



Request for Culture Consultant Proposal

PROPOSAL REQUIREMENTS

Company/Individual information

- Provide name, address, URL, and telephone. Include name, title and email address of the individual who will serve as primary contact. Include a brief description and history of your business.

Project approach

- Explain your project approach, style, and process.
- Outline your approach to delivering the scope of project (detailed below).
- Tell us what differentiates your proposal from others.

Biographies of key team members

- Include a summary of experience of who will work on project.

Experience and References

- Provide a list of projects that are similar in scale to what is outlined in the overview document enclosed.
- Provide a list of references we may contact.

Schedule and timeline

- Include a timeline for achieving each step in your approach. We anticipate that we can start the project by as early as February 2022.

Cost

- Include the estimated cost for all work and list of anticipated expenses.

PROCESS AND TIMELINE

- Please submit your proposal by Wednesday, January 12 at Noon PT via e-mail to Diana M. Concannon, PsyD at dconcannon@mednet.ucla.edu; Anita Zamora at AZamora@mednet.ucla.edu; and Stacey Scarborough at SScarborough@mednet.ucla.edu.
- We will schedule Zoom meetings to discuss proposals with selected candidates during the week of January 17th.
- Following our committee selection process, we will select a final candidate by the final week of January.



A Culture Climate for Venice Family Clinic

Scope of Project

Venice Family Clinic (VFC) is seeking to engage a consultant to assess the organizational culture of our community health center following our November 1, 2021 merger with South Bay Family Health Care (SBFHC). For the purposes of this assessment, culture is defined as the shared, pervasive, and implicit attitudes and behaviors exhibited by those within the organization.¹ The objectives of the assessment are to provide the Clinic with qualitative and quantitative data to inform efforts that will support aligned value adoption, employee engagement, and successful integration in the context of a larger, combined organization.

The multipurpose evaluation should incorporate each of the following:

1. An assessment of the cultural styles and elements of the two pre-merger organizations (i.e., VFC and SBFHC);
2. An assessment of the cultural styles and elements of the clinic sites across the merged organization;
3. Perceptions of cultural styles of the pre-merger organizations held by representatives from key stakeholder groups (e.g., Board of Director Members, donors, community partners, patients, volunteers; staff);
4. Identification of the cultural styles and elements within one or both of the pre-merger organizations that can increase the likelihood of supporting shared value adoption and alignment, employee engagement, and successful integration;
5. Identification of the cultural styles and elements within one or both of the pre-merger organizations that can impede the likelihood of supporting shared value adoption and alignment, employee engagement, and successful integration;
6. Recommendations for supporting authentic, intentional integration in the new, combined entity and mitigating the risk that the cultural style of the larger organization (VFC) will de facto (and unintentionally) prevail over the smaller entity (SBFHC). Recommendations should be specific and include suggested actions for realization.

Venice Family Clinic Background

Venice Family Clinic is a nonprofit community health center that is a leader in providing comprehensive, high-quality primary health care to 45,000 people in need annually, regardless of their income, insurance or immigration status. Having recently merged with South Bay Family Health Care, the Clinic now serves an area from the Santa Monica Mountains through the South Bay in Los Angeles County. The Clinic has 17 sites located in Venice, Santa Monica, Mar Vista, Inglewood, Culver City, Redondo Beach, Carson, Gardena and Hawthorne, plus two mobile clinics and an expansive street medicine program for people experiencing homelessness. Its comprehensive care includes mental health services, dental care, vision services, substance use treatment, prescription medications, domestic violence counseling, HIV services, healthy food distributions, health education, health insurance enrollment, child development services and more.



Background on the Merger

Venice Family Clinic and South Bay Family Health Care, which had jointly provided comprehensive health care to L.A. County residents in need for more than a century, merged organizations on November 1, 2021. The new entity operates under the name Venice Family Clinic.

The goals of the merger are to:

Lean on our independent capacities to provide comprehensive primary care and social services, and capitalize on each other's strengths to improve care to our broadened community, which will stretch from South Bay to the Santa Monica Mountains and is home to over 660,000 low-income residents across 50 zip codes.

Combine our workforces, harnessing the talent and dedication of more than 500 employees who share a culture of and commitment to continuous improvement.

Support fiscal sustainability and allow investment in community health care innovation, excellence, and advocacy.

Join our mutual stakeholders and collaborators to exponentially amplify the voices of those we serve.

Heed the call to action to establish an equitable future for our communities by building upon our more than one hundred years of collective experience to pioneer new health care delivery models that mitigate the social determinants of health that compromise the wellness and the futures of far too many.

The Role of the Cultural Organizational Assessment

It is critical that we intentionally foster a culture that meets the objectives aligned values and employee engagement to realize our merger goals and affect successful integration. The cultural organizational assessment will serve as a foundational element in this effort.

For more information on Venice Family Clinic, visit us at venicefamilyclinic.org

ⁱ Groysberg, B. Lee, J. Price, J., Cheng, J.Y. (2018). The Leader's Guide to Corporate Culture: How to manage the eight critical elements of organizational life. *Harvard Business Review*, January-February.