BABY-FRIENDLY HOSPITALS
REQUEST FOR PROPOSALS (RFP)
TABLE OF CONTENTS

I. TIMELINE FOR SELECTION PROCESS........................................................................3
II. BACKGROUND ........................................................................................................4
III. BREASTFEEDING .................................................................................................. 4
IV. PROJECT OVERVIEW ...............................................................................................5
V. ELIGIBILITY ...............................................................................................................5
VI. SCOPE OF WORK......................................................................................................5
VII. SUMMARY OF DESIRED QUALIFICATIONS ..........................................................6
VIII. TERMS OF THE PROJECT ....................................................................................6
IX. REQUIRED DOCUMENTS .......................................................................................7
X. REVIEW PROCESS AND CRITERIA ........................................................................9
XI. TERMS OF THE RFP ..............................................................................................10
XII. CONTRACTUAL CONSIDERATIONS .................................................................10
XIII. APPEALS POLICY ...............................................................................................11
XIV. APPENDICES .......................................................................................................12
I. TIMELINE FOR SELECTION PROCESS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Released</td>
<td>July 23, 2015</td>
</tr>
<tr>
<td>Informational Webinar</td>
<td>July 29, 2015</td>
</tr>
<tr>
<td>Final date to submit questions and requests for additional information</td>
<td>July 31, 2015</td>
</tr>
<tr>
<td>Posting of responses to questions</td>
<td>August 4, 2015</td>
</tr>
<tr>
<td>Proposals Due</td>
<td>August 10, 2015</td>
</tr>
<tr>
<td>Interviews with Top Applicants</td>
<td>August 24-26, 2015</td>
</tr>
<tr>
<td>Contractor Selected</td>
<td>August 27, 2015</td>
</tr>
<tr>
<td>Board of Commissioners Approval (for Contracts over $75,000)</td>
<td>October 8, 2015</td>
</tr>
<tr>
<td>Anticipated Contract Start Date</td>
<td>October 19, 2015</td>
</tr>
</tbody>
</table>

All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA via email before 5:00 p.m. on July 31, 2015. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. First 5 LA may respond to individual inquires and then post replies to all questions by the posting date.

In order to respond to this RFP, an application packet complete with required documents must be received through the online application system by First 5 LA no later than 5:00 pm PDT on August 10, 2015. Potential applicants are strongly encouraged to participate in an Informational Webinar scheduled for July 29, 2015 to learn more about RFP requirements.

Please submit questions and Webinar RSVPs via email to:

Claudia Molina, Program Officer II

cmolina@first5la.org

1 Note: Dates are subject to change at First 5 LA’s sole discretion.
2 According to First 5 LA’s Procurement Policy, any contract that is $75,000 or more requires approval from the Board of Commissioners. This is an internal threshold for Board approval and not a starting point for the contract amount. The contract amount will be based upon negotiations between First 5 LA and the selected applicants. Because this is a cost reimbursement contract, the selected applicant will be reimbursed for cost incurred based on the final negotiated budget.
II. BACKGROUND

First 5 LA — Giving Kids the Best Start

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. Since 1998, First 5 LA has invested more than $1 billion to improve the health, safety and school readiness of children prenatal to age 5. The Baby-Friendly Hospital (BFH) Project was a key activity of First 5 LA’s 2009-2015 Strategic Plan and efforts will continue through the new Strategic Plan period (FY 2015-2020) until its completion of this final cycle of the Baby-Friendly Hospital Project.

III. BREASTFEEDING

Breastfeeding promotes optimal health, cognitive development, and bonding of infant-mother. Breastfeeding mothers need support and skilled assistance in the hospital to ensure good initiation of breastfeeding. The BFH Project will enhance and support a continuum of care to improve initiation and duration of breastfeeding by improving breastfeeding policies and procedures in birthing hospitals and increase capacity to meet the need of families through improved workforce competencies in infant and toddler issues in the health sector.

There is overwhelming scientific evidence that breast milk is the optimal food for infants and provides numerous health benefits to the infant and mother. However, babies are not breastfed due to different causes. The strongest risk factors for early breastfeeding termination are late breastfeeding initiation and supplementing the infant\(^3\), making imperative that hospitals adopt and follow institutional policies that protect, promote and support breastfeeding. Institutional changes in maternity care practices effectively increase breastfeeding initiation and duration\(^4\) as most children are born in a hospital or birthing center.

