



2024 Request for Proposals (RFP)

74-County Environmental Scan and SWOT Analysis

1. OVERVIEW

About Methodist Healthcare Ministries

Methodist Healthcare Ministries of South Texas, Inc. (MHM) is a private, faith-based, nonprofit organization serving 74 counties across South Texas. Established in 1995, MHM provides clinical care for the under and un-insured, community-based health and wellness programs, grant-making, advocacy of policy efforts, and is accompanying community coalitions in addressing their priorities through power shifting. MHM believes that to improve the wellness of the least served and fully live out its mission of “Serving Humanity to Honor God,” it must recognize the inequities inherent in its communities that contribute to poor health outcomes. As such, MHM is committed to health equity as both the process and goal by which MHM seeks to carry out its purpose. MHM defines health equity as a framework of thought and action that strives to reduce racial and socio-economic disparities and create fair and just opportunities for every person to reach their full potential for health and life and contribute to that of others.

In accordance with its strategic framework and commitment to health equity, Methodist Healthcare Ministries’ work includes a focus on upstream interventions that center on community-level impact, in addition to supporting programs and services to address individual, urgent, safety net needs. As a part of its work to create systemic change, in addition to access to care, MHM has identified the following key areas of priority: Digital equity, economic mobility, and food security.

Additionally, to better understand racial and socio-economic barriers to health and their root causes, MHM monitors nine categories of community indicators correlating with social determinants of health and well-being within communities across the 74-counties it serves. These include access to care, civic and social well-being, economic conditions and opportunities, education, food security, housing, infrastructure, physical (natural) environment, and population health and well-being.

As a part of its commitment to advancing health equity, MHM has identified a set of guiding principles to inform the ways in which MHM carries out its mission to align with its commitment to health equity across the 74-county service area. This includes the prioritization of social determinants of health, in addition to supporting high quality access to care. A full list of MHM’s Guiding Principles is located in Appendix B.

Project Background and Purpose:

Methodist Healthcare Ministries seeks a qualified partner to conduct an environmental scan and assist with a SWOT analysis to be utilized as key strategic planning inputs. The primary objective of the environmental scan is to systematically gather, analyze, and assess external environments to identify barriers and facilitators to health and well-being across MHM’s service area. By identifying both barriers and facilitators, the scan aims to inform the strategic plan as a priority, along with having some influence on policy and practice to better address well-being challenges within the community and priority areas.

The preferred approach will include identifying and analyzing external macro environmental factors impacting health outcomes utilizing the STEEPLE framework. As such, the successful environmental scan will include factors influencing public health outcomes including examining broader social, technological, economic, environmental, political, legal, and ethical trends and developments.

The resulting scan and analysis will be utilized, along with a SWOT analysis, for identifying new opportunities and prioritizing strategies that are in alignment with MHM’s focus on health equity. The successful partner will provide curated data, analysis, thought leadership, and recommendations to support the development and successful implementation of tools for strategic planning activities including goal setting, visioning, and prioritizing strategic initiatives.

Schedule of Selection Activities

The partner selection process will proceed according to the schedule outlined in Table 1.

Date	Event
10/28/24	RFP Release
11/12/24	Proposal Submission Deadline
11/14/24-11/21/24	Invitations for Conversation with Strategy and Impact Team
11/26/24	Final Partner Selection

Project Definitions:

A STEEPLE analysis is a framework for examining the external macro environment that an organization operates within and includes assessment of the past, present, and future state of the following components*:

1. **Social:** Demographic changes, cultural shifts, public health awareness, and changes in attitudes, preferences and lifestyle, especially across various generations.
2. **Technological:** Advancements in digital infrastructure, connectivity and e-commerce
3. **Economic:** Economic conditions, employment, funding for healthcare, economic disparities, food insecurity.
4. **Environmental:** Climate change, pollution, environmental health risks.
5. **Political:** Government policies, stability (example Medicaid expansion), public health policies.
6. **Legal:** Regulatory frameworks, healthcare laws, legal risks.
7. **Ethical:** Trends and shifts in social responsibility

* Definitions adapted from CIPD, OnStrategy, and PESTLEanalysis.com

2. SCOPE OF SERVICES REQUESTED

Service Area:

The primary geographical focus of the project is on MHM’s 74-county service area. A map is included in Page | 2

Appendix A. The project should also include emerging or potential macro-environmental trends that the partner believes may have future implications for the 74-county service area.

