

# **Request for Proposal**

## **Consultant Strategic Planning Working Group**

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**February 2, 2021**

## Contents

Purpose .....	3
College of Physicians & Surgeons of Alberta .....	3
Our Organization .....	3
Our Vision.....	3
Our Mission .....	4
Project Definition .....	4
Introduction.....	4
Project Sponsor.....	4
Business Sponsor .....	4
Scope of Work.....	4
Major Phases and Activities of the Project .....	5
Other Resources .....	6
Proposals .....	6
Required Bidder Information .....	7
Firm Information .....	7
Firm Resources.....	7
Pricing Information .....	7
Conflicts of Interest.....	7
References .....	7
Proposal Process.....	8
Schedule .....	8
Proposal Requirements .....	8
Selection Criteria .....	8
Proposal Conditions .....	9
Contingencies .....	9
Acceptance or Rejection of Proposals.....	9
Modifications .....	9
Proposal Submission .....	9
Incurred costs.....	9

Negotiations ..... 9

Final Authority ..... 9

Contact Information ..... 9

Appendix 1 – Current Strategic Plan ..... 11

Appendix 2 - Terms of Reference Strategic Planning Working Group ..... 12

## Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals for a consultant to help facilitate, draft and guide the Strategic Planning Working Group to establish a new Five year strategic Plan for approval by Council in 2022.

This request for proposal (RFP) contains background information on CPSA and specific information that must be included in the proposal submitted.

Deadline for proposals is **February 19, 2021 at 4pm MST**. The proposal is to be submitted in PDF format to:

Mr. Shawn Knight, Chief of Staff  
College of Physicians & Surgeons of Alberta  
2700, 10120 – 100 St NW  
Edmonton, AB T5J 0N3  
[shawn.knight@cpsa.ab.ca](mailto:shawn.knight@cpsa.ab.ca)

## College of Physicians & Surgeons of Alberta

### Our Organization

CPSA is responsible for the regulation of the medical profession in Alberta. The main lines of business include:

- Register physicians, surgeons, osteopaths and including physician assistants starting April 1, 2021
- Ensure Physicians engage in continuing competence
- Investigate and resolve complaints
- Contribute to public policy affecting health care delivery
- Accredit health facilities
- Guide professional conduct and ethical behavior
- Support and monitor physicians whose ability to practise may be affected by a health issue.

CPSA's web site is [cpsa.ca](http://cpsa.ca)

CPSA currently operates under the authority of the *Health Professions Act* (HPA) and applicable regulations and bylaws.

CPSA's governing Council includes physician members, public members and representatives from Alberta's medical schools. Physician members are elected annually by Alberta physicians, while public members and medical school representatives are appointed. CPSA staff, all located in Edmonton, number approximately 155.

The Chief Executive Officer, who carries the title Registrar, is Dr. Scott McLeod.

### Our Vision

The highest quality medical care for Albertans through regulatory excellence.

## **Our Mission**

To protect the public and ensure trust by guiding the medical profession.

## **Project Definition**

### **Introduction**

CPSA completed a 10-year strategic planning exercise in 2011 and an update to the plan in 2016. A copy is attached as an Appendix. The plan is reviewed annually by Council however a more in depth strategic planning exercise is needed to ensure that the CPSA remains relevant in regards to expectation of the public, government and its position within the health care system. CPSA Council determined a formal review of the strategic plan be conducted in 2021 for approval in 2022.

Project completion must be no later than **March 31, 2022**.

### **Project Sponsor**

The Strategic Planning Working Group (SPWG) of the College of Physicians & Surgeons of Alberta.

The SPWG consists of five CPSA Council members. A copy of the SPWG terms of reference is attached as Appendix 2.