Unfortunately, in Los Angeles County, the 2013 average exclusive hospital breastfeeding rate at discharge is 53.3%, compared with California’s rate of 64.7%\(^5\).

In an effort to improve exclusive breastfeeding rates at hospital discharge, and therefore improving overall exclusive breastfeeding rates, the First 5 LA Commission has chosen the Baby-Friendly Hospital Initiative, an established “best practice” that is evidence-based as a model of funding.

The Baby-Friendly Hospital Initiative (BFHI) is a global program sponsored by the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF) to encourage and recognize hospitals and birthing centers that offer an optimal level of care for lactation. In the United States, birth facilities that have achieved BFHI designation typically experience an increase in breastfeeding

\(^5\) California Department of Public Health. California In-Hospital Breastfeeding as Indicated on the Newborn Screening Test Form Statewide, County and Hospital of Occurrence: 2013
There is a relationship between the number of BFHI’s “Ten Steps to Successful Breastfeeding” in place at a birth facility and a mother’s breastfeeding success. These “Steps” are policy changes to implement changes in practices within the hospitals.

IV. PROJECT OVERVIEW

The First 5 LA Board of Commissioners recognized the great need in LA County to improve breastfeeding rates on March 12, 2009 when they allocated funding to improve breastfeeding support policies and practices in hospitals.

It is well established that breastfeeding promotes optimal health, cognitive development, and bonding of infant-mother. Breastfeeding mothers need support and skilled assistance in the hospital to ensure good initiation of breastfeeding. For many women, the hospital is the only source of breastfeeding support and education. Exclusive breastfeeding during the hospital stay is one of the most important influences on how long babies breastfeed exclusively after discharge. Babies who are fed breast milk exclusively in the hospital are more likely to receive only breast milk at home and to breastfeed for a longer period of time, increasing the benefits of breastfeeding. Therefore, it is critical that First 5 LA invests in strategies to improve breastfeeding initiation and duration.

V. ELIGIBILITY

In order to qualify for this RFP, applicant hospitals must:

1. Be a current First 5 LA Welcome Baby grantee;
2. Not be a current or past First 5 LA Baby-Friendly contractor; and
3. Not have achieved Baby-Friendly Hospital designation.

Hospital applicants who do not fulfill the eligibility criteria above are not eligible to respond to this RFP.

VI. SCOPE OF WORK

The goal of the RFP is to select hospitals that are willing, ready and able to embrace and implement policy changes recommended by Baby-Friendly USA to increase the exclusive breastfeeding rate throughout Los Angeles County by supporting hospitals in their efforts to attain the Baby-Friendly Hospital designation. Additional details regarding the Baby Friendly designation process can be found at: [https://www.babyfriendlyusa.org/](https://www.babyfriendlyusa.org/).

As part of their scope of work, selected hospitals are required to implement all activities detailed below as well as additional activities, detailed in the link above, to attain the Baby-Friendly Hospital designation during the course of the contract:

- Assign a Project Coordinator and Data Collector for BFH Project.
- Experience in developing a breastfeeding workgroup or taskforce.
- Achieve 10 Steps to Successful Breastfeeding:
  1. Maintain a written breastfeeding policy that is routinely communicated to all health care staff.
  2. Train all health care staff in skills necessary to implement a breastfeeding policy.

---

3. Inform pregnant women about the benefits and management of breastfeeding.
4. Help mothers initiate breastfeeding within one hour of birth.
5. Show mothers how to breastfeed and how to maintain lactation, even if they are separated from their infants.
6. Give infants no food or drink other than breast milk, unless medically indicated.
7. Practice “rooming in” — allow mothers and infants to remain together 24 hours a day.
8. Encourage unrestricted breastfeeding.
9. Give no pacifiers or artificial nipples to breastfeeding infants.
10. Foster the establishment of breastfeeding support groups and refer mothers to them on discharge from the hospital or clinic.

- Attain the Baby-Friendly USA Designation.
- Meet and work with First 5 LA staff, as needed, during the entire implementation of the project.
- Actively engage First 5 LA’s Board of Commissioners and staff in all activities to be delivered under this project.
- Maintain the 10 Steps to Successful Breastfeeding, including ongoing training of all staff to maintain continued designation as a Baby-Friendly Hospital.

