



Pediatrics Supporting Parents

Request for Proposals for Backbone Organizational Support

Imagine parents of babies looking forward to visits to the pediatrician. In addition to tracking the baby's growth and development, the pediatrician's office would be the place to gain the kind of support that helps parents develop a healthy, nurturing relationship with their children, supporting both the parent's and baby's overall social and emotional well-being.

This is the vision of [Pediatrics Supporting Parents](#) (PSP). To make this vision a reality for every family in the United States, PSP is working directly with five Proof Point Communities across four states to **fundamentally and sustainably transform pediatric practice** to improve family and child outcomes by focusing on the social and emotional development of the child and the early relational health inside the family.

We are seeking proposals from qualified organizations interested in serving as the Backbone Organization for Pediatrics Supporting Parents, beginning **July 1, 2023** for a 3 year period, 2023 to 2025.

Applications are due by email submission to admin@pediatricssupportingparents.org by **11:59 pm, Monday, May 8, 2023**.

Timeline and Process

- April 20, 2023: RFP released
- April 28, 2023: Informational webinar
- May 8, 2023: Written proposals due to admin@pediatricssupportingparents.org by 11:59 pm PDT
- May 9 – May 19, 2023: Proposal review by committee
- May 23, 2023: Finalists notified
- May 24 – June 2, 2023: Virtual interviews with finalists
- June 14, 2023: Final Backbone Organization selected and notified
- June 19 – 30, 2023: Backbone Organization onboarded and agreement finalized
- July 1, 2023: Effective date of Backbone Organization for PSP

Related Documents

[Request for Proposals \(RFP\)](#)

[Background and Overview](#)

[Initiative Structure](#)

[Core Functions of the Backbone Organization](#)

[PSP Governance Structure](#)

[Proof Point Community Overviews](#)

[Health Affairs Article](#)



Request for Proposals for Backbone Organizational Support

Introduction

The well-child visit (from birth to age three), presents a nearly universal access point for pediatricians and parents to partner in promoting and supporting young children’s social and emotional well-being and nurturing parent-child relationships. [Pediatrics Supporting Parents \(PSP\)](#) seeks to transform pediatric well-child visits to strengthen early relational health and create lasting change that helps children succeed. By setting a universal goal to support children’s healthy social and emotional development and nurturing relationships, and using strategies that center on Black, Indigenous, and People of Color (BIPOC) families experiencing the impacts of systemic racism and community disinvestments, which manifest as health inequities, we will transform care for all families.

Pediatrics Supporting Parents Backbone Organization Proposal Questions

Please provide written responses to the following questions using no more than 5 pages for the entire narrative submission (Sections 1-3).

Section 1: Please state the rationale for this application to be the Backbone Organization for Pediatrics Supporting Parents. Describe why your organization wants to serve in this capacity (no more than 1 page).

Section 2: The PSP Governance Body is seeking proposals from organizations with an interest in serving as the Backbone Organization for the PSP Learning Community. We seek an innovative, equity-focused, and community-connected/oriented Backbone Organization that can support the PSP Governance Body with the following key elements: (1) providing direct staffing support to the Governance Body; (2) guiding PSP’s vision and strategy processes; 3) supporting aligned activities across communities, including workgroups and committees; (4) advancing a shared learning agenda; (5) building public will; and (6) centering policy and sustainability.

Please respond to the inquiries below about your organization’s ability to provide the core functions of a Backbone Organization for PSP:

- A. **Experience:** Please share your organization’s experience serving as a Backbone Organization and/or convening a learning community. Be sure to describe your organization’s role and how you contributed to the success of the work. *NOTE:* if notified that you are a finalist, we ask that at least one of the lead team members join the finalist interview which will be held between May 24 - June 2.
- B. **Admin & General Management Support:** Please describe the structure of your organization and include detail about the staff, administration, and overhead required to support the work of PSP (detail in the budget narrative).

Section 3: The ideal Backbone Organization for PSP will embrace organizational principles and practices that align with PSP’s core values and mission. Please indicate your organization’s alignment with the following and include examples of previous experiences where this has been demonstrated.



