



**Request for Proposal (RFP):
Organizational Strategic
Communications Plan**

Date Issued: July 1, 2020

RFP Due Date: July 31, 2020

INFORMATION FOR BIDDERS

Purpose: Oregon Primary Care Association (OPCA) invites proposals for the following activity:

- The creation of a written, organizational communications plan to be completed by Dec. 1, 2020; plan to be written in a manner whereby staff can understand and easily implement strategies. It should:
 - Incorporate OPCA's communications principles and OPCA values, and incorporate them throughout plan
 - Update and expand upon a May 2017 communications audit by Pyramid Communications that addressed organizational needs at the time. It can [viewed here](#).
 - Build on existing communications tools; recommend readily available and/or low-cost tools that would further support implementation. Identify resources/courses/services that OPCA could consider investing in to further this work.
 - Clearly identify implementation steps of communications plan and how to effectively measure progress and successes.
 - Estimate and assessment of time needed to meet with OPCA communications and senior leadership teams; meetings will inform needs before writing the plan and after delivery of the plan to support implementation.
 - A work plan based on the deliverables above, including budget estimates and timelines.

OPCA Background: The Oregon Primary Care Association (OPCA) is a nonprofit, 501(c)(3), membership association, founded in 1984. Our members include Oregon's 33 federally qualified health centers (FQHCs), including one FQHC Look-Alike, more commonly called community health centers. Our mission is to lead the transformation of primary care to achieve health equity for all.

OPCA provides technical assistance, training, and policy support to Oregon's community health centers. In addition to providing support to help health centers meet core federal and state requirements, OPCA partners with health centers to advance the goals of health system transformation: better health, better care, lower costs and health equity.

Oregon's community health centers deliver integrated medical, dental and behavioral health services to many of the state's most vulnerable communities through over 200 locations statewide. Over 433,000 Oregonians receive their care at a community health center, including one in four people on the Oregon Health Plan. Over 73% of our patients live below the poverty line, and 94% live at or below 200% of the Federal Poverty Level. [Read more about Oregon's CHCs here.](#)

Challenges such as poverty and homelessness, cultural and language barriers, rural or social isolation, and chronic mental illness often have a significant impact on our patients' health. In addition to helping health centers provide high quality integrated medical, dental and behavioral health care, much of our work involves helping providers better understand the circumstances of their patients' lives and address the social determinants of health as a major driver of health equity. Together with health centers across the state, we work to understand and help address the social determinants of health in the clinic, through community

partnerships, and through our involvement in public policy.

To accomplish our shared goals, we support health centers and key partners by facilitating peer network gatherings, trainings, site visits, learning collaboratives, and data-driven improvement projects. In addition, we work with policymakers and partners to share the impact health centers have in their communities and advance policy to improve patients' lives and the ability of health centers to serve them.

The organization currently employs 25 people (23.75 FTE) with revenues of ~\$2.8M. The majority of employees are of service to member clinics providing consulting services, advocacy, training, and more in support of our mission and strategic plan. There is also a small team of administrative personnel in areas such as accounting, human resources, operations, IT support, etc.

OPCA receives funding from grants, contracts, membership dues and fees. OPCA receives government funding from the US Department of Health and Human Services, and multiple grants/contracts from multiple foundations/entities.

Project Background: OPCA has been without a designated staff member to support organizational communications since the spring of 2015. In addition to this gap in staffing, the organization has experienced rapid growth over the past 5 years and organizational communication infrastructure has not kept pace.

In the absence of a staff person dedicated to communications, there have been individual and need-based efforts to update the OPCA website, deploy an organizational newsletter, maintain a social media presence, and create basic tools and templates to assist staff in their work, none of which have been sufficiently connected to a larger organizational communication strategy to have an optimal impact.

Recognizing the need to address communications needs internally and externally—such as streamlined member communications, brand consistency, standardized messaging and tools for staff—OPCA made the strategic decision and investment to create a communications role under the Policy & Governmental Affairs department in January 2020. The Communications & Policy Specialist works closely with the Senior Policy Manager to lead communications work across the organization and externally.

COVID-19 has accelerated the launch of some communications goals, such as a streamlined membership email communication, while delaying other communications goals. The creation of an organizational communications plan is one of OPCA's strategic goals approved by OPCA's Board of Directors for 2020. See [OPCA's strategic plan here](#). One goal in distributing this RFP is to improve our understanding of the scope of work that we should consider, as well as the budget appropriate to support our needs.