**VII. SUMMARY OF DESIRED QUALIFICATIONS**

First 5 LA is seeking hospitals with the following desired qualifications:

**Knowledge & Skills**
- Evidence of the hospital’s understanding and initiation of the Baby-Friendly Hospital Initiative’s 10 Steps to Successful Breastfeeding

**Experience**
- Demonstrated experience of developing a breastfeeding workgroup or taskforce within the hospital

**Policies**
- Policy of post-partum couplet care in place
- Policy of nursery closure in place

**Other Desired Qualifications**
- Sensitive to the diversity of communities throughout Los Angeles County
- Ability to effectively communicate, problem solve, and plan with various agencies; and
- Ability to perform other duties which may be deemed necessary and appropriate

**VIII. TERMS OF THE PROJECT**

This RFP to hospitals is offering funding for 1) *training of staff* and 2) *operational support* to hospitals that are willing, ready and able to embrace and implement policy changes recommended by Baby-Friendly USA.

The Commission expects to enter into contracts with eligible hospitals. The contract amount will be determined through negotiations with the selected applicants and First 5 LA. The term of the contract will be approximately 42 months with an anticipated start date of October 19, 2015. The duration,

---

Note: Dates are subject to change at First 5 LA’s sole discretion.
extension, renewal, and amendment of the contract may be contingent upon the First 5 LA Board of Commissioner’s approval of funding for each fiscal year. First 5 LA reserves the right to extend or renew the contract to complete the activities listed in this RFP. This will be a cost reimbursement contract.

IX. REQUIRED DOCUMENTS

Applicants must submit the following required documents through the online application system in order to be eligible for this RFP (Appendix A – Application Checklist is available to assist in application completion). All narrative sections should be single-spaced, Times New Roman font, 11 point font with 1” margins.

A. Online Application

B. Proposal Narrative (12 page maximum):

The Proposal Narrative must include a detailed description of the proposed project addressing all of the topics indicated in the headings below. The Proposal Narrative shall include the name of the hospital applicant at the top of each page, page numbers and exact headings and subheadings detailed below:

a. Description of the Hospital

Briefly describe the hospital overseeing and administering the BFH Project. Describe the hospital’s administrative and fiscal experience and capacity to perform administrative services for the BFH Project.

b. Description of Project Staff and Qualifications

Hospitals must identify all staff that will work on and/or participate in this project, including their titles, each person’s role, responsibilities, and expertise as it relates to this project. The person(s) who will have the primary responsibility of coordinating the project must be identified. Please submit job qualifications and job descriptions if the hospital intends to hire new staff (i.e., part-time project coordinator and/or data collector).

Describe the process that will be used to manage the human resources of the project, including coordinating work and training of staff, subcontractors, and other consultants.

c. Description of the Service Area

Include demographics of the population in the service area including the estimated number of live births per year based on the most recent data available at the time of submission of this application.

d. Description of the Project

Provide a project statement that addresses how the hospital will implement the Baby-Friendly Hospital Initiative’s 10 Steps to Successful Breastfeeding to achieve Baby-

---

8 Subcontractors include individuals and/or organizations, including lactation consultants and trainers, who will be paid by this Project.
Friendly USA designation. Describe details of plans and strategies to be implemented in order to attain the Baby-Friendly USA designation. Include experience of putting together a breastfeeding workgroup or taskforce within the hospital.

Briefly describe the hospital’s postpartum couplet care and nursing closure policies or the hospital's intent to implement these policies. Also, include staff commitment to project and the hospital achieving Baby-Friendly designation.

e. Sustainability of Project

Address the hospital’s commitment to leveraging other resources for this project and briefly describe specific leveraging activities. For example, describe how Baby-Friendly Hospital Project funding will be utilized with other resources, if any, to achieve the project goals. Hospitals must describe other resources, cash or in-kind, that has been or will be secured for this project other than the funds requested in this proposal.

Hospitals must commit to maintain the Baby-Friendly Hospital designation as an ongoing policy and standard of operation. Please describe the hospital’s plan for sustaining Baby-Friendly Project designation.

C. Organizational Chart

Hospitals must provide a proposed organization chart for the BFH Project detailing identified staff and subcontractors, if applicable, that will work on and/or participate in this project, including their titles.

