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**2024 LEAD POISONING PREVENTION
FOCUS GROUP PROPOSAL RESPONSE**
SOLICITATION NUMBER: RFQ028821

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Table of Contents

1. Executive Summary	5
2. Bidder Experience.....	9
2.1 Outline of Experience (Past Three to Five Years)	9
2.2 Qualifications of Key Personnel	10
2.3 Relevant Certifications and Expertise	10
2.4 Experience with Balanced Scorecard.....	11
3. Bidder References	11
3.1 Professional References	11
3.2 Examples of Previous Work.....	12
3.3 Relevant Project Outcomes	12
3.4 Community Partnerships	12
4. Our Approach, Process, Timeline and Project Team.....	13
4.1 Approach and Process.....	14
4.2 Timeline.....	16
4.3 Project Team.....	16
5. Cost, Pricing and Structure	18
5.1 Direct Labor Costs.....	19
5.2 Indirect Labor Costs	19
5.3 Focus Group Participant (FCP) Costs.....	19
5.4 Focus Group Operational Costs.....	20
5.5 Value Proposition.....	20
5.6 Cost Control Measures	20
6. Availability.....	21
7. Project Understanding and Compliance	22
7.1 Project Understanding	22
7.2 Compliance with RFP Requirements.....	22
7.3 Public Health Research Approach	24
7.4 Value-Added Compliance Measures.....	24
8. Methodology and Data Collection	24
9. Analysis and Reporting.....	25
10. Project Management and Communication.....	26
11. Quality Assurance and Ethical Considerations	27
13. Compliance with City Requirements	28
14. Conclusion.....	29



15. Appendices 31
Appendix A – Required forms and certifications30
Appendix B – Sample focus group materials31
Appendix C – Additional team member resumes32
Appendix D – Detailed project schedule37
Certificate of Good Standing 39



1. Executive Summary

BWF Management Group, LLC is pleased to submit this proposal in response to the City of Columbus' Request for Proposal (RFP) for the 2024 Lead Poisoning Prevention Focus Groups. Our team possesses the expertise, experience, and local knowledge necessary to execute this critical project effectively and efficiently.

Project Understanding

We recognize the vital importance of the Healthy Children and Safe Homes by 2040 initiative in preventing lead exposure among children in Columbus. Our approach aligns with the City's goals to understand:

1. Barriers and facilitators of blood lead screenings among children in high-risk ZIP codes.
2. Caregiver knowledge about lead sources and basic lead poisoning prevention.

BWF Management Group commits to conducting a minimum of eleven (10) facilitated in-person participant focus group sessions, strategically distributed across Linden, Near East, Hilltop, and Southside communities. We will ensure representation of Spanish and Somali-speaking communities and dedicate a session(s) specifically individuals who speak Spanish and Somali and for individuals who self-identify as Black or African American participants. To successfully meet the needs of both the City of Columbus and doing what's best for the community BWFMG will establish partnerships with local Somali and Spanish organizations for local interpreter and participant recruitment support.

We will also conduct one (1) facilitated session with lead-based community leaders who work with the target population(s) throughout the Columbus Metropolitan area. Through our research and experience, depending on the topics being discussed and the sensitivity of information 1:1 interviews from local community leaders might yield more insights. Despite the additional hours, BWFMG is willing to accommodate this approach if agreed upon by CPH. Regardless of approach, BWFMG is fully equipped to support a singular or mixed method approach as defined by the contract and Columbus Public Health (CPH) lead during our initial Kick-Off Meeting.

Our Qualifications

BWF Management Group brings a wealth of experience through our principal in public and private sector healthcare management and community engagement with:

- Over 10 years of experience in healthcare operations and public health initiatives.
- Proven track record in facilitating focus groups with diverse and high risk Franklin County, Ohio communities.



- Expertise in health equity, quality improvement and community-based research.
- Strong local presence and understanding of Columbus' unique demographic landscape.

Methodological Approach

BWF Management Group employs a comprehensive, seven-stage methodological approach to ensure thorough, culturally sensitive, and insightful analysis of focus group data:

1. **Targeted Participant Recruitment:** We implement rigorous recruitment strategies tailored to each community (Linden, Near East, Hilltop, and Southside), leveraging local partnerships and culturally appropriate outreach methods to ensure diverse and representative participation.
2. **Culturally Sensitive Facilitation:** Our trained facilitators employ culturally sensitive techniques, including language-specific moderation for Spanish and Somali sessions, to create a comfortable environment that encourages open and meaningful participation from all community members.
3. **Rigorous Transcription:** We utilize advanced transcription tools integrated with NVivo software, followed by meticulous manual review to ensure accuracy and confidentiality, preserving the nuances of participants' responses.
4. **Systematic Coding:** Our team employs open and axial coding techniques within NVivo, developing a comprehensive codebook to capture nuanced insights from participant responses, with particular attention to cultural context and community-specific perspectives.
5. **Theme Development:** Through iterative analysis and collaborative validation, we identify and refine key themes that directly address the City's research objectives, ensuring that the unique voices of each community are represented.
6. **Comprehensive Reporting:** We produce detailed data analysis summary reports, leveraging NVivo's reporting tools to extract key insights and visualizations, highlighting community-specific findings and cross-community trends.
7. **Effective Data Illustration:** Our team creates engaging visual representations of findings, including thematic maps and infographics, to enhance understanding and facilitate decision-making, ensuring that the diversity of participant experiences is effectively communicated.

This approach ensures a thorough analysis of barriers and facilitators to blood lead screenings and caregiver knowledge about lead sources, providing actionable insights for the City's lead poisoning prevention efforts while respecting and highlighting the unique perspectives of each target community.



Project Management and Timeline

We propose a structured timeline to complete all focus groups, transcripts, executive summary and final report completed during the contract period of November 20, 2024, through March 1, 2025. Managing focus groups requires both lean and agile approaches to project management to ensure effective planning, execution and analysis of insights. Our project management approaches include:

- CPH 2024 Lead Poisoning Prevention Kick-Off meeting to align defined objectives, scope, key targets, recruitment insights and data, focus group collateral, design and format
- Regular check-ins with Columbus Public Health
- Focus Group Collateral Approval prior to focus group session kick off for iterative collateral (discussion, moderator guides and participant materials) development and approval
- Focus Group Session Kick-Off
- Transparent progress reporting and prompt issue resolution.
- Final Report Delivery
- Adherence to all City compliance requirements, including responsible wage standards.

Value Proposition

BWF Management Group offers:

1. Deep understanding of local health disparities and community dynamics.
2. Expertise in translating community insights into actionable public health strategies.
3. Commitment to ethical research practices and community empowerment.
4. Innovative approaches to participant engagement and data visualization.

Cost-Effectiveness

Our pricing structure ensures maximum value for the City, with a transparent breakdown of costs for each project component, including participant incentives and interpretation services.

Conclusion

BWF Management Group is ideally positioned to support the City of Columbus in this crucial initiative. Our proposal details our competency, past performance, methodological approach, cost-effectiveness, and local availability. We are committed to delivering high-quality, insightful focus group results that will inform and enhance the City's lead poisoning prevention efforts.



24We look forward to the opportunity to contribute to the health and safety of Columbus' children and families through this important project.



2. Bidder Experience

BWF Management Group (BWFMG), a women and minority-owned small business in Ohio, brings a wealth of experience in public health, community engagement, and project management that uniquely qualifies us for the 2024 Lead Poisoning Prevention Focus Groups project.

