



Invitation for Proposal

Business plan to ensure the long-term financial self-sufficiency of our large non-profit primary care facility in El Salvador

October 2016

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## I. Purpose

The goal of this assignment is to develop a business plan that charts a path to self-sufficiency for Americares large non-profit primary care facility in peri-urban El Salvador, La Clinica Integral de Atencion Familiar (CIAF), within the next 5-7 years including visioning for the strategic expansion of the Clinic's services and physical infrastructure and an annual decrease in the contribution required from Americares headquarters. Our goal is to continue to meet patient needs while making CIAF 100% financially self-sufficient to ensure it is able to continue to operate for many years to come.

The visioning should include expansion based on the property footprint currently available as additional land availability is unlikely in the future. The business plan will serve as the road map to creating a Master Plan for the physical expansion of the facility.

## II. Scope of Services

### **Activities:**

1. Meet with AC HQ and CIAF staff to understand and clearly delineate/define:
  - CIAF's current operations model
  - Vision/demand for services growth
  - Vision/demand for infrastructure growth
  - Review, understand and document Americares current cost recovery model and path to get to current level of 75% financial self-sufficiency
  - Understand past cost recovery models tested at the CIAF and reasons they were not considered effective
  - Focus group discussions (FGD) with Clinic staff (2 to 4) to solicit their ideas about clinic income generation
  - FGD with client groups to understand client needs for which fees can be charged
2. Define business model modifications required to propel the CIAF to a self-sufficient entity.
3. Review successful models of clinic self-sufficiency in El Salvador and other middle-income countries.
4. Literature review of innovative financing for clinic self-sufficiency and best practices
5. Define the expansion of services and/or identify other opportunities that would allow the CIAF to achieve self-sufficiency.
  - a. Clearly articulate how much the organization can grow given the goal of self-sufficiency and the constraint of physical space. Note that the facility will maintain its outpatient model and does not seek to become an inpatient facility.
6. Define the physical expansion required to meet the need of service expansion.
  - a. Note this does not require the development of design. This will be done separately once the services have been defined and agreed upon.
7. Target population: While seeking self-sufficiency, the CIAF still aspires to reach the patients most in need. Therefore, the model should ensure that access remains realistic for patients with the greatest needs/low income individuals and families.

### **Deliverables:**

1. Definitive business plan in both Spanish and English with:
  - Strategic growth parameters – vision of the CIAF services expansion – how large should we become?

- Implementable business plan to achieve self-sufficiency including timeline with key milestones (including strategic referral partnerships with private sector and CBOs)
- Summary of innovative activities which may require short term investments
- Summary of risk analysis
- Clearly articulated financial projections/targets/annual over time to reach self-sufficiency

**Duration:** This assignment is expected to be completed within 3-4 Months

### III. The Organization

Americares is a health-focused international relief and development organization that responds to people affected by poverty or disaster with life-changing health programs, medicine and medical supplies. Each year, Americares reaches more than 90 countries and all 50 U.S. states with over \$600 million in innovative health programs and quality medical aid. Americares is the world's leading nonprofit provider of donated medicine and medical supplies. For more information, visit [Americares.org](http://Americares.org).

Our programs:

- Help communities prepare for, respond to and recover from disasters;
- Increase access to critical medicine and medical supplies;
- Prevent disease and promote good health in vulnerable communities;
- Improve and expand clinical services.

With respect to clinical services, Americares delivers and supports quality clinical services at Americares-run clinics and those of our partners to meet the most critical health needs of the communities they serve. In November 2003, Americares opened its first international family health clinic, la Clínica Integral de Atención Familiar (CIAF), in Santiago de María, El Salvador. The clinic provides high quality, multidisciplinary health care services to underserved families from the 14 Departments across El Salvador. It operates using the basic precepts of primary health care: Promotion, Prevention, Healing and Rehabilitation. In fiscal year 2015, the clinic provided services to approximately 67,000 patients. When it first opened, the clinic treated 128 patients per month. Today, as a full-service clinic for all ages, it treats an average of 5,500 individual patients each month.

