

External Program Office for the California Improvement Network Questions and Answers Regarding the Request for Proposal

July 10, 2017

Section IV. Program Description

Questions	Answers
Alignment with CHCF goals and leveraging materials to support CHCF work	
How do you envision the program office (PO) ensuring this alignment?	We are seeking ideas and solutions from the selected program office.
How do you envision the PO increasing connections between CIN and other CHCF program staff (e.g., invitations, check-ins, sharing work/communications, or deeper)?	We are seeking ideas and solutions from the selected program office.
Will the PO have access to other CHCF staff to understand their work/portfolio of projects, etc.?	Yes.
Evaluation support	
Could you provide more clarity on the expected role of the PO with respect to evaluation versus that of the CHCF staff?	As noted in the RFP, the PO will support the selected evaluator by enabling access to partners, members, and any available data. Evaluators will look to the PO for help securing data and connecting the evaluator with the partners and members.
Is the PO supporting creation of a valuation strategy and providing materials/communications/encouragement to managing partners and other partners to support the evaluation process?	The external evaluator will develop the evaluation strategy and create evaluation tools. The PO may be asked to submit data using these tools to the external evaluator and/or to CHCF (e.g., participation data, membership registries). The PO may also be asked to support communications to encourage participation in the evaluation (e.g., newsletter advertisement for annual survey).
Or is the PO's role deeper? Is the PO managing the evaluation process? Is evaluation support intended as part of the \$750,000 total budget or as a separate contract altogether?	The selected external evaluator will manage the project and process of evaluation. Funding for the evaluator is separate from the total budget (\$750,000) for the CIN (and external program office). The PO will not manage the evaluator. The evaluation contract

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	will be managed by CHCF.
<p>“Experience creating and managing high-quality communication materials. . . . The program office may produce some of these communications pieces and, in other instances, oversee CHCF-trusted vendors. . . .”</p>	
<p>To what extent is the PO expected to “oversee” outside vendors? For example, are vendor agreements already established with CHCF, or is the PO expected to contract and manage separate agreements with vendors? Should this role be considered in the overall budget for the proposal — for example, should we include line items for subcontract agreements with communication vendors?</p>	<p>The PO could create and manage communications within their team or use vendors or a combination. If the PO requires additional support — for example, with a designer or editor — the PO would be expected to use one of CHCF’s freelance contractors, and these costs would come from the grantee’s budget. The PO would be responsible for ensuring that all communications are high quality. All costs relating to creating communications should be included in your budget.</p>
<p>“Experience and infrastructure to manage many small grants, honoraria . . .”</p>	
<p>How many grants can be projected for the small grants programs?</p>	<p>This ranges from phase to phase and may be part of the overall strategy. It is likely that it would be at least 10 but not more than 40 grants. The ultimate number will be up to the selected PO and the managing partners group.</p>
<p>How deeply will the PO be involved in these mini-grant opportunities? For example:</p> <ul style="list-style-type: none"> • Provide input on review, then manage distribution of the funds • Soup-to-nuts — create the grant opportunities, review responses, and manage the selection process, fund distribution process, and reporting of impact and expenses process? 	<p>The PO would seek, review, award, and manage grants from start to finish.</p>
<p>Are honoraria for speakers, and for partners for engagement in CIN regular meetings? Can we use honoraria for other purposes?</p>	<p>Honoraria should be included in the proposed PO budget. There will not be supplemental funds for honoraria.</p> <p>In the past, partners were reimbursed for reasonable travel expenses. The PO can make the same or different decisions on travel reimbursement, speaker fees, and meeting facilitation. There will be no further funds from</p>

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	CHCF for meeting expenses (beyond the \$750,000 budget) for the PO, so include all event/meeting costs in your budget.

