



## Ready for Healthcare: High School Work Based Learning Initiative Solicitation for Implementation Partner

### **Purpose of Solicitation**

The New York Alliance for Careers in Healthcare (NYACH) is seeking a youth development organization to partner with to implement and manage a sequence of newly industry-designed work-based learning (WBL) experiences for NYC Department of Education Career and Technical Education (CTE) healthcare students. This is a competitive solicitation.

### **Project and Partner Overview**

#### *NYACH-WDC*

The Workforce Development Corporation (“WDC”) is a 501(c)(3) not-for-profit corporation controlled by and affiliated with the City of New York (City) that works closely with the New York City Department of Small Business Services (SBS) to contribute to the economic vitality of New York City (NYC) by promoting workforce development and job creation through public and private partnerships. NYACH, an initiative of the WDC, is a public-private industry partnership between SBS and the NYC Workforce Funders that brings together multiple stakeholders of the healthcare workforce development system in order to address the industry’s rapidly changing workforce needs. NYACH collects industry input through a standing Partners Council of industry leaders and regular employer workgroup committees, including one with a specific focus on working with high school students. This structure provides NYACH with ongoing input on evolving industry needs and informs new education and training models in real time.

#### *JPMorgan Chase New Skills for Youth*

[New Skills for Youth](#) is a \$75 million, 5-year global initiative aimed at enabling young people to obtain the education and credentials they need to be career-ready and succeed in well-paying jobs. To support new ideas in career education in communities of the greatest need, JPMorgan Chase is investing in Global Innovation Sites around the world. In May 2017, NYC was named a new “Innovation Site” with a particular focus on the South Bronx, and NYACH was selected to represent the healthcare sector.

#### *NYACH’s Initiative: Ready for Healthcare*

As part of the New Skills for Youth initiative, NYACH aims to strengthen and expand WBL opportunities for students at healthcare CTE programs across NYC. The CTE system is NYC’s primary vehicle for preparing young people for careers and higher education in healthcare. However, healthcare employers and CTE programs face challenges in offering meaningful WBL opportunities at scale. Through partnerships with major NYC healthcare employers and industry leaders, NYACH developed *Ready for Healthcare*, an industry-driven, co-curricular strategy to address these challenges and improve and expand WBL opportunities at healthcare CTE programs, consisting of:

1. The redesign of the Healthcare Core Curriculum, which is mandatory for students in CTE healthcare high schools, to be aligned to [NYACH’s Core Competencies for Today’s Healthcare Workforce](#); and
2. The development of industry-informed solutions for high schools that provide meaningful work-based learning opportunities in healthcare.

### **Anticipated Contract Term**

The WDC anticipates that the term of the contract awarded from this solicitation will be 2 years. The WDC reserves the right, prior to contract award, to determine the length of the term.



### *Anticipated Available Funding*

It is anticipated that the maximum available funding for the contract awarded from this solicitation will be \$880,000. Approximately \$530,000 of this amount has been allocated for metro cards and student stipends. Up to \$350,000 will be allocated by the selected implementation partner for all other services associated with the program. Greater consideration will be given to proposers who provide the greatest level of high-quality services on a cost efficient basis.

### *Anticipated Payment Structure*

It is anticipated that the payment structure of the contract awarded from this solicitation will be based on line-item budget reimbursement. However, the WDC will consider proposals to structure payments in a different manner and reserves the right to select any payment structure that is in the WDC's best interest. WDC will endeavor to accommodate reasonable requests for payment structures that incorporate work performed and the Contractor's allocation, dedication and expenditure of resources. Work performed by the Contractor beyond the scope of this solicitation and the resulting contract award, will not be compensated without WDC's prior approval.

### **Development Phase**

NYACH worked with over a dozen healthcare employers and industry leaders to identify and aggregate the considerations and challenges of providing quality WBL experiences for high school students, particularly given the uniqueness of the work environment in this case being a healthcare delivery setting. Based on those considerations, NYACH developed a four-part sequence of progressive WBL experiences and activities that addresses the most commonly cited challenges in offering these opportunities (Appendix B). In addition, NYACH created a robust toolkit of education and industry informed resources to enhance student learning and guide the delivery of the sequence (e.g. associated student projects, sample event agendas, and best practices).

The first part of the sequence, the ***Foundation- Enhanced Healthcare Core Curriculum***, is already underway at seven CTE healthcare high schools with a plan to expand to additional schools in the 2018-19 school year. The second part of the sequence, ***Exposure - Career Exploration Models***, launched in spring 2018 at six of the schools that implemented the ***Foundation***. A competitive application has been released to all healthcare CTE programs and NYACH will select three school partners to implement the full sequence starting in fall 2018.

### **Implementation Phase**

WDC is seeking a youth development organization to manage the implementation and delivery of the initiative at the three selected schools at the start of the 2018-19 school year. Over a dozen healthcare employers have already committed to partnering on this initiative. The selected implementation partner will plan and coordinate the WBL experiences and provide preparatory and ongoing support to the students, schools, and employer partners in accordance with the NYACH Toolkit.

