



Moses Taylor Foundation
REQUEST FOR SERVICES: Support for School Nurses Strategic Initiative Evaluation

Moses Taylor Foundation requests the services of a strategic learning partner to help the Foundation develop an evaluation framework and lead evaluative work to understand impact and inform the ongoing efforts of the organization's Support for School Nurses strategic initiative.

RFS Release Date: September 27, 2022

Full Application Due: November 1, 2022

Response Format: Electronic submission to cmarcos@mosestaylorfoundation.org

RFS Contact: Christine Marcos
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Moses Taylor Foundation
cmarcos@mosestaylorfoundation.org

Note: Please address any pre-submission inquiries regarding this opportunity via email to Christine Marcos by October 10, 2022 so that a copy of all questions and responses can be circulated to applicants.



I. Background

Moses Taylor Foundation

Moses Taylor Hospital opened October 1, 1892 to treat injured miners and railroaders who were unable to access healthcare at other hospitals in the community. A few years later, the hospital also began treating workers' families and eventually expanded to serve the broader community as well. Moses Taylor Foundation – established in 2012 from the sale of Moses Taylor Health Care System to Community Health Systems of Franklin, Tennessee – is molded in this image of championing the evolving health needs of the community. The Foundation's mission, vision, and values reflect a commitment to advancing this legacy of health. Since grantmaking began in 2016, the Foundation has invested \$25 million through more than 385 grants to improve the health of people in Northeastern Pennsylvania.

Learn more at www.mosestaylorfoundation.org.

Northeastern Pennsylvania

Moses Taylor Foundation is based in Scranton, Pennsylvania and serves eleven Northeastern Pennsylvania counties: Bradford, Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill, Sullivan, Susquehanna, Wayne, and Wyoming.

The Northeastern Pennsylvania region is very heterogeneous in terms of needs and challenges. Much of this stems from a substantial mix of both rural and urban communities throughout the region. This is at least partially illustrated by the range in county population. The largest population by far is in Luzerne County, which contains two of the region's largest cities (Wilkes-Barre and Hazleton) and has approximately 317,400 residents. This is contrasted with Sullivan County, the least populated, with only 6,000 residents and a single school district.



When it comes to schools within Northeastern Pennsylvania, the various districts and the challenges they face are equally as varied. For example, in the Scranton School District, more than 30 different languages are spoken by students, given the area's history as a refugee resettlement area; however, in other districts there is very little diversity. In total, within the 11 counties of Moses Taylor Foundation's service region, there are 63 public school districts.

Support for School Nurses Initiative

In 2018, the Foundation initiated its first strategic planning process. With community feedback, the Foundation decided that in addition to continuing its responsive community grantmaking, it would also introduce two new strategic initiatives. In defining the strategic initiatives, the Foundation focused on two key populations of particular concern in improving the health of the region – children and older adults. To reach large numbers of children, school health was prioritized. In assisting school-age



children, the Foundation hopes to address some of the major health problems facing the region, including access to routine and preventive healthcare, treatment for depression and substance abuse, the need for dental and vision care, and lack of public health outreach and education.

Within the school-based health initiative, Moses Taylor Foundation utilized partner input to narrow its focus to “Support for School Nurses.” School nurses rose to the top of the priority list given their role on the front lines of addressing school-based health. Additionally, feedback that school nurses are currently under-staffed, under-supplied, and under-supported increased the imperative of addressing their needs and, therefore, the connected health needs of their students.

For this piece of the initiative, Moses Taylor Foundation committed to serving school nurses based at K-12 public school districts in the Foundation’s 11 counties, with priority to districts where 50% or more students are eligible for free or reduced-price lunch. A preliminary goal was set that by the end of 2023, the Foundation would ensure that school nurses in the region have the basic supports they need to meet the health needs of students.

During the early months of 2019, the Foundation started to explore options for how to meet this specified goal. Staff engaged with local school nurses, administrators, and community organizations to learn more. However, the results of these meetings did not produce cohesive results. Compounding the lack of consensus was a lack of a strong local support structure for school nurses that the Foundation could work with to develop a broader view of needs or partner with to deliver services. These challenges led to a belief by the Foundation that the crucial first step for this initiative was a needs assessment to gather a baseline of what the current gaps were in terms of support for school nurses and their work to meet the health needs of students.

In March 2020, the National Association of School Nurses (NASN) completed the [NEPA School Nurse Needs Assessment](#), which helped the Foundation finalize its [school nurse support strategy](#) going forward. Since that time, the Foundation has employed a variety of different tactics to begin addressing that strategy – including grantmaking, research, community education, and more. As the work continues, the Foundation sees value in utilizing evaluation to examine the impact and identify key insights for moving forward.

II. Scope of Work

Moses Taylor Foundation is seeking proposals for a strategic learning and evaluation partner to help us develop, and eventually measure, a core set of outcomes and indicators to understand ongoing efforts related to our Support for School Nurses Initiative and to inform our emergent strategy process. Through this evaluative work, we hope to tell the story of our work over time and to deepen our understanding of what is effective at supporting school nurses in their efforts to improve the health of children throughout Northeastern Pennsylvania.