2.1 Outline of Experience (Past Three to Five Years)

2.1.1 Health Equity and Community Engagement

- Developed and implemented health equity strategies across 26 markets nationwide, focusing on reducing health disparities and improving community health outcomes (2022-2023)
- Established the first statewide Medicaid MCO Health Equity Collaborative in Ohio, bringing together Health Equity Directors from all contracted Medicaid entities to create a systems approach to eliminating inequities (2021-2022)
- Led women's health improvement projects focusing on preterm birth prevention, infant mortality reduction, and health disparities elimination throughout Ohio, with a specific focus on high-risk communities in Columbus (2018-2021)

2.1.2 Focus Group and Community Assessment Experience

- Designed and implemented a statewide community assessment, including 8 focus groups and 6 community leader interviews, to identify barriers to preterm birth interventions (2018-2021)
- Developed methodology, participant questions, and collateral for focus groups in the central Ohio area, with particular emphasis on infant mortality hot spot communities including Linden, Near East, Hilltop, and Southside (2016-2017)
- Managed multiple medium/large infant mortality projects in five different Franklin County communities, involving extensive community engagement and data collection, with specific experience in the Southside community of Columbus (2016-2017)

2.1.3 Target Community Expertise

- Served as the lead for developing community relationships with leaders in Central Ohio infant mortality hot spot communities, including Linden, Near East, Hilltop, and Southside (2018-2023)
- Established and maintained a network of contacts in these communities for focus group participant recruitment and partnership opportunities
- Gained deep understanding of the unique challenges and strengths of each target community through prolonged engagement and collaborative work



2.1.4 Quality Improvement and Project Management

- Implemented a continuous quality improvement (CQI) approach to RFP processes and proposal development, using population and program data to inform strategic decisions (2022-2023)
- Achieved a 900% increase in the spread of the electronic Identification of Pregnancy system (PRAF 2.0) through quality improvement leadership and project management (2018-2021)
- Guided Managed Care Organizations in using the Institute for Health Improvement (IHI) continuous process improvement model for performance improvement projects (2018-2021)

2.2 Qualifications of Key Personnel

2.2.1 Alisha Brown, MPH - Principal

- Master of Public Health, with a focus on Maternal and Child Health (MCH), emphasizing population health management and health equity
- Over 15 years of managerial and project management experience in the public and private sector
- Certified in Institute for Healthcare Improvement (IHI) quality improvement methodologies, I2S2
- Extensive experience in strategic planning, project management, and healthcare operations and administration
- Served on the Governor's Minority Health Strike Force, aligning COVID-19 racial disparity data for public use
- Direct experience working with Linden, Near East, Hilltop, and Southside communities in Columbus on infant mortality, health equity and community engagement initiatives

2.3 Relevant Certifications and Expertise

- Institute for Healthcare Improvement (IHI) quality improvement certification
- Expertise in health equity, cultural humility, and elimination of health inequities
- Proficiency in data analysis and utilization of Medicaid data to inform outcomes and innovations
- Experience in developing and implementing health equity training programs
- Demonstrated ability to build and maintain relationships with community leaders and stakeholders in target neighborhoods



2.4 Experience with Balanced Scorecard

While not explicitly labeled as Balanced Scorecard, our experience in developing operational health equity dashboards and establishing key performance indicators for community health initiatives aligns closely with Balanced Scorecard principles. We can readily adapt these skills to implement Balanced Scorecard methodologies for this project.

BWFMG's extensive experience in public health, community engagement, and quality improvement, coupled with our deep understanding of Columbus's healthcare landscape and diverse communities - particularly in Linden, Near East, Hilltop, and Southside - positions us ideally to execute the 2024 Lead Poisoning Prevention Focus Groups project with the highest standards of competency and cultural sensitivity. As needed, our principal has the authority to identify and assign other project support to join the team to successfully meet all deliverables in scope for this project.

3. Bidder References

While BWF Management Group (BWFMG) is in its inaugural year, our principal, Alisha Brown, MPH, brings a wealth of relevant experience and a strong professional network that directly informs our approach to the 2024 Lead Poisoning Prevention Focus Groups project.

3.1 Professional References

We propose the following professional references who can speak to Alisha Brown's capabilities and past performance in areas directly relevant to this project:

1. Melissa Nance, Bureau Chief, Ohio Department of Medicaid
 - Can speak to Alisha's work on statewide community assessments and focus groups (2018-2021)
 - Project: Preterm Birth Prevention and Infant Mortality Reduction Initiatives
2. Windy Williams, Section Chief, Ohio Department of Medicaid
 - Can speak to Alisha's work on statewide community assessments and focus groups (2018-2021)
 - Project: Preterm Birth Prevention and Infant Mortality Reduction Initiatives
3. Dale Moore, Executive Director, UnitedHealthcare Community Plan of Ohio
 - Can attest to Alisha's leadership in health equity and community engagement (2021-2022)
 - Project: Statewide Medicaid MCO Health Equity Collaborative



3.2 Examples of Previous Work

While specific reports may be subject to confidentiality agreements, we can provide sanitized examples of:

1. Focus group discussion guides developed for community health assessments in Central Ohio
2. Executive summaries from previous community engagement projects related to maternal and child health
3. Data analysis reports demonstrating our principal's ability to translate community insights into actionable recommendations

<https://dam.assets.ohio.gov/image/upload/medicaid.ohio.gov/Stakeholders%2C%20Partners/ReportsandResearch/Infant%20Mortality%20Bill%20-%20Barriers%20Assessment%20I%20Report%20%28Senate%20Bill%20332%29.pdf>

[https://www.jmoc.state.oh.us/Assets/documents/reports/Access%20Barriers%20Assessment%20Report%20\(SFY%202019%20&%20SFY%202020%20report\).pdf](https://www.jmoc.state.oh.us/Assets/documents/reports/Access%20Barriers%20Assessment%20Report%20(SFY%202019%20&%20SFY%202020%20report).pdf)

3.3 Relevant Project Outcomes

Under Alisha Brown's leadership, previous projects achieved significant outcomes, including:

1. 900% increase in the spread of the electronic Identification of Pregnancy system (PRAF 2.0)
2. Establishment of Ohio's first statewide Medicaid MCO Health Equity Collaborative
3. Successful facilitation of 8 focus groups and 6 community leader interviews across Ohio for preterm birth prevention initiatives

3.4 Community Partnerships

BWFMG, through Alisha Brown's established relationships, has access to a network of community leaders and organizations in Linden, Near East, Hilltop, and Southside. These connections can serve as additional references to our ability to engage effectively with these communities.

While BWFMG is a new entity, we bring the cumulative experience, network, and proven track record of our principal to ensure high-quality delivery on the 2024 Lead Poisoning Prevention Focus Groups project.



4. Our Approach, Process, Timeline and Project Team

At BWFMG, our approach is grounded in a client-centered, community-driven philosophy that aligns seamlessly with the City of Columbus' "Healthy Children and Safe Homes by 2040" initiative. By focusing on public health and addressing the specific needs of families in high-risk communities, we ensure our services advance the city's goals for lead poisoning prevention. We collaborate strategically with local community partners, engaging neighborhood leaders and focus group participants to foster meaningful collaboration and deliver measurable results. This commitment not only promotes local engagement but also improves the overall well-being of Columbus residents, making our services impactful and transformative.

BWF Management Group, LLC (BWFMG) presents this detailed proposal for conducting focus groups to assess the barriers and facilitators of blood lead screenings, alongside evaluating caregiver knowledge of lead sources within Columbus' high-risk zip codes. Our solution leverages BWFMG's vast public health management experience and our principal's established relationships within the target communities, including Linden, Near East, Hilltop, and Southside. Through this approach, we bring to the City of Columbus Public Health Department (CPH) extensive expertise in community engagement, focus group facilitation, and health equity, ensuring we exceed all federal, state, local, and contractual standards set by the 2024 Lead Poisoning Prevention Focus Groups RFP.

BWFMG proposes a comprehensive, culturally sensitive, and methodologically rigorous approach to the 2024 Lead Poisoning Prevention Focus Groups project. Our strategy is designed to uncover critical insights that will directly shape the City of Columbus' ongoing efforts to mitigate lead exposure and protect the health of children in vulnerable communities.



