

Request for Proposals

Preterm seeks Strategic Planning Consultant

RFP Posted: January 12, 2023

Deadline for proposals: February 28, 2023

Budget: \$85,000

Summary:

Preterm is Ohio's largest abortion clinic and one of the largest in the country, a national leader in patient-centered care with a reputation for excellence. We were founded in 1973 and opened our doors in 1974. Today we're a licensed ambulatory surgery center with a staff of over 50 medical and administrative staff.

Preterm seeks to engage a dynamic and experienced Strategic Planning Consultant to create a comprehensive business and marketing plan, including contingency scenarios if abortion becomes more restricted or illegal in Ohio. Planning will also include opportunities for expanded locations and services, as part of multi-faceted, comprehensive strategic planning process.

The Consultant will report the Strategic Planning Steering Committee. Preterm is open to considering consultants working from any state in the US.

Preterm has secured some funding for this process and will seek additional foundation funding as needed. As such, the budget is flexible and your proposal should reflect what you think it will take to meet our objectives.

Background:

For nearly 50 years, Preterm has been an innovative leader in health care. We incorporated as a non-profit abortion clinic soon after Roe vs. Wade legalized abortion. We championed patient-centered care long before the concept entered mainstream medicine. Since opening, we've provided more than \$17 million in financial assistance to our low-income patients. Since 1993, we have trained hundreds of OB/GYN residents from around the country in abortion care. We gained ambulatory surgical center designation before it was required, and we are one of a few abortion clinics in the country to attain certification by the Accreditation Association for Ambulatory Health Care.

Preterm is also recognized nationally as a vocal advocate for reproductive health, rights, and justice. We often serve as the plaintiff in legal challenges to anti-choice legislation in Ohio, and are routinely featured by national press, including the New York Times, Washington Post, and National Public Radio (NPR).

In 2014, to better meet the evolving needs of our community, and to increase long term financial sustainability, Preterm began offering expanded preventative sexual health services. For the

first time in our history, we offered services beyond abortion care. Presently, we offer birth control options counseling and supplies, including long-acting reversible contraception (LARC); testing and treatment for sexually transmitted infections (STIs) for both women and men; and wellness care such as Pap tests. Additionally, we have begun taking steps to offer care for miscarriage management.

Preterm has remained a bedrock institution in Cleveland despite a hostile legal and regulatory climate. Ohio has some of the most restrictive abortion laws in the country, and every year we are bombarded with new legislation that puts greater barriers between people seeking abortion and the care they need. Much of the legislation targets abortion providers with regulations that make it difficult to keep clinic doors open, endangering people's health and well-being. Close to half the clinics in the state have closed in the last 2 years, and many more clinics face uncertain futures. This leaves growing areas of the state without access to abortion care. The situation in Ohio has become even more dire since the *Dobbs* decision, which removed federal protections to abortion rights.

These regulatory and legal issues add significantly to the cost of an abortion, and compound other financial pressures on abortion providers. The abortion rate continues to decline year after year. Preterm serves a largely low-income population, yet due to insurance and Medicaid bans, most people are paying out of pocket for their care. To meet the needs of our patient population Preterm keeps the cost of an abortion artificially low and also subsidizes care significantly. Fundraising currently makes up the gap, but with projected declining revenue due to declining patient numbers, this is not a sustainable model for the future.

At the same time, we are aware that the communities we serve are also facing challenges. Patients come to us for abortion care, but the need for an abortion is often only one piece in an intersecting web of concerns for the well-being of themselves and their families, from food and economic insecurity, to personal and neighborhood violence and safety, to inadequate access to health care and quality education. Clinic closures also mean that people in many parts of the state face geographic and transportation barriers to accessing care.

Preterm has cared for the Greater Cleveland Northeast Ohio area with excellent abortion care for 48 years. There are unprecedented, legal, regulatory, and economic challenges facing abortion provision in Ohio. The people of our state are also facing great uncertainty and threats to their security, health and well-being. As an organization committed to justice, Preterm is at a critical juncture. How will the organization remain sustainable to ensure that compassionate abortion care remains available and accessible in Cleveland and across Ohio while abortion is legal? How can the organization remain sustainable and support people seeking abortion care if abortion is made illegal in Ohio? Are there opportunities to expand services and locations to better meet the needs of the people of Ohio and generate revenue? What services are needed and where? How do we continue to subsidize care as the need grows? What does caring for our community look like for the next 50 years?

To answer these questions, Preterm is beginning a comprehensive strategic and business planning process to determine our vision for the future, the values by which we will operate, the threats against us and our patients, opportunities to grow and evolve to meet those threats and a path forward for the next decade. The planning process will look broadly at what services we need to provide and where, how we provide subsidized care and for what services, succession and emergency planning, physical space planning, a review of human resources practices and policies, and plans for advocacy and political engagement.

Scope of Services Requested and Project Goals:

Preterm seeks firms or individuals with experience in comprehensive business planning, including market study, financial modeling, and marketing of expanded services. We recognize that some individuals or firms may have expertise in one area and not the other. We are interested in potentially working with two different firms or individuals that will provide us with combined expertise in the RFP needs detailed above. Firms or individuals with skills in some of these areas are welcome to submit their statements of interest. We specifically seek consultants with experience in business planning for mission driven nonprofits, and preferably one dedicated to reproductive rights, health and/or justice. That this is an opportunity to expand access to abortion and sexual health care will excite and motivate the right consultant(s) for this project.

Preterm seeks a consultant or consultants to complete a comprehensive business plan that will include:

1. Analysis of current services
2. Financial analysis if abortion becomes more constrained or illegal in Ohio
3. Analysis of what services we would like to provide, including financial impact of new services
 - a. Explore earned revenue models
 - b. Potential impact of loss of Justice Fund (outside source of subsidized care) and Medicaid Funding (for non-abortion services)
 - c. Providing subsidized care for all services
4. A Market Study including needs assessment, areas of need, competition and opportunities to expand, in greater Cleveland, across the State of Ohio, and other states
5. A plan for marketing new services
6. A plan for scenario where Preterm could not provide abortion services and provides patient navigation
7. Plans for integrated charitable fund development

In addition, Preterm seeks a process that will:

1. Be guided by the defined mission, vision, and values of the organization
2. Recognize the unique needs of non-profit business planning, including viewing the community as patients and stakeholders and not just consumers
3. Acknowledge the expertise of staff and engage them meaningfully and respectfully in the process.

Submission Process and Requirements:

To be considered for the project, please submit a statement of interest by email no later than February 28, 2023 to Preterm's Interim Executive Director, Sri Thakkilapati, at sthakkilapati@preterm.org.

Please include the following information in your submission:

1. Firm or Agency name and bio of the person/people who will work on project
2. Mailing address and any other office location(s)
3. Primary contact person's phone and contact information
4. Website
5. Description of relevant experience, including:
 - a. List of current or former clients relevant to your qualifications for this project.

We will review submissions on a rolling basis and offer a 30 minute zoom chat interview to prospective consultants. Candidates that advance to the final stage will be asked to create a proposal that describes:

1. Their approach to the project and scope of work
2. Specific process components, and
3. Recommendations to achieve the goals outlined in the RFP.

As remuneration for the work of developing a proposal, candidates that submit proposals at Preterm's request will be reimbursed \$250.

Thank you for your consideration of this opportunity and request. Preterm very much appreciates the time and energy it takes to develop proposals for projects of this scope. We welcome questions and are available for a preliminary conversation to inform your process. Please reach out to our Executive Committee at board@preterm.org.