- A. **Decision-Making:** Support for the PSP Governance Body, as the initiative’s ultimate decision-making body for the PSP Learning Community. Please describe your experience facilitating collaborative governance strategies and decision-making processes. If applicable, please also share experiences and/or challenges that you have faced when bringing a group to consensus while also fostering trust among the group.
- B. **Neutrality:** Ability to embrace and maintain a neutral position as the Backbone Organization, while also functioning as a convener, coordinator, advocate, and/or TA provider to the Governance Body and Learning Community. Please describe how you will hold this tension. If applicable, provide an example when you have navigated group dynamics where partners come with competing priorities but are collectively working toward a common goal.
- C. **Vision Alignment:** Shared alignment with PSP’s goals to transform pediatric well-child care to support children’s social and emotional development and promote early relational health by centering on families and communities. If applicable, include details of organizational alignment / experience with one or more of the following: children’s health, social and emotional development, early relational health, family engagement, family and community co-creation, and racial health equity.
- D. **Racial Equity Focus:** Commitment to racial health equity and addressing systemic and institutional racism. Please describe your organization’s racial equity principles and guidelines, and how this is embedded within the organization’s structure, practices, policies, and programs. Additionally, please share how you might approach structural and institutional racism with PSP.
- E. **Family and Community Engagement:** Centering family and community priorities through co-creation and shared decision-making are core tenants of PSP. Please share how your organization will continue to support / promote authentic family and community engagement with: (a) the PSP Proof Point Communities; (b) across the entire Learning Community; and (c) within the Governance Body. Additionally, please provide an example(s) of when you have authentically partnered with families.
- F. **Systems Focus:** In parallel to PSP’s community rooted work, is a systems-level approach toward long-term sustainability. To date, PSP’s systems work has prioritized public financing, measurement, technology, training and professional development, and public will. Please describe your organization’s history with and/or focus on addressing systems-level challenges.
- G. **Advocate and Support:** Please share how your organization might advocate or demonstrate support for PSP’s vision, commitment to centering families and communities, and overall value to the field.
- H. **Additional Information:** Please feel free to share any additional information not covered above but you believe is relevant to share, within the 5-page limit.

Section 4: Please include the following attachments with your submission (these documents do not count against the page limit) :

- A. Proposed Budget
- B. Budget Narrative
- C. Team Bios
- D. If you are selected as a finalist, we ask that you be prepared to share the following Organizational Financial Documents:



- a. Audited financial statements for the last two years
- b. Current year unaudited financials compared to the approved budget
- c. Projected organizational budget for the next year

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PSP Background & Overview

Vision and Core Values

Social and emotional development and nurturing relationships are critical components of the healthy development needed for children's early school success and positive life outcomes. The well-child visit (from birth to age three), presents a nearly universal access point for pediatricians and parents to partner in promoting and supporting young children's social and emotional well-being and nurturing relationships. [Pediatrics Supporting Parents](#) (PSP) seeks to transform pediatric well-child visits to strengthen early relational health and create lasting change that helps children succeed. By setting a universal goal to support children's healthy social and emotional development and nurturing relationships, and using strategies that center on Black, Indigenous, and People of Color (BIPOC) families experiencing the impacts of systemic racism and community disinvestments, which manifest as health inequities, we will transform care for all families.

PSP is a multi-year initiative guided by a set of five core principles to transform pediatric practice to better serve all families in supporting children's social and emotional development and fostering early relational health.