Required Activities:

To achieve the stated project purpose, the scope of activities to be completed within this project includes but is not limited to:

1. Conduct a detailed STEEPLE analysis for MHM’s 74 county service area with special attention to the following components of high importance to MHM’s strategic planning process:
 - a. *Social and Demographic Trends:*
 - i. Identification of demographic trends, cultural shifts, and societal changes over a set time period proposed by the consulting partner based on expected trends and agreed upon by MHM’s Strategy and Impact Team.
 - ii. Analysis of these trends and impact on health behaviors and outcomes.
 - iii. Community feedback and analysis through qualitative and quantitative measures.
 - iv. Key stakeholder interviews and focus on rural community conditions—MHM working definition can be provided.
 - v. Identification and analysis of special considerations for rural areas of the service map.
 - b. *Technological Advancements:*
 - i. Analysis of technological innovations and trends in AI, digital connectivity, and digital inclusion.
 - ii. Impact of these advancements on service delivery, patient care, and overall health and well-being.
 - c. *Economic Trends Analysis:*
 - i. Identification and evaluation of economic indicators and market trends.
 - ii. Assessment of how these factors affect healthcare access and overall health and well-being.
 - d. *Environmental Considerations:*
 - i. Identification and assessment of environmental factors, including temperature-related effects and pollution.
 - ii. Examination of ecological impacts on public health.
 - e. *Political Factors:*
 - i. Identification of public health and related political issues such as labor or education policies impacting the health and wellbeing of the population served by MHM
 - ii. Analysis of potential impact and likelihood of policy changes (i.e. Medicaid expansion, immigration reform, digital infrastructure bill) for service area.
 - f. *Legal and Regulatory Environment:*
 - i. Examination of legal and regulatory frameworks through the unique lens of a health service provider, funder, and nonprofit.
 - ii. Compliance requirements and legal risks and opportunities affecting healthcare operations and public health interventions.
 - g. *Ethical Trends:*
 - i. Identification of shifts in beliefs, attitudes and behaviors (i.e. volunteering) pertaining to social responsibility, morality and values that impact health and wellbeing.
2. Identify emerging macro environmental threats and opportunities inclusive of health threats and global challenges, that have the potential to impact MHM’s service area, for inclusion in environmental scan.

- a. Identify and explore opportunities for innovation and collaboration in public health relative to emerging threats and opportunities.
3. Social Determinants of Health
 - a. Examine any additional trends related to factors including access to care, civic and social well-being, economic conditions and opportunities, education, food security, housing, infrastructure, physical (natural) environment, and population health and well-being.
 - b. Analyze how the above factors influence public health.
4. Landscape Analysis Recommendations: Identify opportunities or provide recommendations for deeper analysis of key trends from environmental scan
5. Synthesize findings from the environmental scan including:
 - a. Sharing initial results with Strategy and Impact team
 - b. Develop recommendation based on analysis
 - c. Analyze potential impacts for strategic planning, policy, practice and future work
6. Working closely with the Strategy and Impact team and building on existing inputs, develop an assessment of internal MHM programs and the populations directly served by MHM.
7. Plan a SWOT discussion and work session utilizing the internal assessment and environmental scan as key inputs.
 - a. Facilitate conversation with key stakeholders and analysis of MHM's Strengths, Weaknesses, Opportunities and Threats.
 - b. Synthesize SWOT session results and prepare summary including recommendations and implications for strategic planning and future work.
8. Maintain regular communication with MHM's Strategy and Impact Team
 - a. Participate in regular virtual meetings with Strategy and Impact Team members.
 - b. Share proposed methodology and work plan with MHM's Strategy and Impact team.
 - c. Discuss initial analyses findings with Strategy and Impact Team.
 - d. Provide guidance on implementation and utilization of prepared analyses as well as considerations for future work.

Deliverables:

In addition to the activities outlined above, MHM requests the following deliverables for documentation and use in strategic planning processes:

1. Comprehensive written report detailing analyses and findings to include:
 - a. Executive summary highlighting key findings, strategic implications and associated recommendations.
 - b. Overview of the scope and purpose of the environmental scan.
 - c. Definition and importance of macro-environmental factors.
 - d. Detailed environmental scan inclusive of STEEPLE analysis, additional social determinants of health, emerging trends and associated implications, assumptions and recommendations
 - e. Outline of environmental scan process, elements, variables, and inputs, including qualitative and quantitative data sets and analysis tools.