4.1 Approach and Process

Our seven-stage approach ensures thorough data collection, analysis, and reporting, leveraging our principal's extensive experience in community engagement and public health initiatives. Our principal has learned through both research and recruitment efforts post COVID, that we must leverage a trusted entities and technology to maximize recruitment efforts. We also know that removing access barriers such as transportation, hosting the focus groups in locally known and easily accessible location such as library and community centers and providing a meal often helps creates a more welcoming opportunity for participation. Thus, we plan to do the following:

4.1.1 Targeted Participant Recruitment

- Partner with Columbus Public Health's Healthy Children and Safe Homes by 2040 initiative leads to identify program participant data and use targeted geographic, random selection for potential outreach if available.
- Develop community-specific recruitment strategies for each target area, drawing on both CPH relationships and our principal's experience with identifying key community leaders and establishing relationships with community leaders and organizations.
- Leverage local partnerships and culturally appropriate outreach methods, including collaboration with trusted community institutions such as churches, community centers, and local health clinics
- Ensure diverse representation, with a specific focus on including Spanish and Somali-speaking communities, reflecting our experience in conducting multilingual focus groups We accomplish this by partnering with organizations such as Centro Esperanza Latina, Community Refugee and Immigration Services (CRIS), and Somali Community Association of Ohio (SCAO) that offer translative services for diverse populations while also providing social services.
- Implement a rigorous screening process to identify caregivers of children under six in high-risk ZIP codes, utilizing our expertise in demographic data analysis and community health assessments

4.1.2 Culturally Sensitive Facilitation

- Deploy trained, culturally competent facilitators for each focus group. Our principal focus group facilitator is from the Franklin County Metropolitan area and has worked, played in lived in or around the communities where interviews will occur. She has gone through motivational interview training, conducted motivational and cultural intelligence trainings and is fully equipped with conversational and structured interview style moderation.



- Provide language-specific moderation for Spanish and Somali sessions by partnering with local community organizations to obtain translators, community space and or moderators where appropriate to be culturally sensitive to individual populations to align more with affinity theories.
- Create comfortable, trust-building environments to encourage open dialogue
- Utilize culturally appropriate discussion guides tailored to each community
- Record each session to ensure every voice is heard in the room. We will ensure we have two recording devices present during each focus group to prevent loss of data during sessions.

4.1.3 Rigorous Transcription

- Use NVivo-integrated transcription tools for initial drafts
- Conduct thorough manual review to ensure accuracy and capture non-verbal cues
- Implement strict confidentiality measures, including de-identification of participants

4.1.4 Systematic Coding

- Employ open coding to identify key concepts and ideas
- Utilize in vivo codes to preserve participant language and perspective
- Conduct axial coding to group related concepts into broader themes
- Develop and maintain a comprehensive codebook within NVivo

4.1.5 Theme Development

- Use NVivo's Query and Model features to visualize relationships between codes
- Conduct iterative review and refinement of themes
- Engage in collaborative validation with team members and City stakeholders
- Outline themes identified from qualitative data obtained from approved facilitator and focus group participant guides on lead screening barriers and caregiver knowledge

4.1.6 Comprehensive Reporting

- Generate data analysis summary reports using NVivo's reporting tools
- Develop detailed qualitative data summaries linking themes to research questions
- Integrate supporting quotes to illustrate key findings
- Provide actionable recommendations for lead poisoning prevention strategies

4.1.7 Effective Data Illustration

- Create thematic maps within NVivo to visualize connections between themes
- Develop presentation with visual representations of qualitative and quantitative data from focus groups using tools like Tableau or Canva
- Ensure visual representations effectively communicate insights to diverse stakeholders



BWFMG is committed to adhering to all local requirements set forth by the City of Columbus for secure data transfer and sharing. We will utilize the City's designated secure file sharing platform to deliver all project-related data, including transcripts, reports, qualitative and quantitative analysis results, and presentations. Our team will follow all prescribed protocols for data encryption, access control, and retention periods to ensure the confidentiality and integrity of all project information.

4.2 Timeline

We propose the following timeline to complete all project deliverables between November 20, 2024, and March 1, 2025:

- Weeks 1-2: Project kick-off, recruitment strategy development, and materials preparation
- Weeks 3-6: Participant recruitment and focus group scheduling
- Weeks 7-10: Conduct focus groups (minimum 11 sessions)
- Weeks 11-12: Transcription and initial coding
- Weeks 13-14: In-depth analysis and theme development
- Week 15: Draft report preparation and internal review
- Week 16: Finalize report and prepare presentation materials

4.3 Project Team

BWF Management Group (BWFMG) presents a lean, highly qualified project team led by our principal, Alisha Brown, MPH. This structure ensures direct, expert oversight of all project components while maintaining the flexibility to adapt to project needs as they evolve.

Project Lead: Alisha Brown, MPH

Ms. Brown will serve as the primary point of contact and will be responsible for overseeing all aspects of the project, ensuring full compliance with the Statement of Work (SOW) requirements. Her qualifications include:

- Over 15 years of experience in public health program management and community engagement
- Master of Public Health degree with emphasis on population health management, Maternal Child Health and health equity
- Certified in Institute for Healthcare Improvement (IHI), I2S2, quality improvement methodologies
- Extensive experience in facilitating focus groups and community assessments, particularly in the target communities of Linden, Near East, Hilltop, and Southside for the State of Ohio.
- Proven track record in developing and implementing health equity strategies across multiple markets



- Deep understanding of local health disparities and community dynamics in Columbus

Key Responsibilities:

- Overall project management and quality assurance
- Development and execution of recruitment strategies
- Facilitation of focus groups, including Spanish and Somali sessions
- Oversight of data analysis and theme development
- Preparation and presentation of final reports and recommendations

Ms. Brown's comprehensive skill set and deep local knowledge position her to effectively manage all aspects of the 2024 Lead Poisoning Prevention Focus Groups project, from participant recruitment through final report delivery.

Flexible Staffing Approach

While Ms. Brown possesses the expertise to lead all aspects of this project, BWFMG recognizes the potential need for additional support to ensure timely and high-quality delivery of all project components. To this end, we have established a network of qualified professionals who can be rapidly engaged to support specific project needs. This may include:

- Additional focus group facilitators with relevant language skills and cultural competencies
- Data analysis specialists proficient in NVivo and qualitative research methodologies
- Professional transcriptionists with experience in multi-lingual healthcare-related content

Our Commitment to Transparency

BWFMG is committed to full transparency in our project execution. In the event that additional support staff are brought onto the project, we will:

1. Promptly notify the lead at Columbus Public Health
2. Ensure all team members are thoroughly briefed on project requirements and confidentiality protocols
3. Maintain clear lines of communication and accountability, with Ms. Brown remaining the primary point of contact

This staffing approach allows BWFMG to maintain the agility and personal touch of a boutique, specialized firm while ensuring our capacity to meet all project requirements at the highest standard of quality. By centralizing project leadership under Ms. Brown, we guarantee consistent, expert oversight throughout the project lifecycle, while retaining the flexibility to scale our resources as needed to meet project demands and timelines. Our lean yet adaptable team structure, coupled with Ms. Brown's extensive experience and deep community connections, positions BWFMG to deliver exceptional results for the 2024



Lead Poisoning Prevention Focus Groups project, providing Columbus Public Health with the insights needed to advance its critical mission of protecting children from lead exposure.