1. Parents are the experts of their children
2. Effective solutions inside pediatrics can only be developed in collaboration with parents
3. Pediatric health care can and should serve the family, not just the child
4. Nurturing parent-child relationships are core to healthy child development
5. Racial equity and community engagement are essential to developing solutions that serve all families, especially those least well-served by health care

Commitment to Racial Equity and Community Engagement

- **Centering equity and community** - In our work, PSP intentionally centers on those experiencing the impacts of historical and institutional racism and community disinvestment. To achieve true and equitable population-level change, PSP follows a targeted universalism approach—in which universal goals are achieved through a targeted set of strategies, designed in response to how different groups are situated within structures, culture, and across geographies.
- **Families as partners** - PSP honors the centrality of family in child well-being. Families are the experts on their children. We are committed to co-creating solutions with families throughout all aspects of this work.
- **Systems set the context** - Structural forces play a critical role in shaping families' access to and the experience of health care, as well as their capacity to develop nurturing relationships with their children. PSP focuses on the key systemic barriers, as well as social determinants of health, while ensuring that our investments do not exacerbate those inequities.

Focus on Social Emotional Development and Early Relational Health

The first years of life, marked by rapid brain development, are a period of both opportunity and sensitivity. Healthy social and emotional development centers on very young children's emerging ability to form secure relationships, experience and regulate their emotions, explore the world around them,



and learn. A child’s social and emotional well-being affects their capacity to thrive in school and shapes their ability to lead a healthy life—physically and emotionally—into adulthood.

Nurturing relationships between parents¹ and children are a key driver that influences a child’s healthy development. Through these close bonds, babies and toddlers learn to develop their sense of self and regulate their emotions. When children have strong, healthy bonds with their parents, those relationships also serve as a buffer against everyday stressors as well as more chronic adversity children may experience due to structural racism and poverty.

Strategy

Ultimately, PSP seeks to transform pediatric well-child visits to support social and emotional development and strengthen early relational health to create lasting change that helps children succeed. To achieve this vision, the initiative focuses its efforts on two interdependent, mutually reinforcing levers: “Centering on Communities” (which means this work must be local) and “Creating the Conditions” (which means we must change the systems in which the work lives).

1. Centering on Communities

We believe that health care transformation happens at a local level based on the community conditions that create fertile ground for innovation. We believe in order to gain traction and transform pediatric well-child care, the work needs to happen community by community and state by state.

PSP is working directly in five communities (listed on the following page) to champion change that meets families’ and providers’ needs and is informed directly by the experiences of children, families, providers, and local partners. In doing so, PSP is establishing five “proof point exemplar” communities, who can demonstrate what it will take to shift pediatric practice to focus on early relational health at the community level. These five communities will serve as examples to directly inform policy and systems change at the state and national levels.

When local contexts and strategies are elevated and acknowledged, when parent and family voices are centered, and when cultural values are recognized, we believe communities will be able to generate the change necessary to integrate established and innovative social and emotional development and early relational health practices into well-child visits and to sustain the change beyond PSP’s investment.

2. Creating the Conditions

We know that limited visit time, insufficient provider reimbursement, incompatible electronic medical records and technology inefficiencies, and insufficient clinician training all make it challenging for providers to embrace a focus on social and emotional development and early relational health. Rather than see these as roadblocks to children’s health care transformation, we are asking the question, what are the conditions that enable change to take hold? We refer to these as “enabling conditions.”

To date, PSP’s grantee partners have produced a summary of [14 common practices](#) for promoting social and emotional development in pediatrics, a [Financing Blueprint](#) for Medicaid and the Children’s Health Insurance Program, including specific policies and strategies that nine states have employed to leverage public dollars, and a [Guide](#) to help states leverage opportunities between [Title V and Medicaid](#). These

¹ We define “parent” as any adult who is serving in the primary caregiver role. In some families that person may be a grandparent, relative, foster parent, or guardian.



resources and more can be accessed through the [PSP website](#). In the coming years, the communities will work to identify further opportunities to advance the common practices and enabling conditions that will allow the pediatric care transformation we seek to accelerate.

Across both levers, PSP applies a “targeted universalism”² approach, where universal goals that seek to create population-level change—in this case, supporting the healthy social and emotional development and early relational health of all families—are achieved through a targeted set of strategies, designed in response to how different groups are situated within structures and culture, and across geographies.

We recognize that many BIPOC families experience the effects of systemic racism and community disinvestments, which manifest as health inequities; if we create solutions that better serve families that are routinely poorly served by health care, we will ultimately transform pediatric care for all families.