### **Business Sponsor**

Mr. Shawn Knight, Chief of Staff, College of Physicians & Surgeons of Alberta

### **Scope of Work**

CPSA is seeking a consultant to lead the development of its next Five-Year Strategic Plan which will consist of a facilitated process to engage Council and the CPSA's leadership team in developing and supporting an updated strategic plan, focusing on a five-year horizon. The work to develop the next Five-Year Strategic Plan began in 2020 as a working group has created a philosophy for how the work will be completed in 2021. The consultant will use that philosophical approach to guide CPSA to review, update and validate our Mission, Vision and current strategic plan. The consultant will:

- Provide expert advice on methodology and process on developing a strategic plan which will primarily be focused on reviewing and updating our Goals and Strategies
- Collaborate with the CPSA's communications staff, to plan engagement activities with partners regarding the strategic plan

- Manage the project - including attending regular meetings and providing status reports to keep the project on schedule
- Review relevant documentation – including existing plans, assessments, and other documents
- Design the planning process – which will include identifying important trends and patterns, analyzing strengths, weaknesses, opportunities and threats
- Organize and manage all planning activities – including producing a record of all meetings and input arising from engagement opportunities
- Attend preparation meetings with Business Sponsor and Chair of SPWG
- Attend monthly meetings 3-4 hrs in length, currently held virtually, however as current public health measures resolve these meetings may resume in person.
- Facilitate meetings - including prepare presentations, project plans, agendas and project processes.
- Facilitate all opportunities for engagement – assisting discussion and decision making and ensuring that dialogue is productive and creative
- Develop all project documents.
- Write all drafts and the final plan – seeking and incorporating feedback from the SPWG

## **Major Phases and Activities of the Project**

Work on the project will start March 1, 2021 with a kick off meeting with the SPWG on March 18, 2021. The consultant will work closely with the SPWG and Mr. Shawn Knight, to choose the specific elements and processes within each phase.

- Q1 2021 – Leading the work of the SPWG to analyze partner and public engagement to inform the strategic plan activities.
- Q1 2021 – Preparing gap review of stakeholder and partner feedback, and gap analyses with current strategic plan.
- Q2 2021 – Developing concepts, ideas and potential changes to current strategic plan as directed by SPWG. Assist SPWG chair to socialize strategic plan changes with Council, leadership team, and major partners.
- Q2 2021 – Leading activities of analyzing societal expectations of regulators to inform SPWG members and strategic plan updates.
- Q3 & Q4 2021 – Drafting and finalizing the new draft strategic plan including key measurable outcomes and draft key performance indicators as directed by SPWG.
- Q1 2022 – Finalizing the activities of the Strategic Plan and Council approval.

Key deliverables of the project consultant will include:

- Develop agendas for all SPWG meetings
- Prepare status reports for SPWG meetings
- Develop interim reports to Council
- Draft written strategic plan as directed by SPWG which consists of an updated public document, written in plain language, outlining the strategic

directions of Council, key measurable outcomes and performance indicators, and internal work plans to build upon them.

- Develop presentation to Council for the final Strategic Plan

Success will be a plan that:

- Lays the groundwork for CPSA's work required under the HPA;
- Is understood and approved by Council;
- Guides CPSA to meet its mandate and public expectations; and
- Identifies key measurable outcomes and performance indicators that will achieve CPSA's mandate.

## **Other Resources**

A number of resources will be available to assist with the project as needed including time and expertise from:

- Strategic Planning Working Group
- CPSA Executive Assistant support for scheduling meetings
- CPSA Communications department

## **Proposals**

To be considered, the proposal must contain:

Title Page and Contact Information (1 page)

- Executive Summary (1 page)
- Scope, Approach, and Methodology (2 pages)
- Project Management Approach and Work Plan (2 pages)
- Experience and Qualifications (1 page)
- Detailed and Itemized Pricing (1 page)
- Firm / Consultant Overview (1 page) References (1 page)

The budget for the project management component is based on Hourly Rate for each section which must include all professional fees, subcontract fees (if applicable), expenses and taxes. CPSA is not exempt from GST:

- Miscellaneous expenses (printing, parking, travel)

## **Required Bidder Information**

The following information should be included in your (your firm's) proposal to CPSA:

### **Firm Information**

Describe the firm name and firm's expertise, qualifications and experience with respect to each aspect of the activities described in the project definition. Alternatively, describe the process by which you propose to select suitable individuals/firms to which you would subcontract such activities. Describe relevant experience in strategic plan development within the not-for-profit sector.