5. Cost, Pricing and Structure

BWF Management Group presents a comprehensive and cost-effective pricing structure for the 2024 Lead Poisoning Prevention Focus Groups project. Our pricing strategy is designed to deliver maximum value to the City of Columbus while ensuring the highest quality of research and community engagement. The total project cost is \$70,750.00, broken down as follows:

2024 Lead Poisoning Prevention RFP Price Proposal

Service	Service Type	Price Per Hour or Incident
Staff	Personnel Costs	\$43,680.00
Recruitment and Coordination	Personnel Costs	\$6,000.00
Spanish Translative Services	Indirect Labor Costs	\$1,500.00
Somali Translative Services	Indirect Labor Costs	\$1,500.00
Data Analysis, coding and thematic development and Transcription services	Indirect Labor Costs	\$7,000.00
Transportation	Indirect Labor Costs	\$550.00
Venue costs	Focus Group Cost	\$1,100.00
Event and Recruitment Expenses	Focus Group Cost	\$2,360.00
Transportation	FCP Costs	\$3,000.00
Incentives	FCP Costs	\$2,500.00
Materials and Supplies	FCP Costs	\$1,560.00
Total Costs		\$70,750.00



5.1 Direct Labor Costs

5.1.1 Staff Personnel Costs: \$43,680.00

This covers the core project team, including our principal investigator, focus group facilitators, and project management staff. Our team brings extensive experience in public health research and community engagement, ensuring efficient and effective project execution.

5.1.2 Recruitment and Coordination Personnel Costs: \$6,000.00

This allocation supports our dedicated recruitment specialists who will employ targeted strategies to ensure diverse and representative participation from the Linden, Near East, Hilltop, and Southside communities.

5.2 Indirect Labor Costs

5.2.1 Translation Services

- Spanish Translation Services: \$1,500.00
- Somali Translation Services: \$1,500.00 These costs cover professional translation services for focus group materials and interpretation during sessions, ensuring full participation of Spanish and Somali-speaking community members.

5.2.2 Data Analysis, Coding, Thematic Development, and Transcription Services: \$7,000.00

This comprehensive package includes professional transcription of all focus group sessions, rigorous qualitative data analysis using NVivo software, and development of key themes and insights.

5.2.3 Transportation: \$550.00

This covers transportation costs for our team to conduct focus groups across various locations in Columbus, ensuring accessibility for all participants.

5.3 Focus Group Participant (FCP) Costs

5.3.1 Transportation: \$3,000.00

We have allocated funds to provide transportation assistance to participants, removing barriers to participation and ensuring diverse community representation.

5.3.2 Incentives: \$2,500.00



This covers participant incentives, recognizing the valuable time and insights community members contribute to the project.

5.3.3 Materials and Supplies: \$1,560.00 This allocation covers all necessary materials for conducting focus groups, including recording equipment, name tags, refreshments, and printed materials.

5.4 Focus Group Operational Costs

5.4.1 Venue Costs: \$1,100.00

We have budgeted for appropriate, community-based venues to host focus group sessions, ensuring comfortable and accessible locations for participants.

5.4.2 Event and Recruitment Expenses: \$2,360.00

This covers costs associated with community outreach, advertising, and other recruitment activities to ensure robust participation across all target communities.

5.5 Value Proposition

Our pricing structure reflects our commitment to delivering a high-quality, community-centered research project while maintaining cost-effectiveness. Key value-adds include:

1. Expertise of our principal investigator, Alisha Brown, whose deep knowledge of Columbus communities and public health landscape will enhance the efficiency and effectiveness of the project.
2. Use of advanced qualitative analysis software (NVivo) for rigorous and insightful data analysis.
3. Inclusion of Spanish and Somali translation services, ensuring representation of diverse community voices.
4. Comprehensive recruitment strategy to ensure participation from hard-to-reach populations.
5. Allocation for participant support (transportation and incentives) to maximize diverse community engagement.

5.6 Cost Control Measures

BWF Management Group is committed to responsible fiscal management. We will implement the following cost control measures:

1. Regular budget reviews to track expenses against projections.
2. Utilization of local resources and partnerships where possible to minimize costs.
3. Efficient scheduling of focus groups to maximize resource utilization.



4. Clear communication with CPH about any potential budget implications of project changes or challenges.

In conclusion, our pricing structure is designed to provide the City of Columbus with a comprehensive, high-quality research project that will yield valuable insights for lead poisoning prevention efforts. We believe this represents an excellent value, combining rigorous methodology with deep community engagement and local expertise.

6. Availability

BWF Management Group (BWFMG) is ideally positioned to meet and exceed the availability requirements for the 2024 Lead Poisoning Prevention Focus Groups project. As a local Franklin County business, we offer the following advantages:

- **Local Presence:** BWFMG is headquartered in Franklin County, providing us with immediate access to the target communities of Linden, Near East, Hilltop, and Southside. Our local status ensures rapid response times, deep community connections, and a nuanced understanding of the local context critical to this project's success.
- **Commitment to In-Person Engagement:** We are fully committed to conducting all focus group sessions in person, as specified in the RFP. Our team is prepared to travel to various locations within the target communities to facilitate these sessions, ensuring maximum accessibility and comfort for participants.
- **Flexibility for Community Leader Engagement:** While our primary focus is on in-person sessions, BWFMG also possesses the capability and technology to conduct virtual interviews with community leaders if CPH determines this approach to be beneficial. This flexibility allows us to adapt to changing project needs or preferences without compromising the quality of data collection.
- **Responsive Scheduling:** Our local team is available to schedule focus group sessions at times most convenient for participants, including evenings and weekends if necessary. This flexibility maximizes participation rates and ensures diverse representation across all target demographics.

BWFMG's local presence, combined with our commitment to in-person engagement and adaptability to project needs, positions us as the ideal partner for CPH in executing this critical public health initiative. We stand ready to commence work immediately upon contract award, with all necessary resources in place to meet the project timeline and deliverables.



7. Project Understanding and Compliance

BWF Management Group demonstrates a thorough understanding of the 2024 Lead Poisoning Prevention Focus Groups project and commits to full compliance with all requirements set forth in the RFP.

7.1 Project Understanding

We recognize that this project is a critical component of the City of Columbus' Healthy Children and Safe Homes by 2040 initiative, aimed at preventing lead exposure among children in high-risk areas. The primary objectives are:

1. To understand barriers and facilitators of blood lead screenings among children living in Columbus ZIP codes with high risk of lead exposure.
2. To assess caregiver knowledge about lead sources (specifically water and paint) in the home and basic lead poisoning prevention among those with children under the age of six in high-risk ZIP codes.

We understand that these insights will inform future lead poisoning prevention work, including public health marketing, messaging, outreach, and engagement strategies.

7.2 Compliance with RFP Requirements

BWF Management Group commits to fully adhering to all RFP requirements:

7.2.1 Focus Group Sessions

We will conduct a minimum of eleven (11) facilitated in-person focus group sessions, distributed as follows:

- Two (2) in Linden
- Two (2) in Near East
- Two (2) in Hilltop
- Two (2) in Southside communities
- One (1) additional focus group session facilitated in Spanish within a priority area
- One (1) additional focus group session facilitated in Somali within a priority area
- One (1) focus group session with community leaders who work with families residing in the targeted high-risk neighborhoods

7.2.2 Participant Criteria We will ensure that:

- All focus group participants are responsible for the care of at least one child under the age of 6
- Approximately 10 participants are included in each focus group
- All participants reside in one of the priority areas



- Additional criteria will be developed and adhered to based on sessions with CPH staff

7.2.3 Timeline Compliance

We will complete all sessions between 11/20/2024 and 03/01/2025, adhering to the project timeline specified in the RFP.

7.2.4 Cultural and Linguistic Considerations

We will:

- Provide interpreter/interpretation services for the Spanish and Somali focus group sessions
- Ensure that one session within the Linden area is solely attended by members of the community who identify as Black or African American, conducted by a facilitator who identifies as Black, African-American, or multiracial

7.2.5 Deliverables We commit to providing:

- A full report with analysis and recommendations
- An executive summary including key recommendations of actionable strategies for the city and relevant partners
- Transcription of each focus group session

7.2.6 Participant Incentives

We will purchase and offer incentives in the form of \$25 Visa or MasterCard Gift Cards to participants, as specified in the RFP. We are also prepared to log these gift cards using serial number for accountability and/or adhere to requirements set forth by CPH to ensure we can track use of distribution and use of funds. Additionally, we are aware that sometimes community members speak with a preference for incentives and with CPHs permission we can accommodate those as well.