In tandem, PSP is working at the national and state levels to address structural barriers in children’s health care so that more communities will be well-positioned to incorporate practices that support families in promoting social and emotional development and early relational health.

Approach

PSP started in 2017 as a funder collaborative, however, it has taken on a new approach with the work now designed to be driven by the field and led by families and communities. With investments in five “proof point” communities, PSP has centered the strategy on communities and co-designed a collaborative [governance structure](#) and investment strategy where communities and families directly inform PSP’s approach to meet the outcomes we collectively care about.

More specifically, PSP is implementing a collaborative Learning Community model in which parents, pediatricians, community leaders, and funders co-create the initiative’s strategic priorities. The Learning Community is rooted in the wisdom of the five local communities in order to achieve concrete changes in pediatric well-child care.

The five communities were selected to represent a diversity of geographic locations and types of local health care systems. All five have community-based partners work closely with the health care systems who share a commitment to social and emotional development of young children. In addition, the states represented are ones with supportive Medicaid policies that create a path for long-term sustainability. The five Proof Point Communities (PPCs) are:

- Durham Collaborative Network for Early Relational Health | Durham County, NC
- Early Childhood Alliance Onondaga | Onondaga County, NY
- LIFT / ACEs LA Medical Financial Partnership and Network of Care | Los Angeles, CA
- UCSF - The Ready! Resilient! Rising! Network (R3 Network) | San Francisco and Alameda Counties, CA
- First Year Families - Washington Chapter of the American Academy of Pediatrics (WCAAP) and Pediatrics Northwest | Pierce County, WA

² <https://belonging.berkeley.edu/targeted-universalism>



Initiative Structure

PSP's partnership with the five PPCs began with a 12-month planning phase for these communities to come together to identify how PSP could support social emotional development and promote early relational health. Over the 12 months, each PPC attended multiple learning sessions to understand strengths, areas of improvement, and goals across each community. In addition, four technical assistance sessions were held to support the planning and co-design of the Learning Community. The four technical assistance focus areas were chosen based on the needs of the PPCs, including:

- Operationalizing racial health equity
- Family Engagement in Systems Assessment Tool (FESAT) and plans for continued engagement of families
- Working together to change systems, with a focus on shared measurement and collaboration
- Changing pediatric practice equitably

In addition, the Learning Community, shepherded by Health Leads, established a shared-decision-making body and governance process for the initiative.

Shared Governance

PSP is committed to equitable collaboration with families and communities, and regards families as experts who are central to their children's well-being. During the 12-month planning phase noted above, PSP has partnered with families, practitioners, and funders to co-create a collaborative Governance Structure that centers the expertise of families and ensures those closest to the work are making the decisions.

PSP's newly established Governance Structure (i.e., decision-making process) and Governance Body (i.e., those making the decisions) is now advancing the initiative. The Governance Structure aims to guide how groups within the PSP initiative work together to ensure equitable collaboration, decision-making, support, and learning across the initiative. The PSP Governance Body provides strategic guidance and decides how PSP funding is dispersed across the PSP initiative to supplement national and community-level work. This body also makes decisions about local and national-level work that will impact national systems, policies, practices, and standards for children's social and emotional development and early relational health.

