



**Request for Proposals  
Strategic Planning Consultant for The Midwife Center**

**RFP Issue Date:** January 28th, 2026

**RFP Submission Deadline:** February 28th, 2026

**BACKGROUND**

The Midwife Center's (TMC) mission is to provide exceptional client-centered pregnancy, birth, and primary gynecological care in southwestern Pennsylvania's only independent birth center. TMC's team of 30 certified nurse midwives, nurse practitioners, nurses, a behavioral health specialist, a medical assistant, a community health worker, and administrative staff provides comprehensive, client-centered care that results in high client satisfaction and excellent health outcomes.

Opened in 1982, TMC remains the only licensed, freestanding birth center in Western Pennsylvania. In 2000, TMC reincorporated as an independent nonprofit practice and has worked since then to increase public awareness of its services, create innovative programs for people who experience barriers to care, and expand mentoring opportunities for new healthcare professionals. In 2017, TMC completed a program and facility expansion and became one of the largest freestanding birth centers in the United States.

The goal of TMC's 2020-2022 Strategic Plan was: As a high-quality care provider in an environment with poor health outcomes and persistent racial disparity, TMC will increase its influence as a resource to clients of all ages, races, gender identities, sexual orientations, religions, and socio-economic status while strengthening its personnel and financial position. TMC worked with DEI, human resources, and marketing consultants over the past few years to help us meet this goal.

TMC is launching a new strategic plan in early 2027 to build organizational resilience and ensure long-term viability to serve its mission. TMC operates amid declining birth rates, rising care costs, inadequate insurance reimbursement, and persistent maternal health disparities. Yet there is growing national recognition of birth centers' critical role in meeting maternity care needs and advancing health equity.

**PROJECT**

TMC is requesting proposals from solo consultants, teams of consultants, or consulting firms to produce a new strategic plan that prioritizes financial sustainability as the foundation for mission fulfillment and equity advancement through a collaborative, communicative, and inclusive planning process where staff and board feel genuinely engaged.

## **SCOPE OF WORK**

**Budget:** Up to \$20,000 for consultant services (including travel)

**Goal date for completion of contract:** By early 2027

## **DESIRED DELIVERABLES**

- **Strategic Risk Assessment** — identification and analysis of external threats and opportunities (maternal health trends, birth center sector, financial/reimbursement landscape, policy/legislative environment, technology) and internal organizational factors affecting financial sustainability and mission fulfillment, informed by stakeholder engagement (such as staff, board, community partners, other birth centers).
- **Strategic Plan** — grounded in refreshed mission, vision, and values; includes goals, objectives, and implementation roadmap by functional area with strategies, metrics, timelines, accountability, and resource requirements
- **Financial Analysis and Sustainability Modeling** — including current financial position and key drivers (e.g., cost per birth, revenue by payer, staffing costs, reimbursement rates) and cost-expense ratio analysis by current services and programs as well as potential new services

## **WHAT TMC WILL PROVIDE**

- Access to staff and board members for interviews, focus groups, surveys, and working sessions\*
- Financial and programmatic data and documents
- Previous strategic plans or assessments
- Organizational documents
- Meeting space for retreat or working sessions
- A point person for coordination

\*Given the nature of our work, all-staff meetings need to be planned at least 2-3 months in advance.

## **PROPOSAL FORMAT AND REQUIREMENTS**

Please provide the following information.

1. Answer the following questions in no more than three pages.
  - Briefly describe your strategic planning experience, particularly with financial sustainability focus. Highlight 2-3 most relevant examples (organization type, scope, outcomes).
  - Describe your experience with: reproductive justice; birth centers or community-based clinical organizations; low-income and/or communities of color; and organizations navigating complex sustainability dynamics.
  - Describe your approach to strategic planning and what distinguishes your process. How do you integrate an intersectional lens into your strategic planning work?
  - Describe how you will conduct the strategic risk assessment (secondary data sources, primary data collection with whom).

- Describe your project management and communication style. How do you keep staff and board engaged? What do you need from TMC in terms of participation, access to materials, and decision-making authority?
2. Provide the total consulting fee for the project (not to exceed \$20,000, including travel), broken down by phase or deliverable, if appropriate. If there are any additional anticipated expenses, please state these explicitly.
  3. Provide the resumes/CVs of any team member who would be interacting with TMC.
  4. Please provide us with three client references we can contact, including name, title, organization, and telephone number.

### **SELECTION PROCESS**

Priority will be given to consultants with connections to the Pittsburgh region and/or birth centers. BIPOC, LGBTQIA+, and women-owned businesses are strongly encouraged to submit.

1. 1/28/26: Request for Proposals Issued
2. 2/16/26: Deadline for submission of questions to Christine Haas (see contact info below). All questions will be shared as an online addendum to the RFP by 2/23/26
3. 2/28/26: Submission Deadline
4. 3/9/26: TMC will score applications by this date and invite the top 3 candidates to interview.
5. 4/3/26: Notification of winning proposal (Once the contract with the winning bid is established, TMC will announce the candidate selected and notify all bidders)
6. 5/1/26: Target start date

Please submit your proposal as a single PDF document to Christine Haas, Executive Director by 11:59 p.m. EST on February 28th, 2026, with the subject line "The Midwife Center Strategic Plan."

**Contact:** Christine Haas, Executive Director

**Email:** [c.haas@midwifecenter.org](mailto:c.haas@midwifecenter.org)

**Phone Number:** 412-321-6884

**Relevant links:** [Website](#); [Facebook](#); [Instagram](#); [Twitter](#)