

# REQUEST FOR PROPOSALS

## Physician Workforce Survey - Puerto Rico

Issued by Fundación para el Futuro de la Salud de Puerto Rico (FFS)

<b>Issuing Organization</b>	Fundación para el Futuro de la Salud de Puerto Rico, Inc. (FFS)
<b>Address</b>	1451 F.D. Roosevelt Avenue, San Juan, PR 00920
<b>RFP Issue Date</b>	May 1 <sup>st</sup> , 2026
<b>Proposal Deadline</b>	May 30, 2026 / 5:00 PM
<b>Project Duration</b>	6–9 Months (vendor-proposed timeline accepted)
<b>Primary Contact</b>	Marisabel Román Afanador   marisabel@bramura.com
<b>Submission Format</b>	Electronic - PDF or Word (.docx)
<b>Questions Deadline</b>	May 15, 2026

This document is confidential and intended solely for the use of invited vendors.

## 1. Introduction & Background

Fundación para el Futuro de la Salud de Puerto Rico (FFS) is a nonprofit organization dedicated to strengthening the physician workforce and the long-term sustainability of healthcare delivery in Puerto Rico. FFS was established in response to persistent and growing concerns about physician emigration, aging practitioner demographics, and the critical shortage of specialists across the island.

To better understand the drivers of these trends and identify actionable solutions, FFS is commissioning a comprehensive, three-part survey study targeting three distinct physician populations at key career inflection points. The findings will directly inform FFS programs, partnerships with medical schools and residency programs, and policy advocacy efforts.

### 1.1 Study Objectives

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This study is designed to address three interconnected workforce challenges:

- **Physician Retention:** Understand the post-match intentions of fourth-year medical students regarding where they plan to practice.
- **Workforce Planning:** Gauge the career outlook and return-to-Puerto-Rico interest of Puerto Rican resident physicians currently in their third or fourth year of training, both on and off the island.
- **Practice Succession:** Assess the readiness and interest of senior physicians (age 50+) currently practicing in Puerto Rico to mentor, recruit, or transition their practices to the next generation.

## 2. Scope of Work

The selected vendor will design, pilot, administer, analyze, and report on three distinct surveys targeting three separate physician populations. Each survey instrument must be delivered in both English and Spanish (bilingual). Vendors are encouraged to propose a project timeline that best fits the scope of work; FFS anticipates a project duration of approximately 6-9 months.

### 2.1 Survey A — Fourth-Year Medical Students (Post-Match)

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**Target Population:** Fourth-year medical students enrolled in accredited medical schools in Puerto Rico who have recently completed the National Resident Matching Program (NRMP) Match.

#### **Key Survey Topics:**

- Specialty matched and geographic location of the assigned residency program
- Intention to return to Puerto Rico to practice after completing residency or fellowship
- Factors influencing the decision to practice, or not practice, in Puerto Rico
- Awareness of and interest in loan repayment, incentive, or physician recruitment programs
- Perceived barriers to practicing medicine in Puerto Rico

- Preferred practice setting (hospital-based, private practice, academic, community health center)

## **2.2 Survey B — Puerto Rican Resident Physicians (PGY-3 / PGY-4)**

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Target Population: Puerto Rican resident physicians currently in their third or fourth year (PGY-3 or PGY-4) of residency training, whether enrolled in programs located in Puerto Rico or in the continental United States or abroad.

### **Key Survey Topics:**

- Specialty and geographic location of current residency program
- Career plans following residency completion: fellowship, employed practice, or independent practice
- Interest in returning to Puerto Rico to practice upon completion of training
- Key factors that would attract or deter them from establishing practice in Puerto Rico
- Awareness of professional networks, job opportunities, or mentorship programs in Puerto Rico
- Interest in joining or creating group practices or health systems in Puerto Rico

## **2.3 Survey C — Practicing Physicians in Puerto Rico (Age 50+)**

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Target Population: Licensed physicians currently practicing medicine in Puerto Rico who are 50 years of age or older.