Section V. Program Office Deliverables, Activities, and Timelines

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Annual forum for strategic planning	
We understand that significant progress has already been made with respect to strategic planning for the CIN (stakeholder interviews, etc.), hence the preliminary design of Phase 6. How does this deliverable add to or relate to these already completed efforts?	The background review work is complete. The PO needs to work with CHCF and partners to create a strategy for Phase 6 (during fall 2017).
Create and lead a managing partner group	
The PO will not be one of the managing partners for the group, right?	Right. The PO will be part of and help lead the managing partners, and the PO will be a voice at the managing partner table. The PO will facilitate and lead these sessions.
Will the partner group be responsible for decisionmaking for the CIN or for advising?	The managing partner group's role is advising, but it should have a strong sense of ownership.
Will the PO be supporting/facilitating the partner group or be reporting to them?	The PO reports to CHCF and supports and facilitates the managing partner group.
Recruit . . .	
Is recruitment in collaboration with CHCF and the managing partner group?	Yes. As outlined in the RFP Section IV, #4, the managing partner group will be recruited and organized by the PO and CHCF in September 2017.
Provide and support forums for networking and sharing QI project implementation	
How many action groups current exist and will presumably continue through Phase 6?	The number of action groups depends on the strategy.
What are the distinctions between action group and affinity groups?	Action groups center on particular improvement topics (e.g., prescribing practices) and are open to all CIN

	members, whereas affinity groups cover many different topics but are restricted to a specific organizational role — for example, health plan QI directors or practice coaches.
Disseminate the CIN newsletter (specifically, CHCF external engagement and program staff review)	
Is there an existing process with timelines — for example, content to CHCF by two weeks before the final design, etc.?	CHCF and the PO will together create a process. As a ballpark, estimate a one-to two-week review turnaround for newsletters and similar publications.

General Questions

Questions	Answers
Budget	
Please clarify the breakdown of budget.	
<ul style="list-style-type: none"> ▪ PO: \$250,000-\$375,000 	
<ul style="list-style-type: none"> • Is this PO staffing and staffing expenses? 	Yes.
<ul style="list-style-type: none"> • Does this include expenses for CIN meetings and reimbursements? 	Yes, this is the cost of the PO to attend and facilitate meetings.
<ul style="list-style-type: none"> • Should this include a budget for expenses for management and oversight of communication strategy — website fees, MailChimp licensing, etc.? 	Yes.
<ul style="list-style-type: none"> ▪ Grants: \$150,000-\$225,000 	
<ul style="list-style-type: none"> • How many mini-grant programs are being considered? 	See above. It depends on the overall strategy, but unlikely to be fewer than 10 or more than 40.
<ul style="list-style-type: none"> ▪ TA and support of CIN: \$150,000-\$350,000 	
<ul style="list-style-type: none"> • What does TA and support include? 	Technical assistance (programming support) includes honoraria, travel, meeting costs, and speaker fees.
<ul style="list-style-type: none"> • Facilitation of CIN meetings as well as action groups: Are these elements included in this budget line item or 	These elements are part of the PO budget.

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directly in PO?	
Can you describe the difference between partners and members?	There are currently 15 partner organizations who commit to codesigning CIN programming and to attending quarterly meetings. Members (currently 4,500) are invited to participate in workshops and affinity groups, and they also receive the quarterly newsletter. Please see the RFP and CHCF's CIN page for details.
What specific outcomes and results are you looking for?	As described on page 4 of the RFP, CHCF would like to meet the outlined objectives in Phase 6. In addition, through the strategic planning process, additional outcomes/results should be established.
What specific areas of communications would CHCF support versus the PO?	CHCF will provide an online system and templates for newsletters and email blasts. The PO is expected to develop all content and manage the distribution for all CIN communications. If the PO needs support, CHCF has vetted communications support vendors available (copyediting, graphic design, etc.), but fees for these services would come out of the grantee budget.
In the review of the previous CIN phases, did you talk to other networks' CIN-like groups?	We looked at networks within and outside of the health care arena, and we also conducted a high-level review of research/literature on what makes a successful network. The selected PO will have access to the full internal report.