



Request for Proposals

Background

FLOURISH St. Louis is an infant mortality reduction initiative funded and supported by Missouri Foundation for Health, working in coordination with Generate Health. The North Star goal of FLOURISH is to eliminate the racial disparity in infant mortality by 2033. FLOURISH started in 2015 as a collective impact initiative, bringing together community members and many systems leaders. In 2019, FLOURISH [re-launched](#) (“FLOURISH 2.0”) with a “Community Leaders Cabinet” (CLC) as the primary decision making body of FLOURISH – explicitly placing community members at the center.

The CLC is made up of 30 community members (28 women, 2 men), many of whom live in the zip codes with the highest rates of infant mortality. They bring directly relevant lived experience, from their role as parents and/or from their professional roles in healthcare or related services. Their role as a Cabinet is to help provide strategic direction for FLOURISH, identify racial equity barriers and potential solutions from direct experience, and engage the broader community in addressing the challenges that families face.

Description of Services Required

On behalf of the FLOURISH Community Leaders Cabinet, Generate Health is seeking a consultant to facilitate the CLC through the process of creating a [Racial Equity Theory of Change \(RETOC\)](#), which they will use to guide their work towards eliminating the racial disparity in infant mortality.¹

This work will include facilitating the CLC through the following components, as well as preparation for meetings/workshops with the CLC and any research or policy analysis that is required outside meetings/workshops:

- Identifying and aligning on interim goals that will move St. Louis towards the North Star of zero racial disparity in infant mortality by 2033, based on a review and analysis of the history and primary drivers of infant mortality broadly and specifically of the racial disparity in infant mortality in St. Louis.²
- Identifying public policies, institutional practices, and cultural representations that support or impede progress around those interim goals

¹ Responses to this RFP will be presented to the CLC and they will make the final decision on who to hire.

² Generate Health can work with the consultant to present this review and synthesis, based on our materials about the history of maternal and child health dating back 50+ years, previously collected data around infant mortality, previously selected priority themes of work, and a roadmap for FLOURISH created by the transition team from FLOURISH 1.0 to FLOURISH 2.0.

- Mapping the local change landscape, including:
 - One or more interactive workshops focused on power analysis (i.e. who holds power, how to bring about change, etc.)
 - A review/synthesis of existing efforts to create change in the ecosystem³
- Assessing the CLC’s capacity and deciding on their desired role and intended impact.
- Creating a strategy or [strategy screen](#) to guide future activities over the next 3 years.

Notes:

- The components above are drawn from “[Constructing a Racial Equity Theory of Change](#),” a guide for designing strategies to close chronic racial outcome gaps published by the Aspen Institute Roundtable on Community Change. The guide includes definitions, explanations, questions, and exercises for each of the components above that may be built upon to facilitate this work with the CLC. That said, we are looking for someone to include more emphasis on power analysis and building power and capacity in the community than is found in this guide, so some adaptation and variation from the guide is expected.
- The components need not be carried out in the order above; please specify whatever order you think would best serve the CLC in your proposal.

Description of Success (i.e. Deliverables and Outcomes)

By the completion of this engagement, the CLC will be aligned on a Racial Equity Theory of Change (RETOC) that reflects their answers to the following questions:

- What activities, including but not limited to grantmaking, does the CLC believe will most effectively move the community towards the North Star?
- What is the CLC’s vision for building capacity to advance racial equity in the maternal and child health ecosystem – including within key organizations and the community?
- How can the CLC best bring this about through grantmaking and other activities they may choose to undertake or lead?

The RETOC will:

- Include interim goals that will move the CLC and the community towards the North Star
 - These interim goals – described as “building blocks” in the RETOC guide from the Aspen Institute – represent the answer to the questions “What must be in place for the desired Racial Equity Outcome (i.e. the North Star) to be achieved?” and “What barriers to this desired racial equity outcome must we overcome in order to be successful?”

³ Generate Health can provide significant information about this as well, and we have already reviewed many of these efforts with the CLC. This is intended to be a review/synthesis not a full exploration requiring research.

- By way of illustration, examples could include “an X% reduction in preterm births” or “a Y% reduction in sleep related deaths” or more activity focused goals like “a Z% increase in pregnant people accessing prenatal care delivered with cultural humility,” etc.
- Lay out a plan for moving those interim goals forward that articulates:
 - Policies, practices, and cultural representations that the CLC seeks to change in order to advance these interim goals.
 - Who has the most power to influence or shape the key policies, practices, and cultural representations.
 - A strategy or [strategy screen](#) that reflects the CLC’s plan to bring about those changes and can be used to inform grantmaking priorities through 2022 and beyond.

Additional Context

- The CLC has been meeting once or twice each month since April 2019. To date, they have received presentations on key determinants of infant mortality and work aimed at improving infant health outcomes, including work focused on safe sleep, quality coordinated care, transportation, housing, and racial equity capacity building.⁴
- The CLC has also been organizing outside of the scheduled Cabinet meetings to increase awareness about their work and resources available for people in two of the highest priority zip codes.
- They have also laid out priorities to inform initial grantmaking in 2019 related to supporting aligned activities and community mobilization.
- The CLC has already completed a peer-led Community Organizing and Family Issues (COFI)-inspired training. They will also be participating in an “Analyzing and Understanding Systemic Racism” workshop by Crossroads Antiracism in early 2020.
- Submitting a proposal as a collaboration of consultants or utilizing subcontractors for any piece of the project – e.g. to do policy research or training around power analysis – is welcome.
- If approved, the consultant will be required to enter into a Service Agreement with MFH.

Proposal Submission & Deadline

The proposal is due no later than 12:00pm Central time on January 13, 2020. Applicants will be requested to make a brief presentation of their proposals in-person to the CLC on January 29, 2020 and the selected organization will be notified shortly thereafter.

⁴ It is anticipated that more time outside these regularly scheduled meetings will be required to carry out the work outlined in this RFP.

Proposal Requirements

Proposals should include:

1. **Consultant/Organization Name and Primary Contact Information.**
2. **Credentials and qualifications of consultant, including:**
 - a. A brief description of the qualities that define you as a facilitator and how you approach facilitating groups, including preparation and feedback/evaluation, if applicable.
 - b. Experience in the following areas: Racial Equity, theories of change, organizational and/or community capacity building, community organizing in marginalized communities, power analysis, and facilitating groups.
 - c. Contact information for three professional references.
3. **Work plan and timeline.** A work plan and proposed timeline that identifies activities and deliverables, including a description of how you would approach & sequence the components (described above in “Description of Services Required”), and draft objectives for each session.
4. **Cost proposal.** A detailed project budget (approx. \$15,000-\$25,000) that includes the cost of the consultant’s time, any subcontractor’s time, materials, supplies, and any other expected expenses to bring the project to a successful completion.

Contact

If you have questions please contact us at info@flourishstlouis.org.