OPCA's health system transformation work is primarily about influencing members and partners and credibility is the primary currency of influence. While OPCA's credibility is currently quite strong (because of strong personal and organizational relationships), as OPCA strives to broaden our sphere of influence in order to achieve our mission of promoting health equity for all, we recognize the importance of defining and strengthening our communication infrastructure. We are looking for an implementation plan that paves a road for how to use communications to achieve OPCA's mission as well as an appropriate and sustainable approach to embedding ongoing communications capacity at OPCA.

A few of OPCA's communication tools:

- [OPCA's website](#)
- [Facebook](#), [Twitter](#) and [LinkedIn](#) (Note: OPCA re-launched its LinkedIn profile in late February/March of this year)
- [OPCA's Blog](#)
- SparkInfluence platform is used for all Member Update email communications that go out every other week as well as advocacy asks. Sent "from" Executive Director; OPCA also uses general email inboxes including: policyteam@orpca.org, communications@orpca.org and events@orpca.org
- Monthly Health Equity email that goes out using Mail Chimp.

- Peer Groups use Google Groups to communicate.
- OPCA's [YouTube](#) channel, which is mostly used to upload meeting recordings.

Communications staff have worked with staff and senior leadership at OPCA to establish the following communications principles that should be incorporated into the strategic communications plan:

OPCA Communications Principles and Priorities for 2020

Overarching goal: Streamline and organize member communications to effectively share the OPCA and CHC story with one voice

Primary Audience: OPCA staff and members

***OPCA Communications Principles:**

1. Provide **staff** with the authority and trust to engage with purposeful information and tools
2. Involve all **staff** in organization-wide effort
3. Provide **staff** and members with education/training and norm setting/consistency and ensure accessibility/ease of use
4. Tell the OPCA and CHC story
5. Incorporate Diversity, Equity, Inclusion

***OPCA Communications Priorities:**

1. Create OPCA organizational communication plan (by 2021, as stated in OPCA Strategic Plan)
2. Execute communications plan at OPCA
3. Create staff buy in, ownership and engagement: Involve all staff in training and reinforcement of following communications plan, guidelines, and procedures
4. Define staff roles and responsibilities and communicate out to staff
5. Streamline membership communications (have improved this in 6 months/June or July 2020)

* For first 6-12 months of 2020; will revisit at 6 month and annually after that

OPCA has worked with staff and the OPCA Board to revamp its values, which should be incorporated into the strategic communications plan:

Social Justice

We amplify the voices of those who are marginalized to balance power and advocate for equity in access, participation, and rights

Integrity

We act with honesty, respect and accountability

Collaboration

Our diversity, teamwork and partnerships make us stronger

Innovation

We spark innovation through creative problem solving and the testing of new ideas

Data Driven

Data drives our transformation and demonstrates our value

SCOPE OF WORK & TIMEFRAME

OPCA requires the following services:

1. Organizational strategic communications plan that builds on 2017 audit and incorporates OPCA's 2020

Request for Proposal: Organizational Strategic Communications Plan (2020)

- communications principles, priorities, and values
- 2. Recommends next steps with measures of effectiveness
- 3. An estimate of time needed to meet with OPCA communications staff and senior leadership
- 4. Rough draft of a work plan

The communications plan and recommended next steps must be completed by Dec. 1, 2020. Time needed to meet with staff as well as contractor's available support time is negotiable.

PROPOSAL PREPARATION & SUBMISSION INSTRUCTIONS

Questions: Please direct all questions to the Communications Team at OPCA via email (communications@orpca.org). Subject title should list "Question - RFP: OPCA Organizational Strategic Communications Plan."

Proposals must include (preferably in the order below):

- a) Brief evidence of qualifications to provide the above services;
- b) Background and experience in drafting strategic communications plans for nonprofit clients, ideally including health care nonprofits
- c) Proposed scope of work, methodology, and timeline for the project, as well as a sample of what the final report might look like;
- d) Proposed fee structure
- e) Describe your billing rates and procedures for technical questions that may come up during the year, or whether these occasional services are covered in the proposed fee structure;
- f) And, references and contact information from at least 3 comparable clients.

Submission: Please submit final proposal to the Communications Team at OPCA at communications@orpca.org on or before the deadline. Only proposals submitted by email will be accepted. Email subject title should state "Final Proposal - RFP: OPCA Organizational Strategic Communications Plan"

PROPOSAL EVALUATION & CONTRACT AWARD

The Executive Director, Director of Policy & Governmental Affairs, Senior Policy Manager, and Communications & Policy Specialist will review all proposals and make selections no later than Aug. 15, 2020. Work is expected to begin immediately after selection.