La Clínica Integral de Atención Familiar, is staffed by a dedicated group of local doctors, dentists, a psychologist, registered nurses and licensed technicians. Together they provide a number of comprehensive health care services, including: general medicine, pediatrics, gynecology, obstetrics, dentistry, internal medicine, psychology, nutrition, physiotherapy, mammography, x-ray services, ultrasound 3d y 4d, electrocardiograms, clinical laboratory testing, respiratory therapy, minor surgery among others as well as pharmacy services.

CIAF maintains its operations through a combination of a cost recovery mechanism that charges minimal fees for services and contributions from Americares headquarters. Patients are charged \$3 for a basic consultation and fees thereafter vary depending on the services required. This cost recovery model has allowed the clinic to reach almost 75% annual self-sufficiency with respect to operating costs. The 25% balance required is covered by Americares headquarters fundraising.

As the clinic evolves, we aspire for it to reach 100% self-sufficiency and therefore not have a dependency on contributions to maintain operations. Therefore, we seek to do an in-depth analysis

of the current model and prepare a business plan that will map the path to self-sufficiency. We expect that the business plan will analyze the current situation, define additional patient services and other opportunities and thereby increase revenue and finally, outline the expansion needed for the CIAF to reach its goal.

#### **IV. Instructions for Proposers**

Proposers are asked to respond to the following items in the sequence presented:

1. **Qualifications.** Describe consultant background and nonprofit health care facility financial self-sufficiency planning experience and consulting capabilities. Please give specific information regarding your qualifications to develop business plans for health care facilities of a similar size, mission and complexity to CIAF.
2. **Scope of Services.** Provide a scope of services and a proposed outline of tasks, products, and project schedule, keeping in mind the proposed timeline for completion of the process within the aforementioned three to four month consultancy period.
3. **Consulting Staff.** Name the principal or project manager who will have direct and continued responsibility for the services provided to AmeriCares. Include the resume of the project manager, and their specific experience relative to this type of assessment. Identify other key personnel and their roles. Identify any sub-contractors and the work to be assigned.
4. **References.** Provide a list of at least five clients who can verify the consultant's ability to provide the scope of services requested. References from organizations of similar size, focus and complexity who have recently implemented a co-developed financial self-sufficiency plan are strongly preferred.
5. **Cost.** Provide a cost proposal for the overall business plan development process. The proposal should clearly delineate a fixed cost (fee) for the project, as well as a description and delineation of any other reimbursable expenses expected to be submitted, which are not part of the fees (i.e. travel). Actual fees will be based on the final negotiated contract.
6. **Approach.** Provide a general statement, based on experience, as to how the consultant would approach the process, including estimated timelines, and how they would involve stakeholders and work together with AmeriCares HQ and CIAF management towards finalizing the business plan. Include key milestones, deliverables, and "intersection points" with AmeriCares staff during the recruitment. The consultant should propose a timeline or ranges to complete the work identified consistent with the consultant's experience in performing these task

#### **V. Selection Criteria**

Each proposal will be independently evaluated on the following criteria:

1. **Experience and Qualification.** Depth/Breadth in providing services similar to those requested and having obtained favorable outcomes. (Measured in terms of number and outcomes of previously developed non-profit health care facility business plans).
2. **Cost.** Total estimated fee and reimbursable expenses for the services. While cost will be a consideration in the award of the contract, the contract will not necessarily be awarded to the consultant

submitting the lowest cost proposal. Americares intent is to award the contract to the consultant that's proposal is deemed to offer the best overall value and fit to the needs of Americares.

3. **References.** Evaluation of past performance as stated by references in the proposal and relevance of past experience as reported in the proposal.

4. **Dependability.** Ability to meet time and cost estimates as evidenced by documentation provided through references.

5. **Responsiveness.** The overall quality of the proposal and its responsiveness to this Request for Proposal, as well as the ability of the consultant to be responsive to the key components of the process, including personal involvement as needed with the various stakeholders at Americares.

## **VI. Submission of Proposals**

Proposals must be submitted, electronically, no later than January 2, 2017. All questions and proposals are to be addressed to:

Marty Zanin, Director of LAC Programs  
[mzanin@americares.org](mailto:mzanin@americares.org)

Thank you.