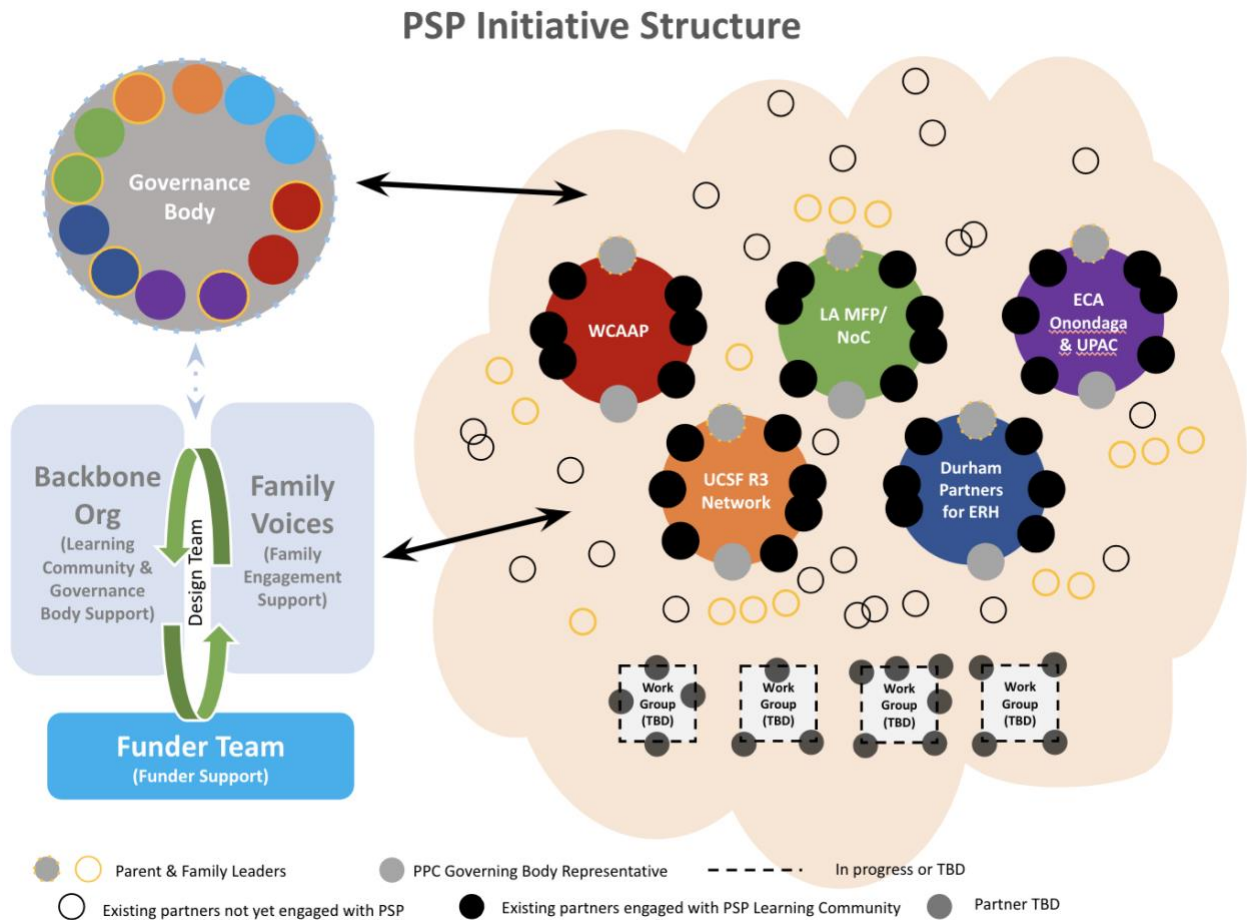
The Governance Body is composed of 12 PSP stakeholders: 1 parent of young children ages 0-5 from each community (family leaders), 1 pediatrician/frontline provider from each community, and 2 funder representatives. With five family leaders serving on the Governance Body, we believe families preferences, concerns, needs, and priorities are fairly and directly considered in developing approaches to improve children's health.

Shepherding us through this process was Health Leads which played the backbone role during the planning phase. During the planning phase Health Leads supported communities and funders, facilitated the co-creation of the Governance Structure, lead the onboarding and kickoff of the Governance Body, and supported the Governance Body with initial grantmaking. With the new Governance Structure, the Governance Body will determine the Backbone Organization for the remainder of their work together.

With the creation and design of the PSP Governance Body it was understood that this decision-making body would have an opportunity to determine the entity and role of the Backbone going forward. That has resulted in the development of this RFP.

Orientation of Partners

The following provides a visual representation of how the various bodies relate to one another.