### *Scope of Work*

1. Partner Management
  - a. Serve as the main point of communication for schools, employers, and students;
  - b. Provide timely troubleshooting and technical assistance support; and
  - c. Ensure partners have clear expectations and the right tools for each WBL experience or activity.
2. WBL Activity Coordination
  - a. Schedule and manage career exploration events, including:
    - Guest speaker series (4-6 guest speakers per school per year);
    - Healthcare career expo for approximately 250 students per year;



- Annual kickoff and closeout events for mentorship program; and
  - Job shadowing and/or work place tours.
- b. Professional and technical internships for approximately 225 students over the two year period, including management of matching and onboarding processes.
- 3. School and Student Support
  - a. Provide job readiness and professional development services for approximately 500 students over two years;
  - b. Ensure co-curricular alignment between curricula and WBL opportunities by assisting schools with providing relevant activities to enhance learning; and
  - c. Mitigate existing barriers to maximize participation in all activities.
- 4. Fiscal Responsibilities
  - a. Administer student stipends; and
  - b. Coordinate time sheets if applicable.
- 5. Quality Assurance and Performance Improvement, including the following:
  - a. Participate in regular check-in calls with NYACH;
  - b. Provide ongoing feedback to NYACH on best practices and areas for improvement;
  - c. Participate in data reporting and initiative evaluation efforts;
  - d. Integrate recommendations resulting from identified challenges in a timely manner;
  - e. Dispense learnings across participating CTE schools (i.e. best practices, useful resources); and
  - f. Provide quarterly reports to NYACH on progress and recommended changes.

#### *Implementation Partner Preferred Qualifications*

1. Demonstrated understanding of common challenges and best practices in delivering WBL opportunities for high school students.
2. Successful prior experience, demonstrated through measurable outcomes, in the following areas:
  - a. Scheduling and coordinating events for a large number of stakeholders and students;
  - b. Providing supportive and professional development services to high school students; and
  - c. Providing ongoing technical assistance to multi-year projects with multiple stakeholders.
3. Organizational capacity and leadership support (with additional funding for program personnel) to successfully deliver on the tasks outlined in the Scope of Work outlined above.
4. A commitment to working collaboratively with the initiative partners, including NYACH.

#### **Proposal Submission**

Please respond to the following questions and provide all required materials, keeping in mind the initiative overview and in the Scope of Work outlined above. The submitted application should be no more than five pages, not including the budget and other necessary attachments.

1. Organization Information
  - a. Applicant legal name.
  - b. Applicant legal status.
  - c. Year established.
2. Organizational Capacity and Relevant Experience
  - a. Number of employees and organizational structure, both nationally (if applicable) and physically located in NYC.
  - b. Major sources of organizational funding and revenue, with attached most recent audited financial statements (if applicable).
  - c. Why is your organization uniquely qualified to implement NYACH's *Ready for Healthcare* initiative?



- d. Please describe any past experience providing educational and workforce development support or services to high school students (e.g. professional development, job readiness, coaching and mentoring, resume and interview support), including any relevant outcomes.
- e. Please describe any past experience implementing and managing similar multi-stakeholder programs with employers and young adults (e.g. maintaining streamlined communication processes and partner relationships, coordinating complex logistics, matching student and employer availability and interest, troubleshooting challenges as they arise), including relevant outcomes.

3. Plan for Implementation

- a. What is your proposed staffing structure – with their accompanying responsibilities - for the planning, implementation, management, and assessment of the initiative?
- b. Please provide a proposed annual budget of no more than \$350,000. Acceptable line items include personnel and supplies and materials. The budget need not include money for student stipends or metro cards, as both items have already been allocated for this purpose.
- c. For non-NYC based organizations: please describe how you plan to deliver this scope in NYC and manage the initiative.

**Please submit to Sarah Nusbaum ([snusbaum@sbs.nyc.gov](mailto:snusbaum@sbs.nyc.gov)) by 5pm on Friday, August 10, 2018.**

Please submit any questions pertaining to the solicitation via email to Sarah Nusbaum ([snusbaum@sbs.nyc.gov](mailto:snusbaum@sbs.nyc.gov)) by 5 p.m. on Wednesday, August 1. Responses will be shared in an addendum to the solicitation by Monday, August 6.

**Evaluation Process**

All proposals will be reviewed to determine whether they are responsive or non-responsive to the requisites of this solicitation. Proposals that are determined by WDC to be non-responsive will be rejected. WDC’s Evaluation Committee will evaluate and rate all remaining proposals based on the answers to the questions outlined above. WDC reserves the right to conduct interviews as appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, WDC reserves the right to select on the basis of initial proposals received, without discussions; therefore, the proposer’s initial proposal should contain its best programmatic and price terms.

**Evaluation Criteria**

Award will be made to the Proposer with the highest overall score. The criteria for evaluation and weight assigned to each Occupational Track are set forth below.

- Organizational Capacity and Relevant Experience 60%
- Plan for Implementation 40%

**Miscellaneous**

*Confidential, Proprietary Information or Trade Secrets*

Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such materials, upon request, should not be disclosed by the City. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by the City.

*Solicitation Postponement/Cancellation*



The WDC reserves the right to postpone or cancel this solicitation, in whole or in part, and to reject all proposals.

*Proposer Costs*

Proposers will not be reimbursed for any costs incurred to prepare proposals.

Contracts shall be subject to WDC's general contract provisions, in substantially the form that they appear in "Appendix A—Standard Terms and Conditions" or, if the WDC utilizes other than the formal Appendix A, in substantially the form that they appear in the WDC's general contract provisions.