D. Detailed Budget (Appendix B): Please provide an itemized budget that details expenses for the proposed activities to achieve Baby-Friendly designation. Please refer to Appendix C – Instructions for Detailed Budget Forms and Budget Narrative for instructions on how to complete the Detailed Budget template. The budget template may be expanded to provide additional line items or space for clarification.

Identify costs over a forty-two (42) month period and number of hours personnel will be assigned to the project, the rate of pay and the formula used to determine the total amount. Identify and provide a general description of all other non-personnel costs (for example, equipment, printing, copying, space, telephone, supplies, etc.) required to complete the deliverables. Specifying the quantity, cost per unit, duration of use, and purpose of these items. Please include the fixed fees, detailed below, in in the Other Expenses cost category (Section 12) of the Detailed Budget template:

- Assessment fees payable to Baby-Friendly USA
  - Development Fee: $3,600
  - Dissemination Fee: $3,900
  - Designation Fee: $4,200

E. Budget Narrative: Provide a narrative that explains the assumptions and bases used to calculate the estimated budget. Narrative should provide additional description and/or justification for all costs included in the Budget Estimate template. Please refer to Appendix C – Instructions for Detailed Budget Forms and Budget Narrative for instructions on how to complete the Budget Narrative.
F. Letter(s) of Intent (LOIs), if applicable:
   Provide an LOI for each proposed subcontractor that outlines the subcontractors’ roles and responsibilities for proposed activities to ensure Project success. It is not necessary to submit LOIs if no subcontractors is proposed. It is not necessary to have identified subcontractors to fulfill any of the contractor roles listed.

G. Résumés or Curriculum Vitae for Key Staff of Primary Contractor and Subcontractors:
   Résumés or Curriculum Vitae are requested for key staff that will be involved in the implementation of this project.

H. Commitment to Achieve and Maintain Baby-Friendly Hospital Designation OPTIONAL (Appendix D):
   If applicant is unable to obtain Board commitment prior to the deadline of this RFP, an extension may be granted. In order to be considered for an extension, please submit a request outlining the timeline to obtain Board commitment in place of the Commitment to Achieve and Maintain Baby-Friendly Hospital Designation Form via the online application system.

I. Litigation and Contract Compliance Form (Appendix E):
   If the applicant responds “YES” to any of the questions on this form, please explain whether this will impact the applicant’s ability to implement proposed activities. Omission of this form will constitute an incomplete proposal and may be grounds for disqualification. The selected applicant will be required to submit an original.

J. Signature Authorization Form (Appendix F):
   The selected applicant will be required to submit an original.

Incomplete proposals may deem applicants ineligible. Applicants are responsible for any errors omissions in their proposals and applications. In order to respond to this RFP, please complete and submit your application and all required documents through the online application system to First 5 LA no later than 5:00 pm PDT on August 10, 2015. Applications received after this deadline will be disqualified. It is the responsibility of the applicant to ensure, prior to submission, that their proposal reflects the requirements of this solicitation.

X. REVIEW PROCESS AND CRITERIA

First 5 LA will award hospitals based on the following multi-stage review process:

Level 1 Review:
   First 5 LA will determine applicants’ eligibility, as well as evaluate all applications for completeness and basic requirements which include the timely receipt of the application, and submission of all required documents.

   First 5 LA will also conduct a due diligence review which includes a review of the Litigation and Compliance form as well as a review of applicants that are current and former contractors, grantees and vendors were not out-of-compliance with any existing and past Commission contracts.

Level 2 Review:
   Proposals that satisfy Level 1 Review criteria will proceed to the Level 2 Review. An independent panel of external reviewers will review and score applications based on the criteria outlined in Appendix G. The highest scoring applicants will proceed to the Level 3 Review.
Level 3 Review:

Proposals receiving the highest scores in the Level 2 will be invited to interview with First 5 LA staff. These interviews will take place at the applicant hospitals site. Tentative interview dates are included in Section I – Timeline for Selection Process, and are subject to change at First 5 LA’s sole discretion. An interview is not a guarantee of funding approval. The highest scoring applicants from the interview process will be awarded a First 5 LA contract.

XI. TERMS OF THE RFP

First 5 LA reserves the right to reject all proposals and re-solicit for proposals. Failure to comply with proposal specifications shall be grounds for disqualification of proposals. Each proposer shall be required to honor the price and specifications quoted for a minimum of sixty (60) calendar days following submission of the proposal. First 5 LA also reserves the right to cancel this RFP, in its sole discretion, at any time before execution of a contract.