Roles

The following table summarizes the key bodies that comprise the PSP Initiative. This information was developed during the 2022 planning year and additional details about the core functions of the Backbone Organization can be found in the documented titled Core Functions of a Backbone Organization.

Body	Overview
PSP Learning Community	The PSP Learning Community includes all five Proof Point Communities, their partners, family leaders, and the PSP funders. It also includes organizations providing technical assistance support and the backbone organization.
PSP Governance Body	The Governance Body is the primary decision-making body and will make strategic decisions about the work of PSP within, across, and beyond each Proof Point Community. Additional detail about the Governance Body membership, responsibilities, commitments, principles, and decision-making processes can be found here .
Family Leaders	Family Leaders are parents of young children who are equal partners in the work, not merely “engaged or involved” in an advisory capacity. Instead, Family Leaders serve as active participants in the PSP initiative, leading with their expert experience as parents and caregivers.
Proof Point Communities	Five local collaborative networks within PSP. The Proof Point Communities (PPCs) maintain their independent governance structures and are responsible for engaging Family Leaders and leveraging support provided by their Family Voices coaches to ensure Family Leaders are adequately prepared, onboarded, and participating.
Funder Team	The PSP funders provide multi-year commitments to PSP. The group meets independently of the Governing Body to engage with the initiative’s strategy and direction, discuss programming and recommendations, and process feedback related to PSP at the national and local levels. Two funders serve on the Governance Body and work with the PSP Project Manager to share important updates and discussion points with their funder peers. The group also supports financial sustainability efforts for the initiative.
Family Voices and FESAT Coaches	<p>Family Voices provides technical assistance and capacity building to support the PPCs in achieving their family engagement goals. More specifically, Family Voices’ role includes:</p> <ul style="list-style-type: none"> • Providing technical assistance on family engagement to PPCs. • Assisting in recruiting, training, and supporting families to engage in each of the PPCs. • Providing financial support to ensure the recognition of the expertise of Family Leaders. • Providing financial support to community-based organizations, focused on referral and support for families, to partner with each PPC.

Body	Overview
	<ul style="list-style-type: none"> • Supporting PPCs to ensure Family Leaders are onboarded and adequately prepared to participate as a Governance Body members and with the broader PSP initiative. • Developing a learning community specifically for Family Leaders that provides a space for shared learning, collaboration, and support among Family Leaders across the initiative. <p>FESAT* Coaches provide support and training to ensure PPCs and Family Leaders have the tools to ensure meaningful family engagement in PSP.</p> <p><i>*Family Engagement in Systems Assessment Tools (FESAT)</i></p>
<p>Backbone Organization</p>	<p>During the planning year, the Backbone Organization provided technical assistance to the PSP Learning Community, Governance Body, and the individual PPCs. In addition, it staffs the Governance Body. The role of the backbone organization includes activities such as:</p> <ul style="list-style-type: none"> • Supporting communication flows within and across the Governance Body and Learning Community • Staffing the Governance body <ul style="list-style-type: none"> ○ Meeting scheduling, sending pre-work 1-2 weeks in advance of meetings, following up as soon as possible with meeting minutes and next steps to keep the Governance Body up to date about new priorities and opportunities. ○ Working with Governance Body members to design meetings that foster collaboration, engagement, and intentionally avoid perpetuating structural harms. ○ Supporting and facilitating decision-making, feedback, and review processes among the Governance Body • Facilitating equitable and flexible meeting spaces for the Learning Community and Governance Body, including methods to enable Family Leaders to participate fully (provision of meals, transportation, childcare, interpretation services, etc.) • Supporting and facilitating learning and updates • Communicating transparently about processes, decision-making, power, and next steps. • Offering multiple engagement mechanisms and ways for people to make their voices heard <p>Additional details about the key functions of the backbone organization can be found in the document titled Core Functions of a Backbone Organization.</p>