### **Key Survey Topics:**

- Current specialty and practice type (solo, group, hospital-based, academic)
- Estimated years of practice remaining before retirement or reduction in clinical activity
- Interest in creating capacity within their practice to recruit new or returning specialists
- Interest in mentoring recent graduates or residents transitioning to independent practice
- Interest in selling their practice, and the conditions under which they would consider doing so
- Preferred succession or transition model (associate buy-in, acquisition, managed retirement)
- Barriers to recruiting younger physicians into their specialty or practice
- Awareness of and interest in formal practice transition or succession programs

## **3. Deliverables**

The selected vendor shall provide the following deliverables for all three surveys. Unless otherwise noted, all deliverables apply to the full study (i.e., all three survey populations).

Deliverable	Format / Notes
Survey instruments (English & Spanish)	Word + digital platform (Qualtrics, SurveyMonkey, or equivalent)
Pre-test / pilot report	Written summary with recommended revisions
Data collection plan and timeline	Project management document; updated throughout
Clean datasets - all three surveys	SPSS, Excel, or CSV
Codebook	PDF or Excel
Preliminary findings memo	2-4-page executive summary per survey
Final comprehensive report	PDF with narrative analysis, charts, and tables
Presentation of findings	PowerPoint deck + virtual or in-person presentation

## 4. Project Timeline

Vendors are invited to propose a project schedule that best reflects their approach. The table below provides a general framework for reference. FFS anticipates a total project duration of 6-9 months from contract execution to final report delivery.

Phase	Timeframe	Key Activities
Phase 1	Weeks 1-3	Project kickoff and instrument development
Phase 2	Weeks 4-6	Pilot testing, revisions, sampling strategy finalized
Phase 3	Weeks 7-16	Data collection across all three surveys
Phase 4	Weeks 17-20	Data cleaning, analysis, preliminary findings memo
Phase 5	Weeks 21-24	Final report and presentation of findings to FFS

## 5. Vendor Qualifications

Qualified vendors must demonstrate the following minimum qualifications:

- Minimum three (3) years of experience conducting survey research in healthcare, public health, or medical workforce contexts
- Prior experience designing and administering bilingual (English/Spanish) survey instruments
- Demonstrated ability to reach specialized professional populations such as medical students, resident physicians, and practicing clinicians
- Experience with sampling strategies appropriate for small, specialized, or hard-to-reach professional populations
- Data analysis capabilities including descriptive statistics, cross-tabulations, and basic inferential analyses

- Experience conducting research in Puerto Rico or with Puerto Rican or broader Hispanic/Latino professional populations is strongly preferred
- Established relationships with Puerto Rican medical schools, residency programs, or professional medical associations are a plus

## 6. Proposal Requirements

All proposals must include the following eight (8) sections, presented in the order listed below:

### 1. Cover Letter

Organization name, address, key contact information, and a concise statement of interest and relevant qualifications.

### 2. Technical Approach

Describe the proposed methodology for each of the three surveys, including: sampling strategy, instrument design approach, administration mode (online, phone, mixed-mode), quality assurance measures, and any planned incentives for participant recruitment.

### 3. Sampling Plan

Explain how the vendor will identify and recruit eligible participants for each target population. Include any existing databases, professional directories, or planned partnerships with medical schools, residency programs, or medical associations in Puerto Rico.

### 4. Team Qualifications

Provide brief resumes or biographical summaries for all key project personnel. Clearly identify the proposed Project Lead and their relevant experience.

### 5. Work Samples

Include at least one (1) sample survey instrument and one (1) sample final report from a comparable project conducted within the past five years. Redact any confidential or proprietary information.

### 6. References

Provide name, title, organization, and contact information for at least two (2) professional references from clients for whom comparable survey research was conducted within the past five years.

### 7. Project Timeline

A detailed Gantt chart or equivalent project schedule showing all major phases, milestones, and deliverables from contract execution through final report delivery.