First 5 LA shall not be liable for any costs incurred in connection with a proposer’s preparation of a proposal in response to this RFP. Any cover letters, résumés and curriculum vita, including attached materials, submitted in response to this RFP shall become First 5 LA’s property and subject to public disclosure.

Each proposal shall be retained for official files and will become public record upon submittal unless the proposal or specific parts of the proposal can be shown to be exempt from disclosure by law. The budget, scope of work and other contractual information may be included in board materials which are made public if the contract requires board approval. Each proposer may clearly label parts of a proposal as “CONFIDENTIAL” if the proposer thereby agrees to indemnify and defend First 5 LA for honoring such a designation. The failure to so label any information that is released by First 5 LA shall constitute a complete waiver of all claims for damages caused by any release of the information. If a public records request for information labeled confidential is received by First 5 LA, First 5 LA will notify the proposer of the request. Within seven (7) calendar days after First 5 LA’s notification to the proposer, it will be the proposer’s duty to act in protection of the labeled information. The proposer’s failure to so act shall constitute a complete waiver.

The proposer agrees that, by submitting application proposal, the proposer authorizes First 5 LA to verify any or all information and/or references submitted in the proposal.

XII. CONTRACTUAL CONSIDERATIONS

The successful applicant must sign and adhere to the provisions of the First 5 LA Contract (see Sample Contract - Appendix H). The successful applicant must execute the Contract without substantive alteration. All applicants must review the sample Contract in detail and fully understand the contractual obligations described in the Contract, including all insurance requirements.

Current and former First 5 LA grantees and contractors must be or must have been in good standing and in compliance with all aspects of their current and former contracts with First 5 LA in order to be eligible to respond to this RFP. First 5 LA may deem an applicant ineligible if it finds, in its reasonable discretion, that the applicant has done any of the following: (1) violated any significant term or condition of a First 5 LA grant agreement or contract; (2) committed any act or omission, or engaged in a pattern or practice, that negatively reflects on the applicant’s quality, fitness or capacity to perform services listed in this RFP or an RFP issued by any other public entity; (3) committed an act or offense that indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against First 5 LA or any other public entity.
First 5 LA may, after contract award, amend the awarded contract, scope of work and any other exhibits in accordance with the terms of the contract and as needed throughout the contract term to best meet the needs of First 5 LA.

The award of a contract by First 5 LA to an individual/agency/organization that proposes to use subcontractors for the performance of work under the contract resulting from this application process shall not be interpreted to limit First 5 LA’s right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to First 5 LA.

If the Contract is not signed prior to the intended start date, the commencement of any activities will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by First 5 LA. If the Contract is not signed by the successful proposer within thirty (30) calendar days from the proposed intended start date, First 5 LA may withdraw the contract award. First 5 LA may revise the proposed effective date prior to final execution of the Contract.

If the contract is $75,000 or more in the aggregate in any fiscal year, final execution of the Contract is contingent on First 5 LA’s Board approval. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

Unless otherwise submitted during the application process, the successful proposer will be required to submit additional required documentation including, but not limited to, the following documents before the Contract can be fully executed:

- Litigation and Contract Compliance Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Determination Letter for non-profit status (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners)
- Certificates of Insurance for all insurance requirements outlined in the Contract.
- Commitment to Achieve and Maintain Baby-Friendly Hospital Designation

XIII. APPEALS POLICY

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications. An appeal shall be permitted only on the grounds that the decision violated applicable law, First 5 LA policies and procedures, or the terms of the bid or RFP. Appeals challenging First 5 LA’s decision on the merits or qualifications of proposers or the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director, or his/her designee, within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please refer to the Appeals Policy located at http://www.first5la.org/About-Us/Policies.
XIV. APPENDICES

APPENDIX A: Application Checklist

APPENDIX B: Detailed Budget Form

APPENDIX C: Instructions for Detailed Budget Forms and Budget Narrative

APPENDIX D: Commitment to Achieve and Maintain Baby-Friendly Hospital Designation

APPENDIX E: Litigation and Contract Compliance Form

APPENDIX F: Signature Authorization Form

APPENDIX G: Level 2 Review Tool

APPENDIX H: Sample Contract