Body	Overview
Design Team	<p>The Design Team is a body composed of representatives from the Backbone Organization, Family Voices, and the PSP Project Manager. The Design Team supports and drives the co-creation process of what is needed to support the collaborative bodies of PSP (i.e., Learning Community and Governance Body). The Governance Body has decision-making rights on the composition and focus of this body and the Design Team works alongside the Governance Body.</p>
Working Groups	<p>Broad issues will emerge where a sub-team approach is the best way to advance the work. While there are no existing Working Groups to date, they will likely relate to Enabling Conditions and be created in the implementation years of PSP (2023 – 2025) and based on Governance Body’s decisions. Enabling Conditions are the issues that when addressed, could catalyze or accelerate progress overall for PSP. Prior examples from PSP work include:</p> <ul style="list-style-type: none"> ● Financing & Reimbursement Policies ● Integrated Technology and Screening ● Measurement ● Training and Professional Development <p>PSP Working Groups will bridge local and national work and they will allow for information and learning to be shared and advance change at the local and national levels.</p> <p>Working Groups will likely be composed of local PPC members and PSP partners engaged for their expertise and work in a given area. The Governance Body will determine the design and general composition of the Working Group membership and their role and relationship to the Governance Body.</p>
PSP Project Manager	<p>The PSP Project Manager contributes support to all aspects of the PSP initiative, including, but not limited to: supporting all grantee partners, managing grants-related details, tracking the initiative’s budget, acting as an intermediary with the Silicon Valley Community Foundation (where PSP funds reside), facilitating initiative-wide communications (including publications, proposals, conference submissions, etc.), and staffing the PSP donor contributors.</p>



Core Functions of a Backbone Organization

Core Functions

The Backbone Organization will provide backbone support to the PSP Learning Community, Governance Body, and Proof Point Communities (PPCs). The role of the Backbone Organization includes:

- Backbone for the Governance Body including strengthening group relationships and trust, supporting Governance Body meetings, facilitating clear and timely communication, and shepherding consensus decision-making, feedback, and review processes
- Backbone for the full PSP Learning Community including supporting Learning Community meetings, facilitating shared learning, and managing coordination and communication
- Assistance to the PPCs including providing one-on-one support as needed to each community, addressing individual needs, and offering guidance and support
- Support for the Working Group(s) including launching working groups, helping with coordination, and providing as needed support
- Interface with Family Voices who facilitates family engagement with the Learning Community and supports family engagement with each PPC
- Interface with the PSP project manager
- Liaise with the PSP funder contributors

The Backbone Organization will also be responsible for advancing key activities including:

- Stewarding annual budget processes
 - Support to the Governance Body with initiative-wide and local PPC investment decisions
 - Support to the PPCs with their specific budget requests
- Stewarding ad hoc grant recommendations
 - Support to the Governance Body with strategy decisions and grant recommendations that may come up throughout the year (e.g., evaluation, enabling conditions needs, etc.)
- Communicating to the field
 - Sharing lessons learned, elevating PSP and the work of the PPCs, and generally supporting communications and field-building strategies

Organizational Qualifications

- **Decision-Making:** Ability to support the PSP Governance Body as the initiative's ultimate decision-making body for the PSP Learning Community. Experience bringing a group to consensus while fostering trust and building relationships.
- **Neutrality:** Embrace and maintain a neutral position as the Backbone Organization, while also functioning as a convener, coordinator, advocate, and/or TA provider to the Governance Body and Learning Community. Experience navigating group dynamics where partners with competing priorities are collectively working toward a common goal.
- **Vision Alignment:** Organizational values that align with the vision and values of PSP including centering and co-creating with families and communities.



- **Racial Equity Focus:** Have racial equity as a guiding principle with demonstrated practices / structures / guidelines to achieve racial equity. Experience a
- **Family and Community Engagement:** Commitment to and experience with centering family and community priorities and experiences.
- **Systems Focus:** Commitment to and experience with addressing systems level challenges that impact children and their families.
- **Advocate and Support:** Commitment to advancing the vision of PSP beyond a transactional, administrative relationship.
- **Non-Profit Status:** Designated 501c3 non-profit entity.
- **Additional Qualifications:** Expert facilitation skills including direct, transparent, clear, and accessible for a wide range of audiences.