### 8. Budget Proposal

An itemized budget organized by survey and by project phase. Include all direct and indirect costs. Note whether any activities are proposed as in-kind contributions or at reduced cost. FFS is a nonprofit organization exempt from certain taxes; proposals should reflect this status.

## 7. Evaluation Criteria

All proposals will be reviewed and scored by an FFS evaluation committee using the following weighted criteria:

Criterion	Weight	What We Are Looking For
Technical Approach	20%	Rigor and appropriateness of methodology, sampling strategy, and instrument design
Relevant Experience	25%	Demonstrated experience in healthcare survey research, especially with Puerto Rican or Hispanic/Latino populations
Team Qualifications	15%	Credentials, bilingual capacity, and relevant leadership experience of the project team
Cost & Value	25%	Overall value, cost reasonableness, transparency, and alignment with nonprofit budget realities
Timeline & Feasibility	10%	Realistic, clearly defined project schedule with achievable milestones
Work Samples	5%	Quality and relevance of submitted sample survey instruments and final reports

## 8. Submission Instructions

Proposals must be submitted electronically no later than May 30, 2026, at 5:00 PM. Late submissions will not be accepted under any circumstances.

### Submit to:

Marisabel Román Afanador

Fundación para el Futuro de la Salud de Puerto Rico (FFS)

1451 F.D. Roosevelt Avenue, San Juan, PR 00920

Email: [marisabel@bramura.com](mailto:marisabel@bramura.com) and copy to: [comunicaciones@futurosaldpr.org](mailto:comunicaciones@futurosaldpr.org)

Subject Line: "FFS Survey RFP Proposal - [Vendor/Organization Name]"

Proposals must be submitted as a single PDF or Word (.docx) document. Appendices (work samples, resumes, references) may be attached as separate files. All files should be clearly labeled with the vendor's name.

## 9. Questions & Clarifications

All questions regarding this RFP must be submitted in writing via email to: [marisabel@bramura.com](mailto:marisabel@bramura.com) and [comunicaciones@futurosaldpr.org](mailto:comunicaciones@futurosaldpr.org) no later than May 15, 2026. Questions received after that date will not be answered.

Please note that FFS will not hold meetings or calls to address questions related to this RFP. All inquiries will be addressed exclusively through written email correspondence.

Responses to all vendor questions will be compiled and distributed simultaneously to all registered interested vendors to ensure a fair and transparent process. No vendor will receive preferential access to information.

Questions may be submitted in English or Spanish.

## 10. Terms & Conditions

- This RFP does not constitute a contract or commitment by FFS to award a contract to any vendor.
- FFS reserves the right to reject any or all proposals, to waive any informalities, or to cancel this RFP at any time without obligation or liability.
- All proposals and supporting materials become the property of FFS upon submission and will be treated as confidential.
- The selected vendor will be required to execute a formal contract and comply with all applicable federal, Commonwealth of Puerto Rico, and local laws and regulations.
- The vendor must maintain the confidentiality of all participant data and comply with HIPAA requirements and all applicable data privacy laws.
- FFS is a nonprofit organization and is exempt from certain taxes. Vendor proposals should reflect this status in budget calculations where applicable.
- All costs associated with preparing and submitting a proposal are the sole responsibility of the submitting vendor and will not be reimbursed by FFS.
- FFS may, at its sole discretion, request additional information or clarifications from one or more vendors prior to making a final award decision.

## Appendix A — Key Terms & Definitions

Term	Definition
<b>NRMP Match</b>	The National Resident Matching Program: the annual process that matches graduating medical students to residency training positions across the United States and Puerto Rico.
<b>PGY-3 / PGY-4</b>	Post-Graduate Year 3 or 4: the third or fourth year of a medical residency training program.
<b>Practice Succession</b>	The process of transitioning a medical practice to new ownership or new practitioners, including associate buy-ins, acquisitions, or managed retirement.
<b>FFS</b>	Fundación para el Futuro de la Salud de Puerto Rico: the issuing organization for this RFP.
<b>Vendor</b>	The organization, firm, or individual submitting a proposal in response to this RFP.

— End of Request for Proposals —