in group activities
- Experience using a variety of activities to build community and relationships
- Experience facilitating different adult learning and participation styles
- Ability to successfully promote a program to communities to create buy-in and excitement
- Ability to serve as a responsive point of contact for those with questions or concerns
- Ability to effectively manage partnerships, roles and responsibilities, and facilitate decision making between different entities

Process & Project Management
- Ability to manage multiple and competing project timelines, objectives and teams
- Ability to manage power dynamics and incorporate equity analysis into group processes
- Excellent time management skills

Communication Skills
- Experience developing messaging and content for websites
- Experience leading the launch of a website
- Public/media relations experience
- Ability to undertake marketing and outreach for a website
- Excellent verbal and written communications skills

Other
- Ability to travel, including overnight, sometimes for multiple nights throughout the state for meetings and convenings with four pilot communities
- A strong understanding of the concepts and ideas around health and racial equity
- A strong understanding of how SDOH influence the health of Coloradans
- Experience working with a variety of types of organizations and individuals within a community
- Ability to serve as a partner on and provide Platform updates to the Health Equity Data Team

Request for Qualification Submission Format
Interested individuals and/or teams should submit a document of no more than 10 pages addressing the points listed below. Be sure to put your name and contact information on this document. Please use either Adobe Acrobat (.pdf) or Microsoft Word (.doc) format. If you plan to submit resumes, work samples or any other documents in addition to your 10 pages, please submit them in a separate .pdf file. *Do not submit any additional materials in the same file with the 10-page document.*

In up to 10 pages, please address the following:

1. Please provide an introduction to you and/or your team, including your experience in project management with multiple projects in diverse communities as well as your commitment to equity, diversity and inclusion.

2. Please describe your approach and experience in community engagement, project management and strategic communications efforts, including developing website content and overseeing website design and development consultants. Please also describe your experience championing a program to a wide audience. Include a description of up to two past projects that are relevant to the work described.

3. If a team is applying, describe the specific roles and responsibilities of each member of your team who will be involved (including identifying the team lead), discuss how you have worked together in the past and describe how these individuals have successfully served these roles in similar past projects. If desired, include resumes of team members as supporting documents.

4. Please include the name and contact information for one person who can serve as a reference and speak directly to your relevant knowledge and skills related to this project manager role.

<u>Budget</u>
The base budget inclusive of all related expenses for this project is $215,000. The contract will be from March 2019 through December 2020. When the pilot communities are identified and technical assistance needs determined, an additional pool of funds is available to draw from for technical assistance.

<u>Selection</u>
This RFQ is an open, competitive process. While this role is entitled "Project Manager," we recognize that the roles and skills needed to execute this full scope of work could take on the form of a team or multiple sub-contractors. The Health Equity Data Team will review responses to this request for qualifications.

Finalists will be asked to be available to participate in an in-person interview to be held in March. Interviews will be held at The Trust's offices in Denver. Our intention is to begin the contract by the end of March 2019.

Please submit your response of up to 10 pages in one file, along with optional supporting documents in a second file, to <u>HEdata@thecotrust.org</u>.

<u>Questions</u>
Email us with clarifying questions by March 7, 2019. Questions will be answered by one of the members of the Health Equity Data Team as soon as possible and put into a Google Doc for anyone to view the answer. The link to the document is: <u>https://docs.google.com/document/d/1JuTDOPEhTjnRwQsKfDKCgw471TKDgA5UqBr 8hK6E5a4/edit?usp=sharing</u>

Please put the word "questions" in the subject line and email your questions to <u>HEdata@thecotrust.org</u>.