



REQUEST FOR PROPOSALS

Alliance Healthcare Foundation
Organizational Racial and Ethnicity Equity Audit

Submit questions and proposals to:

Min Kim, Program Officer, min.kim@alliancehf.org

Closing Date:

August 1, 2022 at 5pm PST

Executive Summary:

Alliance Healthcare Foundation (AHF) is seeking a consulting firm or individual(s) to conduct an organization-wide racial and ethnicity equity audit to support the foundation in its journey to centering racial equity in all facets of its work and being. [Equity in the Center](#) defines a racial equity culture as one that is focused on proactive counteraction of race inequities inside and outside an organization. AHF's Leadership team (Executive Director, Program Officer, and Executive Committee as appropriate) will oversee the audit process with input and advisement from its San Diego Ad Hoc Wellness Committee.

About Alliance Healthcare Foundation:

AHF was formed in 1989 through an innovative partnership of healthcare, business, labor and consumer advocates and works to advance health and wellness for the most vulnerable in San Diego and Imperial Counties – the poor, uninsured and underinsured, children and the homeless. AHF accomplishes this work through collaborative funding, convening and advocacy. AHF has historically assumed a leadership role, pioneering innovative projects that have had a great impact on the health of our region.

Vision

We envision a San Diego and Imperial County region where equitable health resources lead to universal health and well-being.

Mission

We work to advance health and wellness for the most vulnerable in San Diego and Imperial counties.



How We Got to This Point

AHF is committed to incorporating an equity lens with an emphasis on racial and ethnic equity into our programs, policies, operations, and organizational culture. Beginning in 2020, AHF embarked on a journey of shared diversity, equity, and inclusion by way of facilitated trainings and collective learning and reflection. Over the past two years, we have prioritized racial equity in several portfolios of our work including our Mission Support program, strategic initiatives, and impact investments. We aim to be an anti-racist organization and that begins with deep internal reflection and adjustments. We anticipate that an internal racial and ethnicity equity audit will display to us the areas where we can improve and advance through our journey, and we are seeking an experienced organizational consultant who can provide support and guidance in this process.

Partnering with AHF Leadership is the Board of Directors, and specifically a subset of our board that comprise the San Diego Ad Hoc Wellness Committee. This committee will play a critical role in shifting the organization's culture towards proactive counteraction of racial inequities inside and outside the organization. The role of the committee is to provide strategic oversight of the learnings from the audit and AHF Leadership will be embedded in the day-to-day activities.

What We Need

As a continuation of our commitment to racial and ethnic equity, AHF seeks a consulting firm or experienced individual(s) to engage in a comprehensive, organization-wide audit, which will culminate with recommendations based upon observations of programs, internal policies, culture, and organizational practices as they pertain to the foundation's overarching goal of racial equity. The key focus of the audit is to build awareness and internal capacity in a way that will cultivate and nurture further forward progress, as such, we prefer to co-develop the process with the selected consultant(s). The audit will focus on race and ethnicity, however we understand that there are additional identifying factors and disparities that are important such as gender, disability, language, etc., and we anticipate revisiting them at a later date. We request that the consultant(s) catalogue other opportunities to improve equity in other areas for AHF's future consideration. The consultant(s) will work closely with AHF's Executive Director and Program Officer.

Scope of Work

1. Review of organizational programs, policies, and practices

The racial and ethnic equity audit would include working closely with the staff team to review all parts of the Foundation's work, including:

- Vision, Mission, and Purpose
- Values





- Leadership and governance
- Communications
- Strategic focus areas
- Grants and impact investments
- Impact and evaluation
- Finance and investments
- Human resources and operations

2. Develop recommendations

Including but not limited to an analysis outlining key themes, recommendations for incorporating action steps into administrative and programmatic areas.

3. Review of policies and activities of local organizations

A compilation of racial and ethnic equity actions of similar organizations to help inform recommendations.

4. Facilitate conversations with staff, board, and committee members

Help lead and inform conversations in line with developing a racial and ethnic equity culture, and supporting a healthy, productive change-management process as appropriate.

5. Community engagement

Engage with community to receive feedback and assess perspectives of AHF regarding racial equity. Community refers to grantees and foundation partners.

Timeline

We anticipate that the work will be conducted over approximately 3 to 6 months beginning September 2022. However, this timeline is negotiable.

Budget

Our budget for this initial phase of work is \$15,000 - \$20,000. We anticipate there will be future opportunities to work with the selected consultant based upon the recommendations and findings. Proposed budgets should take into consideration AHF's charitable status.

Project Deliverables

Audit - An audit of programs, policies, structures, practices, and culture resulting in qualitative and quantitative data regarding the current work and workplace of AHF as





well as stakeholder perspectives for future organizational change in relation to racial and ethnic equity programming and practice.

Reporting Audit Results - We acknowledge there are different ways of sharing the results of the audit and welcome consultant(s) to recommend their preferred approach. Overview of the audit, detailing its process, key themes, analysis of the gaps and growth opportunities between the current and future/desired state of the organization. The report should include recommendations for embedding inclusive policies and practices into the organization's culture and into all functional areas of AHF, including achievable short-term action steps and sustainable, long-term goals.

Given that our goal is to cultivate meaningful and lasting progress towards developing a racial and ethnic equity culture that is supported and embraced at all levels of the organization, consultant's skills and experience related to healthy organizational change management is a high priority.

Landscape Analysis - A field scan of complementary efforts done by other philanthropic organizations of similar size and focus.

Proposal Submission

If you are interested in this project, please submit a proposal addressing the following:

1. Who you are:
 - a. Proposed project team member(s) and bio
 - b. Interest in this particular project

2. Previous experience:
 - a. Experience providing consulting services, including audits or assessments related to racial and ethnic equity, diversity, inclusion, and cultural responsiveness
 - b. Change management experience working with organizations going through cultural transformation
 - c. Relevant experience in the philanthropic and/or nonprofit sector
 - d. A case study as an example of your previous experience (what was the situation, what did you do, how long did it take, how did it go, what was the outcome, etc.)
 - e. A sample list of past and current clients, including specific references AHF can connect with

3. Approach to this project:
 - a. Workplan describing methodologies, approaches, and roles and responsibilities for how the work will be accomplished, along with estimated time/effort anticipated for various roles
 - b. Timeline





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- c. Confirmation of willingness and approach to work collaboratively with the AHF Leadership team and board/committee members
4. Budget
 - a. Expected rate and other estimated costs
 - b. Breakdown of the proposed budget by deliverable

How to Submit a Proposal

Submit questions and proposals to:

Min Kim, Program Officer

Min.kim@alliancehf.org

Deadline to submit: August 1, 2022 at 5pm PST

Staff will conduct an internal staff review of proposals August 1-30, which may include follow-up meetings and calls. We anticipate selecting a consultant by September 1 at 5pm PST.