While we anticipate refining these questions with the evaluation partner, our initial overarching questions include:

- How can the Foundation evaluate the impact of this initiative?
 - What are the short- and long-term outcomes and key quantitative and qualitative indicators, and how can they be measured/reported?
 - How can the Foundation best identify and document ongoing learnings?
- What is the impact of the Support for School Nurse Initiative at the five-year point (end of 2023)?
 - What benchmarks has the Foundation reached based on the outcomes and indicators measured?
 - How did program components contribute to individual outcomes?
 - In what ways is the Foundation accelerating or hindering progress towards policy, practice, and systems change?
 - What are the ripple effects of this work on children’s health?
 - What roles, beyond funding, does the Foundation play? How effective is the organization in those roles?
 - What additional efforts are needed to achieve the desired impact?
- What lessons learned and approaches could be shared with others to further this work, and how?

The strategic learning partner will work closely with the Foundation and its partners to explore and answer the above questions. This process is expected to include the following (deliverables are underlined):

- Designing a learning and evaluation plan centered around input from the Foundation and its partners.
- Gathering and analyzing a mix of qualitative and quantitative data in accordance with that evaluation plan to assess progress at the end of 2023.
- Synthesis of findings into a comprehensive final report on impact and learnings over the course of the five-year initiative, as well as a shorter report that can be shared with grantees and other interested parties. (The Foundation is committed to transparency in sharing what we learn. We are requesting two reports to ensure one is in a more digestible format for broader consumption.)
- Presentation of results to Moses Taylor Foundation’s Board of Directors.

In alignment with the expected deliverables, the desired skills, qualities, and attributes of the strategic learning partner will include:

- Experience employing qualitative and quantitative methods
- A creative and collaborative approach
- Strong facilitation skills
- Experience evaluating grantmaking strategies, advocacy, and systems-change efforts
- Ability to translate evaluative data into impact statements and practical learnings
- Ability to clearly communicate data and evaluation findings to various audiences
- Knowledge of the issue of children’s health
- Commitment to the values of equitable evaluation
- Skilled at managing complex, collaborative projects, including the logistics of planning and execution of timelines, meetings, and budgets



Target Timeline

Key Activity	Estimated Date
RFS Released	September 27, 2022
Applicant Questions Due	October 10, 2022
Responses to Applicant Questions Circulated	October 17, 2022
RFS Proposals Due	November 1, 2022
Foundation Review, Including Finalist Interviews	November 2 – December 9, 2022
Applicant Chosen	By December 15, 2022
Contract Start	January 2023
Development of Evaluation Framework and Completion of Five-Year Evaluation	Specific timeline of work to be mapped out in consultation with selected evaluation partner
Contract End	June 30, 2024

III. Requested Proposal Information

To submit a proposal, please provide the following information:

- A. Cover Sheet
Include organization name, primary location, length of time in operation, key contact information.
- B. Organization Background
Include an overview of your organization, its history, values, primary activities, priorities, and recent accomplishments.
- C. Approach to the Project
Detail your proposed approach to the project, addressing the steps you will take to accomplish each of the items listed in the scope of work.
- D. Experience and Capacity
Discuss your organization's relevant experience and capacity to undertake this project.
- E. Project Team
Include the names, titles, roles, and brief biographies of all project team members.



F. Anticipated Timeline

Include the target dates for key milestones, any time to be spent onsite in Northeastern Pennsylvania, and requested payment schedule.

G. Itemized Budget

Please submit a budget based on your high-level work plan that shows total costs, as well as how costs would be allocated among your suggested evaluation components. Any incentives/stipends recommended for those participating in the evaluative work should be included in this budget as well. We expect the total budget will be in the range of \$100,000 - \$150,000. However, we encourage applicants to submit a budget reflective of their anticipated cost to complete the work, even if that amount falls outside of the provided range. We are open to revising the budget based on the proposals received.

H. Work Sample

Please provide a sample of your work to demonstrate experience and qualifications for this project.

I. References

Please select two individuals outside of your organization with whom your team has worked on similar projects and who can comment on your organization's skills, experience, and work style.

J. Diversity, Equity, and Inclusion

To assist in Moses Taylor Foundation's evaluation of the effectiveness of our commitment to diversity, equity, and inclusion, we are asking applicants to please let us know if any of the following categories apply to their organization: minority-owned business (Black, Latino, American Indian, Asian American, and/or people of color; people with disabilities; and/or LGBTQIA+), women-owned business, veteran-owned business, small business, and/or not-for-profit agency.

IV. Assumptions

Moses Taylor Foundation is not liable for costs incurred by any firm or individual associated with the preparation of a response to this RFS.

V. Proposal Review & Evaluation

Proposals will be reviewed based on the requirements of this RFS. Finalists will be invited to participate in an interview with Foundation staff prior to a final decision in December.