7.2.7 Communication and Collaboration

We will:

- Meet with CPH after the contract is signed and monthly during the contract period
- Participate in a wrap-up meeting to share a near-final draft of the findings
- Collaborate with CPH on the discussion guide(s), location of sessions, and incentive details



7.3 Public Health Research Approach

As public health researchers, we understand the importance of:

- Employing culturally sensitive and trauma-informed approaches when discussing lead exposure with affected communities
- Using validated qualitative research methods to ensure the reliability and validity of our findings
- Adhering to ethical research practices, including informed consent and confidentiality protections
- Applying health equity principles throughout the research process to ensure all voices are heard and represented

7.4 Value-Added Compliance Measures

To enhance our compliance and project outcomes, we will:

- Implement a rigorous quality assurance process to ensure all focus groups meet the highest standards of qualitative research
- Provide regular progress reports to CPH, allowing for timely adjustments if needed
- Utilize our principal's deep understanding of Columbus communities to ensure culturally appropriate implementation of all project components

By adhering to these compliance measures and leveraging our public health expertise, BWF Management Group will deliver a project that not only meets but exceeds the requirements set forth in the RFP, providing valuable insights to inform the City's lead poisoning prevention efforts.

8. Methodology and Data Collection

BWFMG will employ a rigorous qualitative research methodology aligned with best practices in public health research. Our focus group facilitation approach will utilize a semi-structured interview format, allowing for guided discussion while remaining flexible enough to explore emergent themes. We will use open-ended questions to elicit rich, detailed responses, complemented by probing techniques to explore topics in depth. Our culturally sensitive facilitation will ensure comfort and open dialogue among diverse participants.

The discussion guide development will be a collaborative process involving BWFMG and CPH to ensure alignment with project objectives. We will incorporate evidence-based question design principles and conduct pilot testing with community members to refine



language and flow. The guide will undergo iterative refinement based on insights from early focus group sessions.

Our data collection methods will include audio recording of all sessions with participant consent, supplemented by field notes taken by a dedicated note-taker to capture non-verbal cues and group dynamics. Post-session debriefings among facilitators will capture initial impressions and emerging themes. We will use standardized demographic questionnaires as specified by CPH to collect key demographic indicators at the start of each session.

In adherence to the City of Columbus' data security requirements, all collected data, including audio recordings, transcripts, and field notes, will be securely stored and transferred using the City's designated secure file sharing platform. Our team will strictly follow all prescribed protocols for data encryption, access control, and retention periods to ensure the confidentiality and integrity of all collected information.

9. Analysis and Reporting

BWFMG will conduct a comprehensive analysis of the focus group data and deliver clear, actionable reports. Our data analysis approach will utilize thematic analysis using NVivo software to identify patterns and themes across focus groups. We will employ both inductive and deductive coding processes to capture emergent and predetermined themes. Cross-case analysis will compare findings across different demographic groups and communities, integrating quantitative demographic data with qualitative findings for contextualized insights.

Our report structure will include an executive summary highlighting key findings and recommendations, followed by a detailed methodology section outlining recruitment, data collection, and analysis processes. The findings will be organized by research questions and emergent themes, integrating illustrative quotes to provide rich, contextual evidence. We will discuss implications for lead poisoning prevention strategies and provide actionable recommendations for policy, outreach, and intervention development.

The executive summary will be a concise 2–3-page overview of project objectives, methods, key findings, and recommendations, using bullet points and subheadings for easy readability and including high-impact data visualizations to illustrate key points.

For transcription, we will use a professional, service for verbatim transcription of audio recordings. We will work towards obtaining local bilingual team members to conduct



Spanish and Somali sessions, and all transcripts will be de-identified to ensure participant confidentiality.

In compliance with the City of Columbus' data sharing requirements, all analytical outputs, including NVivo project files, coded transcripts, thematic maps, and draft reports, will be securely shared with CPH via the City's designated secure file sharing platform. This ensures that CPH has full access to the analytical process and can provide timely feedback throughout the project.

The final report, executive summary, and all associated presentations will also be delivered through this secure platform, maintaining the confidentiality and integrity of the project findings. We will work closely with CPH to ensure that all delivered materials meet the City's formatting and accessibility requirements, making any necessary adjustments to facilitate easy integration with existing City systems and processes.

By adhering to these rigorous methodological and data security standards, BWFMG will ensure that the 2024 Lead Poisoning Prevention Focus Groups project delivers high-quality, actionable insights to inform CPH's prevention strategies, while fully complying with all local data management and sharing requirements.

10. Project Management and Communication

BWFMG is committed to transparent, efficient project management and clear communication throughout the project. We will conduct scheduled virtual meetings with the CPH project lead, covering progress updates on key deliverables, discussion of challenges or emerging issues, review of upcoming tasks and timelines, and opportunities for CPH input and feedback.

We will submit monthly written progress reports to the CPH project lead, summarizing completed tasks, providing status updates on ongoing activities, previewing upcoming work, noting any deviations from the original timeline or scope, and identifying risks or issues requiring attention.

For task status updates, we will maintain a shared project timeline document for real-time status tracking, conduct weekly internal team meetings to update task progress and address bottlenecks, and provide immediate notification to the CPH project lead of any significant delays or issues.



BWFMG ensures prompt and timely responses to all CPH communications, clear documentation of key decisions and action items, and flexibility to accommodate additional ad-hoc meetings as needed.

11. Quality Assurance and Ethical Considerations

BWF Management Group is committed to upholding the highest standards of quality assurance and ethical conduct throughout the 2024 Lead Poisoning Prevention Focus Groups project. Our quality control measures begin with rigorous training for all team members, ensuring consistent application of research protocols and cultural sensitivity across all focus group sessions. We will implement a multi-layered review process for all project materials, including recruitment strategies, discussion guides, and analytical frameworks, with final approval from our principal investigator, Alisha Brown. During data collection, we will conduct regular debriefing sessions after each focus group to identify and address any procedural issues promptly. Our data analysis will involve triangulation of multiple coders to ensure reliability and validity of findings, with discrepancies resolved through team consensus.

Ethical considerations are paramount in our approach, given the sensitive nature of lead exposure and its impact on vulnerable populations. Informed consent will be obtained from all participants, with materials provided in their preferred language. We recognize the potential for discussions about lead exposure to cause distress, and our facilitators are trained in trauma-informed approaches to handle such situations sensitively. Confidentiality of participants will be strictly maintained through de-identification of data and secure data storage practices.

We are acutely aware of the power dynamics inherent in research with under resourced communities. To address this, we will adopt a community-based participatory research (CBPR) approach, involving community members in various aspects of the research process where appropriate. This includes seeking input on research questions, reviewing discussion guides for cultural appropriateness, and validating our interpretation of findings. We are committed to ensuring that our research not only avoids harm but actively benefits the communities involved, by providing clear pathways for the research findings to inform actionable lead prevention strategies. To this end, our goal is to conduct community partner focus groups first.

Throughout the project, we will maintain transparency with both the City of Columbus' Public Health Department and the communities we engage. Regular check-ins with CPH will allow for ongoing ethical oversight, while we will provide clear, accessible information

The City of Columbus

Columbus Public Health

2024 Lead Poisoning Prevention Focus Groups RFP

Proposal Response



to participants about how their input will be used. By combining rigorous quality assurance measures with a strong ethical framework, BWF Management Group will produce valuable insights that respects and empowers the communities at the heart of this important public health initiative.

13. Compliance with City Requirements

BWF Management Group (BWFMG) is fully committed to adhering to all City of Columbus requirements as outlined in the RFP. We confirm our compliance with the following key elements:

City of Columbus Contract Compliance Number: BWFMG has obtained and maintains an active City of Columbus Contract Compliance Number, CC-049584, demonstrating our eligibility to conduct business with the City. We are registered with Vendor Services under vendor number: 049584, and our status is "Contract Compliance in Status Active."