- f. Specific methodology for incorporating community voice and list of individuals or entities communicated with and from which information was gathered to inform the environmental scan.
 - g. SWOT analysis overview, including summary of process, MHM programs and populations served, and associated considerations and recommendations.
2. Facilitation of SWOT session with key MHM stakeholders inclusive of environmental scan findings and summary of internal programs and populations served.
 3. Creation and delivery of PowerPoint presentation to key stakeholders as identified by the MHM Strategy and Impact team. Presentation to include summary of analyses, methodology and recommendations as well as facilitated question and answer session.

Timeline:

MHM expects the consulting partner will be selected by Nov. 26th and has allotted up to 10 months for the completion of all project activities and deliverables.

Project Exclusions:

In accordance with the project purpose, the following activities fall outside the scope of this project:

- Detailed individual case studies or localized issues not relevant to SWOT or broader macro-environmental factors.
- In-depth analysis of specific healthcare technologies or interventions not widely applicable

Confidentiality:

MHM requests that all research, reports, data, and information shared by MHM or generated by the selected partner in association with the project including deliverables and work products will remain confidential and will not be published, utilized or shared without MHM’s expressed consent.

3.INSTRUCTIONS FOR RESPONDENTS

Respondent Requirements:

1. Respondent entities may be public, private or nonprofit organizations.
2. Respondents may submit one proposal. This may be an individual or joint proposal with partners.
3. Respondents must have demonstrable experience in environmental scans and/or synthesizing public health data.
4. Respondents’ mission and approach must be compatible with MHM’s commitment to health equity and guiding principles.

Proposal Instructions:

1. Please provide a 1–3-page written proposal narrative including the following:
 - a. Brief organizational overview (s)
 - b. Alignment with MHM’s commitment to Health Equity and Project Goals
 - c. Experience working within and/or knowledge of MHM’s Service Area
 - d. Experience in generating and synthesizing public health data with an emphasis on social determinants of health and community conditions
 - e. Experience in conducting environmental scans and SWOT analyses
 - f. Summary of proposed methodology including sample data sources, work plan and associated timeline

- g. Brief bios highlighting experience and qualifications of proposed project team
- 2. Please provide a proposed budget and brief written summary of high-level budget components.
- 3. If joint proposal, please provide written summary of each organization’s responsibilities, plan for managing the partnership, and associated requested budget components.
- 4. Please attach 1-3 samples of previous work. These samples will not be shared outside of selection process.

Submission Process:

Please send required materials on or prior to Nov. 12th, 2024 via email to: smartinez@mhm.org.

If you do not receive a confirmation email by Nov. 14th, please contact Sandra Martinez, Vice President of Strategy and Partnerships at (210) 582-5929.

Evaluation Criteria:

Category	Criteria	Percent
Mission Alignment	<ul style="list-style-type: none"> - Shared commitment to equitable advancement of health and well-being - Workplan, methodology, and organizational alignment with MHM guiding principles 	20%
Environmental Scan Experience and Approach	<ul style="list-style-type: none"> - Experience in conducting environmental scans - Coherent and comprehensive workplan and timeline - Demonstrated ability to translate environmental scan findings to strategic planning inputs and recommendations 	25%
Knowledge of Service Area	<ul style="list-style-type: none"> - Demonstrated high-level understanding of and/or experience working within MHM’s service area - Demonstrated experience with rural communities similar to those across MHM’s service area 	10%
Experience with collecting and analyzing public health data, social determinants of health, and community conditions trends	<ul style="list-style-type: none"> - Demonstrated understanding of social determinants of health, community conditions, and root causes of health and well-being - Expertise in primary qualitative data collection - Knowledge and ability to acquire and synthesize secondary data sources 	20%
Professionalism and Quality of Proposal and Materials	<ul style="list-style-type: none"> - Appropriate selection of previous work samples - Demonstrated ability to produce high-level reports and presentations 	10%
Budget	<ul style="list-style-type: none"> - Clear and logical budget is presented - Budget is reasonable and comprehensive for project - If partnership, equitable allocations of budget 	15%

Additional Questions and Contact:

For additional information or questions regarding the project or proposal submission please contact:

Sandra Martinez

Vice President of Strategy and Partnerships

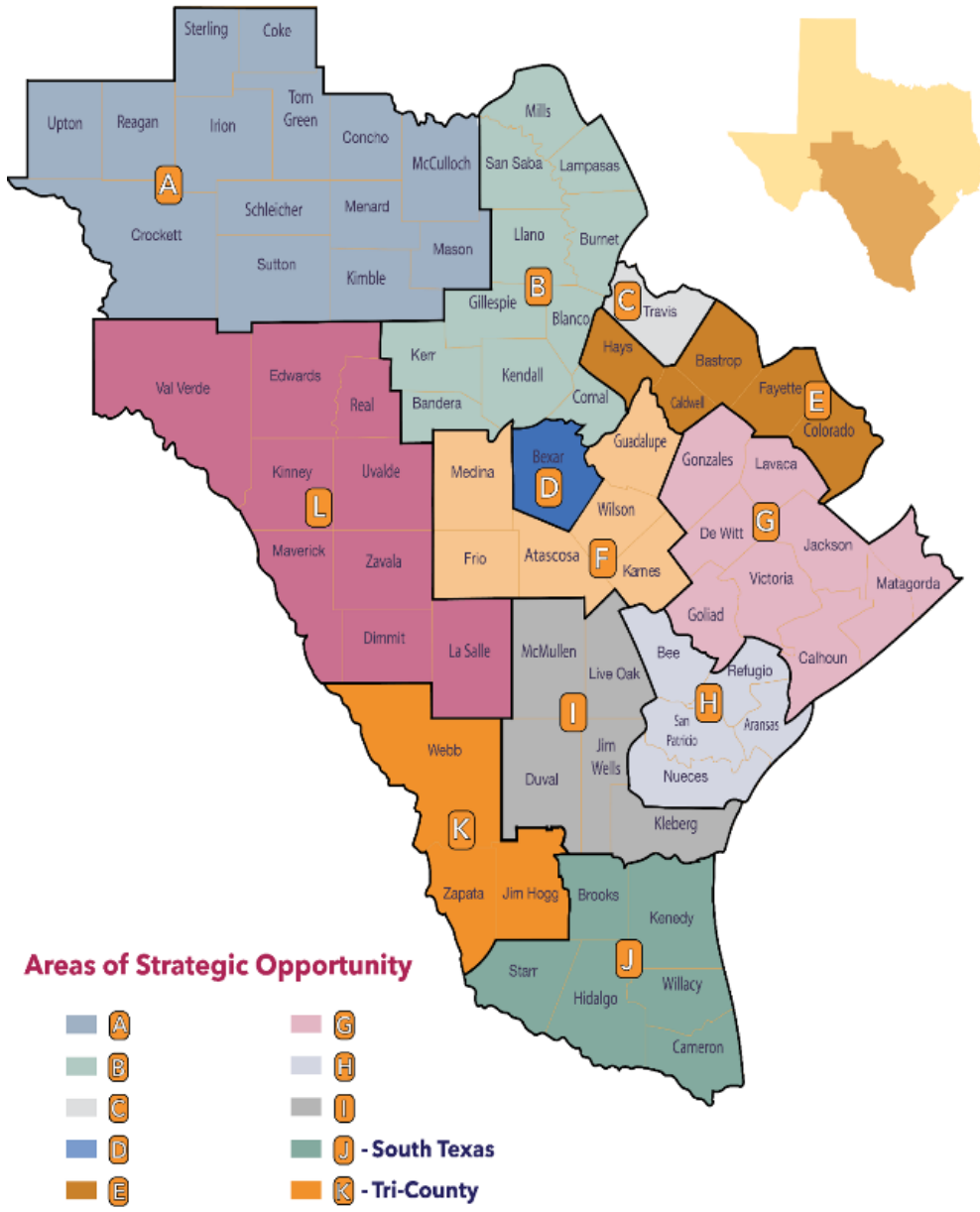
Methodist Healthcare Ministries

Email: smartinez@mh.org

Phone: (210) 582-5929

APPENDIX A

Map of MHM's 74 County Service Area



APPENDIX B

MHM's Guiding Principles

1. MHM understands that health and wellness begin long before individuals seek clinical care and prioritize the importance of the social determinants of health and access to quality resources and care as driving factors for the well-being of individuals, families, and communities throughout their lives.
2. MHM realizes achievement of improved health and well-being of the people and communities we serve is a long-term commitment that requires intentional efforts focused on health equity.
3. MHM seeks to balance its work for the least served by providing the best quality clinical care, connecting individuals and families to needed resources, and working with communities to improve their health and well-being.
4. MHM doesn't do it alone. To address the needs of every community, MHM supports, convenes, and/or partners with others engaged in and/or leading efforts to improve community health and well-being.
5. MHM build relationships with churches and faith communities of all denominations to advance the health and well-being of families and whole communities.
6. MHM partners with people with lived experiences to co-design, co-create, co-evaluate changes that improve health and well-being of families and communities.
7. MHM supports place-based efforts to strengthen historically underserved communities.
8. MHM sustains a culture of continuous improvement and learning where innovation is welcomed, practiced, tested, and implemented.