### **Firm Resources**

Describe the expertise, qualifications and experience of each person who would be providing services to CPSA, including the proposed role of each individual. Please include the biographies of all individuals who would be assigned to work on the project. Describe any project management or administrative support that would be part of the firm's services to CPSA. If any portion of the project is to be done by subcontractors, please include in the pricing information. Describe each person's facilitation experience working with boards, staff and key stakeholders.

### **Pricing Information**

The proposals must include a detailed description of the basis for the charging of fees and expenses associated with the project.

### **Conflicts of Interest**

The proposals must identify any potential conflicts of interest known to the firm that may affect the provision of services to CPSA.

### **References**

Please include three references. References for similar projects and/or organizations similar to CPSA are preferred.



## Proposal Process

### Schedule

February 1, 2021	RFP will be made available to invited firms.
February 19, 2021	All proposals must be submitted to CPSA by 4 pm this day.
February 20, 2021	Internal screening of proposals. CPSA will develop a short list of at least two firms whose references will then be contacted.
February 23-26, 2021	Short-listed firms will present their proposal in a virtual session to Project Sponsor, Business Sponsor and others as the discretion of CPSA.
March 1, 2021	Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified.
March 8, 2021	The successful firm will start the project.

### Proposal Requirements

- Proposals must not exceed 10 pages in length, including all attachments and appendices.
- Proposals are to be submitted in PDF format directly to CPSA via email, addressed to Mr. Shawn Knight at [shawn.knight@cpsa.ab.ca](mailto:shawn.knight@cpsa.ab.ca).

### Selection Criteria

Proposals will be evaluated against the following criteria:

- Demonstrated expertise, qualifications and experience to meet the requirements set out in the project definition.
- Demonstrated understanding of the issues facing CPSA and the environment in which it operates.
- Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals.

Criteria	Weighting
Firm's qualifications and experience in similar work with the not-for-profit sector	20%
Facilitation experience working with boards, staff and key stakeholders	20%
Fees and pricing	25%
Quality of the proposal, including approach, timeframes and work plan	35%

CPSA will not necessarily select the lowest cost proposal.

## Proposal Conditions

### Contingencies

This Request for Proposals (RFP) does not commit CPSA to award a contract. CPSA reserves the right to accept or reject any or all proposals or waive irregularities if CPSA determines it is in the best interest of CPSA to do so.

### Acceptance or Rejection of Proposals

Proposals shall remain open, valid and subject to acceptance anytime up to three months after the proposal opening date and time. CPSA realizes that conditions other than lowest cost are important and will award contract(s) based on the proposal(s) that best meet the needs of CPSA.

CPSA reserves the right to limit the scope of the project based on budget.

### Modifications

CPSA reserves the right to issue addenda or amendments to this RFP.

### Proposal Submission

To be considered, all proposals must be submitted in the manner set forth in this proposal. It is the Proposer's responsibility to ensure that its proposal arrives on or before the specified time.

### Incurred costs

This RFP does not commit CPSA to pay any costs incurred in the preparation of a proposal in response to this request and Proposer agrees that all costs incurred in developing its proposal are the Proposer's responsibility.

### Negotiations

CPSA may require the firms selected to participate in negotiations, and to submit cost, technical, or other revisions of their proposals as may result from negotiations.

### Final Authority

The final authority to award contracts as a result of this RFP rests solely with CPSA.

## Contact Information

All inquiries should be directed to the following individual:

Mr. Shawn Knight, Chief of Staff  
College of Physicians & Surgeons of Alberta  
2700, 10120 – 100 St NW  
Edmonton, AB T5J 0N3  
[shawn.knight@cpsa.ab.ca](mailto:shawn.knight@cpsa.ab.ca)  
780-977-7409

## CPSA STRATEGIC PLAN

### Our Vision

The highest quality medical care for Albertans through regulatory excellence

### Our Mission

To protect the public and ensure trust by guiding the medical profession

### GOALS

### Strategies

The College guides and supports physicians in providing competent, compassionate and ethical care to patients.