Debarment and Suspension: We affirm that BWFMG is not debarred or suspended from working on federally assisted projects, projects in Ohio, or with the City of Columbus. We maintain a clear record and are in good standing with all relevant authorities.

Project Completion Timeline: BWFMG commits to completing all services no later than March 1, 2025, as specified in the RFP. Our project timeline, as detailed in earlier sections, ensures all deliverables will be submitted within this timeframe.

Capacity for Focus Group Facilitation: We confirm our proven capacity to recruit, incentivize, and facilitate diverse focus groups. Our team, led by Alisha Brown, brings extensive experience in community engagement and qualitative research methodologies.

Responsible Wage Requirement: BWFMG acknowledges and commits to adhering to the City of Columbus Code Section 329.18(b)(11) regarding responsible wage. We confirm that all employees working on this project will be paid at least \$20.33 per hour, as determined by the Finance and Management Director for service contracts in 2025.

Reporting and Documentation: BWFMG will comply with all reporting requirements, including the submission of monthly progress reports, final reports, and any additional documentation requested by the City of Columbus Public Health Department.

Confidentiality and Data Security: We will adhere to all City of Columbus protocols regarding data confidentiality, security, and sharing. This includes using designated secure file sharing platforms and following prescribed data handling procedures.



By rigorously adhering to these requirements, BWFMG demonstrates our commitment to being a responsible, compliant, and trustworthy partner for the City of Columbus in this crucial public health initiative. Our compliance ensures not only the legal and ethical execution of the project but also aligns with the City's standards for quality and integrity in public service contracts.

14. Conclusion

BWF Management Group's proposal for the 2024 Lead Poisoning Prevention Focus Groups project represents a unique blend of local expertise, rigorous methodological approach, and deep commitment to community engagement. Our approach is tailored to meet and exceed the City of Columbus Public Health Department's objectives in understanding barriers to lead screening and caregiver knowledge about lead exposure risks.

Key strengths of our proposal include:

- **Local Expertise:** Led by Alisha Brown, our team brings intimate knowledge of Columbus communities, particularly in the target areas of Linden, Near East, Hilltop, and Southside. This local insight ensures culturally sensitive and effective community engagement.
- **Methodological Rigor:** Our seven-stage approach, from targeted recruitment to data analysis and reporting, adheres to the highest standards of qualitative research in public health.
- **Cultural Competence:** With capabilities in Spanish and Somali facilitation and a deep understanding of diverse community dynamics, we are uniquely positioned to gather insights from all segments of the target population.
- **Compliance and Ethics:** Our commitment to adhering to all City requirements, coupled with our strong ethical framework, ensures a project that is not only legally compliant but also respectful and empowering to the communities involved.
- **Cost-Effectiveness:** Our pricing structure offers excellent value, balancing high-quality research with efficient resource allocation.
- **Community Impact:** Beyond data collection, our approach aims to build community capacity and contribute to local economic development through strategic partnerships and engagement strategies.

BWF Management Group is poised to deliver a project that will provide actionable insights to inform the City's lead poisoning prevention efforts, ultimately contributing to the health and well-being of Columbus's children and families. We are fully prepared to commence work immediately upon contract award, ensuring no delay in this critical initiative.



Recognizing the dynamic nature of community-based research, we affirm our commitment to flexibility and adaptability throughout the project. We are prepared to refine our approach based on initial findings and ongoing feedback from CPH, ensuring that our methodology remains responsive to emerging needs and insights. Our commitment to this project extends beyond its formal conclusion. We pledge to maintain open lines of communication with CPH, offering our expertise and support as the city moves forward with implementing the recommendations derived from our research. This ongoing collaboration underscores our dedication to seeing tangible, positive outcomes from our work.

This project aligns perfectly with BWF Management Group's mission to foster healthier communities through evidence-based, culturally sensitive public health initiatives. Our goal is not just to complete a project, but to contribute meaningfully to the long-term health and well-being of Columbus residents, particularly its most vulnerable populations. We are excited about the opportunity to partner with the City of Columbus Public Health Department on this crucial initiative and are confident in our ability to exceed expectations in every aspect of the project. Together, we can take significant strides towards creating a lead-safe environment for all of Columbus's children, setting a benchmark for community-engaged public health research and intervention.



15. Appendices

Appendix B – Sample focus group materials

BWF Management Group understands the importance of demonstrating our expertise in focus group facilitation and material development. To this end, we provide the following statement regarding sample materials:

The sample focus group materials provided in this appendix are public-facing documents that reflect the high-quality work our principal, Alisha Brown, MPH, has developed, administered, and reported on in previous projects. These materials showcase our approach to community engagement and qualitative research in public health contexts. Specifically, we have included the following public documents as hyperlinks for your review:

1. [Initial Assessment](#)
2. [Barriers Assessments I and II](#)

These documents demonstrate our capability to create culturally sensitive, engaging, and methodologically sound focus group materials. They reflect our commitment to rigorous qualitative research and community-centered approaches.

It is important to note that due to ethical considerations and confidentiality agreements, we are unable to share additional, non-public materials from previous projects. This stance aligns with our unwavering commitment to maintaining the trust of our research participants and clients.

The provided samples, combined with our principal's extensive experience in public health research and community engagement, as detailed in earlier sections of this proposal, offer a comprehensive view of our qualifications for the 2024 Lead Poisoning Prevention Focus Groups project.

We are confident that these materials, along with our proven track record, demonstrate our ability to develop and implement effective focus group strategies for the City of Columbus Public Health Department's initiative.



Appendix C – Additional team member resumes

Alisha N. Brown

(614) 571-5989

anbrown43@gmail.com

LinkedIn: www.linkedin.com/in/alishabrown-mpb

Focus: Leadership, Strategic Planning, Innovation, Health Equity, Quality Improvement, Community & Business Development

Dynamic and forward-thinking executive leader with over ten years of experience in innovation management, project leadership, strategic planning, quality improvement and rapid cycle testing in the healthcare sector. A visionary professional adept at steering organizational success by fostering inclusive communication channels, driving knowledge exchange, and enhancing operational efficiencies. Proven ability to advance organizational culture through creativity developing and implanting strategic initiatives and managing complex projects. Demonstrated competency in stakeholder engagement, capacity building and driving transformative projects that align with organizational goals. Excellent communicator with proven ability of navigating complexities and overcoming bottlenecks and ensuring the achievement of key performance indicators. Thought leader and influencer. Effectively communicates a cohesive business strategy to key stakeholders. Excellent communicator with the ability to translate business concepts into effective visions, missions, and models for shared goals across multiple state agencies, stakeholders, vendors and subcontractors for organizational structure and community engagement efforts. Demonstrated competency in stakeholder engagement, capacity building, and driving transformative projects that align with organizational goals. Adept at building trust, demonstrating integrity, and fostering an inclusive and collaborative environment.

Highlighted Skills:

- **Health Innovation Leadership:** Spearheaded the development and implementation of innovations that aligned with organizational goals, fostering a culture of acceptance of bold strategies for equity, inclusion, cultural intelligence, belonging and change management. Proven by evidenced informed strategies demonstrated by providing leadership and successful project and initiative development in Ohio, Minnesota, Wisconsin, Louisiana, New Mexico, Indiana, Kentucky, North Carolina and Florida.
- **Health Equity Strategic Planning:** Expertise in developing and implementing evidence informed innovations that align with business strategies and metrics to impact key performance indicators. Including but not limited to the integration of health equity into population health, quality, data analytics, organizational culture and education, community and the establishment of statewide initiatives and collaborative efforts.
- **Stakeholder Engagement:** Track record of collaborating with diverse stakeholders, internally and externally, building partnerships and cross – functional teams, and fostering trusted advisor relationships.
- **Equity-Driven Approaches & Process Improvement:** Expertise in implementing culturally responsive and equitable approaches in projects and incorporating training and development activities for staff growth for continued inclusion and belonging. Institute for Health Improvement (IHI) I2S2 Certified, with a focus on continuous quality improvement and efficient processes. NCQA HEA project designer in multiple markets across multiple populations including MCH.

Additional Skills: Influencer ♦ Thought Leader ♦ Program Oversight ♦ Community Engagement ♦ Change Management ♦ Project Management ♦ Strategic Planning & Implementation

RELEVANT PROFESSIONAL EXPERIENCE

Vice President of RFP Health Equity Strategy
UnitedHealthcare (UHC), Minnetonka, Minnesota

July 2022 – August 2023

Opportunity: Recruited to increase organizational growth and infrastructure in health equity across national markets, identify

areas for process improvement in bid and market business processes

Scope: Increase business growth, by winning contracts which demonstrate a cross functional

The City of Columbus
2024 Lead Poisoning Prevention Focus Groups RFP

Columbus Public Health
Proposal Response



and integrated health equity approach into all business practices to state Medicaid funders

- Analyze RFP requirements, provide oversight of health equity proposal responses, partner with cross functional subject matter experts from teams across the enterprise and produce a compliant – high scoring and persuasive responses.
- Used strategic leadership to develop and implement comprehensive innovation strategies aligned with business, community and state funder goals serving 26 markets focused on health disparities, cultural humility, and elimination of health inequities, stakeholder engagement, community engagement, capacity building and partnerships.
- Provided thought leadership and innovation strategies to develop pilot programs aligned with business key performance indicators, the populations need all of which aligned with community assessments. Leveraged evidence informed practices to establish success metrics and evaluation processes which align with overall business vision
- Engaged with executive leaders in a highly matrixed organization to integrate whole person health innovations into broader strategic frameworks to include data, community health, social determinants of health,
- Established relationships with external partners for innovative projects that meet our members needs and linked to executive leaders for project development and implementation.

Contributions & Outcomes:

- **Innovation Leadership:** Developed RFP cycle Data strategy in collaboration with peers, data leaders across the organization and thought leadership from executives throughout the enterprise for the incorporation of health disparity and SDoH to obtain whole person health data analysis. Through research and developing community partnerships, imagined innovation strategy for projects to meet business and community needs.
- **Process Improvement & Change Management:** Embedded a continuous quality improvement (CQI) approach to improving the RFP process and for solutioning and proposal development by using population and program data to inform strategic and programmatic decisions. Increased growth and market share opportunities by delivering winning bid responses for 66% of submissions and achieved 100% winning health equity scores. Developed RFP data cycle strategy and market level business plans in collaboration with data leaders across the organization.
- **Health Equity Strategy:** Developed Community and State Health Equity Strategy, operational health equity dashboards, health equity training MAP goals, maternal child health strategies, tribal health community engagement strategy. Working knowledge of the use of Medicaid data to inform impacts and outcomes of innovations – the cost of inequities and mitigating them.
- **Collaboration & Relationship Building:** Served as Health Equity Director Coalition President for Medicaid line of business health plan directors. As a conduit and innovation leader, effectively communicated local market needs into national scopes of work to align with key business priorities.

Health Equity Director

UnitedHealthcare Community Plan of Ohio, Inc.

August 2021 – July 2022

Opportunity: Recruited to develop foundational health equity infrastructure for local health plan to meet state contractual requirements

Scope: Develop health equity, community engagement and community reinvestment strategy and policies and procedures to meet state contractual requirements while aligning with business priorities, establishing key performance indicators

- Strengthened diversity, equity, inclusion and belonging within the health plan as co-chair of the DEI counsel, Cultural Awareness lead. Produced internal trainings and brought external facilitators in to provide in-depth knowledge of public health, social determinants of health, cultural humility and awareness, structural racism and other systemic barriers that contribute to health inequities.



- Demonstrated experience building, leading, and mentoring a team of program leaders and specialists, both internal and external

Contributions & Outcomes: Built infrastructure and processes to maintain NCQA Health Equity Distinction and was awarded NCQA Health Equity Accreditation for the local health plan – both achieved

- **Collaboration & Relationship Building:** *Pioneer – established 1st statewide Medicaid MCO Health Equity Collaborative. All contracted Medicaid entities Health Equity Directors participated for a systems approach to eliminate inequities and pool resources for greater impact across the state. Additionally, established 1st Internal UHC Community & State Health Equity Directors Collaborative to remove silos, develop a communication structure for facilitation and management of cross-sectoral initiatives between local markets and national leaders by creating bi-directional communication channels amongst local and national leaders.*
- **Capacity Building:** *DEI – training and development, co-authored health equity foundations training for UHC Community and State for national employee use and for Optum Health Education for provider use across the nation. Establishing cohesive messaging across the nation on health equity. Embedded training requirements into organizational infrastructure by providing thought leadership to link continuous cultural intelligence & awareness for national staff to individual MAP goals.*
- **Strategic Planning:** *Developed 1st Health Equity, Community Partnership & Community Reinvestment Strategy for UnitedHealthcare Community & State line of business. Aligning cross-functional business efforts related to community capacity building, relationships and innovation. Updated and developed policies and procedures to align with state Medicaid contractual requirements.*

Quality Improvement Manager (MHA I)
Ohio Department of Medicaid, Columbus, Ohio

June 2018 – July 2021

Opportunity: Serve as agency women’s health and infant mortality subject matter expert (SME). Oversee the development and Implementation of quality improvement initiatives focusing on optimal women’s health throughout the state of Ohio.

Scope: Adhering to the Institute for Healthcare Improvement (IHI) methodology to direct, coordinate and manage initiatives that align with Ohio Medicaid quality strategy for women’s health interventions. Maintain relationships with vendors and contracted Medicaid Managed Care Plans to ensure improvement in health outcomes while reducing disparities.

- led women’s health improvement projects focusing on the reduction of preterm birth, prematurity, infant mortality, and health disparities for optimal birth outcomes throughout Ohio.
- Passionately developed, implemented, and continue to engage the population in a statewide community assessment, focus groups, focused on the identification of barriers to preterm birth interventions. Serve as subject matter expert (SME) in program, policy, and payment reform design to mitigate barriers within Medicaid’s control and share barriers with other state agencies.
- Agency collaborator and state SME for women’s health quality improvement, social determinants of health, clinical service improvement efforts related to pregnancy notification, community partnerships and management care efforts.
- Educated contracted Managed Care Organizations (MCOs) on the Institute for Health Improvement (IHI) continuous process improvement (CQI) model during performance improvement projects and Quality Withhold improvement efforts. Certified by the Cincinnati Anderson Center I2S2 training.
- Practice cross functional collaboration internally and with external partners to effectively execute project goals, address barriers and reach desired outcomes
- Serve as advisor on Population Health projects to provide focus on social determinants of health, health disparities and racial disparities related to infant mortality and chronic conditions

Contributions & Outcomes:



- **Innovation Leadership:** Embedded health equity through the identification of women’s health disparities in Ohio. Developed and implemented comprehensive innovation strategies to meet women where they were in their individual health journeys to reduce racial, economic, and geographic differences in health outcomes. Designed Comprehensive Maternal Care program embedding community partnership with clinical providers for improved cultural experiences and clinical content for members. Ohio SB332 project to understand the voice of Ohio women accessing the healthcare system, which resulted in the design and implementation of the Comprehensive Maternal Care Program.
- **Process Improvement & Change Management:** *Achieved 900% increase in spread of the electronic Identification of Pregnancy system (PRAF 2.0) by serving as Quality Improvement (QI) lead, Project Management and business analyst lead and identified technical solutions to business problems. As a result, a spread of the statewide Pregnancy Identification System (PRAF) reached a 900% increase and is still growing. Through the development of a written sustainability plan additional IT solutions have received approval for continued growth of a statewide preterm birth quality improvement project.*
- **Influencer & Thought Leader:** *Served as Governors Minority Health Strike Force member to help align COVID-19 racial disparity data for public use Provide targeted technical assistance, resources and educational training sessions to State, City and County agencies, providers, community-based organizations, on the development, use of and desired implementation for statewide identification or pregnancy.*

Community Programs Manager II

February 2016 – January 2017

Ohio Equity Institute/CelebrateOne at The City of Columbus – Columbus Public Health, Columbus, Ohio

Opportunity: Managed Ohio Institute for Equity in Birth Outcomes and CelebrateOne Community Strategies Projects to address socioeconomic conditions in communities with the highest infant mortality rates in Franklin County, Ohio

Scope: Provide community outreach to stakeholders, CBO, and residents on infant mortality to gain increased partnership and synergy of efforts to ensure every baby reached its 1st Birthday.

- Implemented Ohio Equity institute and CelebrateOne community strategies – targeting communities with the highest infant mortality rates in Franklin County, Ohio by leveraging community coalition building through community education and engagement on topics such as birth spacing and long-acting reversible contraceptives (LARC) and social determinants of health to address socioeconomic conditions, connect the community to resources (birth control, health services, SDoH) and building relationships with key stakeholders to ensure preconception, conception, and postpartum health.
- Developed focus group administration project for women most at risk for infant mortality from high priority communities in Franklin County, Ohio.
- Health Disparities & Community Building – built community coalitions and workgroups by Identifying target communities with differences in infant mortality & serving as a conduit for connecting with key community partners to develop data driven community action plans with consensus on a common goal and resources required for project development, implementation, completion, and sustainability.
- Community Building & Community Education – Developed community presentations and trainings targeted towards community members, leaders, and other key stakeholders throughout the county with topics such as: social determinants of health, access to healthcare, racial inequities, women’s health, and chronic conditions.


Contributions & Outcomes:

- **Community Education & Community Engagement Leadership:** *Provided targeted technical assistance, resources and educational training sessions to high schools, civic associations, area commissions, residents, City, State and County officials with a reach of over ten thousand and increased knowledge of 67 – 75%*
- **Project Management & Program Oversight:** *Managed multiple medium – large infant mortality projects, consecutively, in five (5) different franklin county communities during various stages of the project lifecycle.*



- **Health Equity Strategy & Coalition Building:** Implemented community strategies projects to address socioeconomic conditions, connect the community to resources and build relationships to ensure every baby reaches its 1st Birthday in Franklin County, Ohio.
- **Coalition, Collaboration and Relationship Building & Health Equity Strategy:** Established key relationships with community members, stakeholders and implement infant mortality and birth spacing training into key Fatherhood programs. Highlight health inequities, racial disparities and focused on primary social determinant of health domains.

PREVIOUS EXPERIENCE (additional details upon request):

HEALTH EDUCATOR – Chronic Disease Franklin County Public Health, Columbus, Ohio	May 2015 – February 2016
CASE MANAGER Franklin County Department of Job and Family Services (FCDJFS), Columbus, Ohio	December 2014 – April 2015
DIRECTOR OF PROGRAM AND SYSTEM DEVELOPMENT, Caduceus Educational Partners (CEP), Franklin, Tennessee	January 2013 – August 2014
Project Coordinator 2, Branch Manager, Cheektawaga, NY and White Plains, NY, Assistant Manager, Dublin, OH, Senior Credit Manager/Credit Manager, Columbus, OH WELLS FARGO BANK & WELLS FARGO FINANCIAL, INC.  White Plains, NY	July 2005 – October 2010

EDUCATION

MASTER OF PUBLIC HEALTH, Benedictine University – Lisle, IL – May 2012 GPA: 3.76/4.00
B.S OF COMMUNICATION STUDIES (Health Communication) Ohio University – Athens, OH
 – June 2005 Honors: College of Arts and Sciences Dean’s Scholar

Additional Recognitions

- Received the Medicaid employee Passion Award in 2019 for successfully spreading and sustaining multiple statewide women’s health and preterm birth projects.
- Recognized by the Senior Vice President of Growth and Executive Director at UnitedHealth Group for passion, commitment, and expertise in addressing health disparities.
- Requested twice to speak at UnitedHealthcare National Community & State Townhall all staff meetings “TEDx” style on Health Equity Initiatives and national Health Equity Strategy in bid optimization.



Appendix D – Detailed project schedule

Detailed Project Schedule: 2024 Lead Poisoning Prevention Focus Groups

Note: This schedule is based on the project and contracts starting as scheduled within the RFP on November 20, 2024. All deliverables will be completed by March 1, 2025, as required.

Phase 1: Project Initiation and Planning (Weeks 1-3: November 20 - December 11, 2024)

Week 1 (November 20-22, 2024)

- Day 1: Project kick-off meeting with CPH
- Day 2-3: Update detailed project plan and timeline based on CPH meeting and send back for approval

Week 2 (November 25-29, 2024)

- November 25-26: Continue project plan development and begin recruitment strategy development
- November 27-29: Thanksgiving Holiday (Office Closed)

Week 3 (December 2-11, 2024)

- Days 1-2: Finalize project plan and recruitment strategy
- Days 3-4: Develop focus group discussion guides
- Day 5: Submit recruitment strategy and discussion guides to CPH for approval

Phase 2: Recruitment and Preparation (Weeks 4-7: December 12, 2024 - January 8, 2025)

Week 4-5 (December 12-25, 2024)

- Secure focus group venues
- Initiate community outreach and participant recruitment
- Prepare materials for focus groups (consent forms, demographic questionnaires)
- December 25 - 27: Christmas Holiday (Office Closed)

Week 6-7 (December 26, 2024 - January 8, 2025)

- Christmas Holiday (Office Closed)
- Continue recruitment efforts
- Finalize focus group schedule
- Train facilitators and note-takers



- January 1: New Year's Day (Office Closed)
- Conduct first monthly check-in with CPH

Phase 3: Data Collection (Weeks 8-11: January 9 - February 5, 2025)

Week 8-9 (January 9-22, 2025)

- Conduct 6 focus groups (2 each in Linden, Near East, and Hilltop)
- Begin preliminary data analysis and transcription

Week 10-11 (January 23 - February 5, 2025)

- Conduct 5 focus groups (2 in Southside, 1 Spanish, 1 Somali, 1 community leaders)
- Continue preliminary data analysis and transcription
- Conduct second monthly check-in with CPH

Phase 4: Data Analysis and Reporting (Weeks 12-15: February 6 - February 28, 2025)

Week 12-13 (February 6-19, 2025)

- Complete transcription of all focus group sessions
- Conduct initial coding of transcripts
- Begin in-depth analysis and theme development
- Begin drafting final report and executive summary

Week 14 (February 20-26, 2025)

- Complete in-depth analysis and theme development
- Prepare initial findings summary
- Continue drafting final report and executive summary
- Conduct third monthly check-in with CPH

Week 15 (February 27 - March 1, 2025)

- February 27-28: Finalize report, executive summary, and presentation materials
- March 1: Submit all final deliverables to CPH

Note: This compressed schedule ensures all deliverables are completed by March 1, 2025, as required. Our team is prepared to work efficiently and potentially extend working hours in the final weeks to meet this deadline.



Certificate of Good Standing

UNITED STATES OF AMERICA
STATE OF OHIO
OFFICE OF THE SECRETARY OF STATE

I, Frank LaRose, do hereby certify that I am the duly elected, qualified and present acting Secretary of State for the State of Ohio, and as such have custody of the records of Ohio and Foreign business entities; that said records show BWF MANAGEMENT GROUP, LLC, an Ohio Limited Liability Company, Registration Number 5154064, was organized in the State of Ohio on December 18, 2023, is currently in FULL FORCE AND EFFECT upon the records of this office.



Witness my hand and the seal of the Secretary of State at Columbus, Ohio this 19th day of June, A.D. 2024.

A handwritten signature in blue ink that reads "Frank LaRose".

Ohio Secretary of State

Validation Number: 202417100646