Promote excellence in all facets of medical practice, in all phases of a physician's career.

Increase collaboration with other healthcare professionals to improve patient care and system integration.

Provide physicians with data and resources to help them improve their medical practice and respond to the needs of Alberta's changing population.

Support and guide physicians in meeting their professional needs and obligations.

The College is a trusted voice in influencing public policy for an effective, integrated health system.

Use evidence and stakeholder feedback to inform public policy positions

Proactively identify opportunities to influence public policy in high priority areas.

The College fosters quality health care through collaboration and cooperation with other key stakeholders.

Expand engagement with healthcare partners and stakeholders, anticipating their needs, issues and concerns.

Seek opportunities to consult and partner in areas of mutual interest and value.

The College is a recognized leader and innovator among self-regulated professions.

Develop, share and promote innovative approaches to regulation involving College partners, stakeholders, and members.

Create a positive and engaging presence for the College that is readily identifiable and understood.

### OUR VALUES

We do the right thing.

We make informed decisions.

We empower people.

We collaborate.

We are innovators.

We enjoy and find meaning in our work.

**Terms of Reference**  
***Strategic Planning Working Group***  
***November 17, 2020***

## **Purpose**

The mandate of the Strategic Planning Working Group is to ensure the progress and achievement of a strategic planning process and a new 5-year strategic plan for the CPSA. This will be achieved through:

- Establishing, revising and reinforcing key objectives and core planning principles of a strategic planning process;
- Providing oversight, guidance and governance direction to CPSA Senior Leadership and contracted resources engaged to support the strategic planning process;
- Ensuring that all elements of work done to develop a strategic planning process and/or to develop recommendations for a strategic plan align with our values and brand characteristics, the legislative mandate of CPSA, and all Bylaws and policies established and approved by CPSA Council.
- Testing and evaluating recommendations for a strategic plan both as to process and draft outcomes before taking any recommendations to Council. The Working Group will use its discretion to gather feedback from Council during the course of the development of a recommended strategic plan. Any information shared with Council will provide Council with the options considered and rationale used to create consensus. Council support of the plan needs to be secured and will be enhanced through regular updates and involvement by Council.
- Leading Council through the strategic planning process
- Considering resource implications of the strategic plan recommendations.

## **Membership**

The Strategic Planning Working Group members serve on the Working Group until it is dissolved. Members are:

- 4 or 5 current Council members
- The immediate past president
- President will be invited to attend as needed

The Chair of the Working Group will be selected by and from the members of the Working Group.

The Chair will preside at all meetings of the Working Group.

Support from Administration will be at the discretion of the Registrar.

## **Authority and Accountability**

The Strategic Planning Working Group is an ad hoc group created by Council for a period and frequency to be determined by Council as part of the development of a Strategic Planning Process.

## **Roles and Responsibilities**

The Working Group will:

- a. Set and review the project scope and schedule for the strategic planning process, including the management of a timeline with benchmarks.
- b. Provide guidance to the CPSA Senior leadership and contracted resources in executing the strategic planning process.
- c. Provide input and direction on templates, processes, and outcomes of the strategic planning process.
- d. Ensure Council receives regular updates from the Working Group.
- e. Establish priorities in the strategic planning process based on assessment of the internal and external environment of the CPSA, the advice of CPSA Senior Leadership, and other environmental factors impacting the work of the CPSA.
- f. Develop benchmarks and timelines to ensure the work is completed in the timeline agreed upon by Council.
- g. Monitor the effectiveness and efficiency of the strategic planning process
- h. Review and make recommendations on changes, as necessary, to these Terms of Reference.

## **Meetings**

### **Frequency**

- The Working Group will meet no less than monthly and otherwise at the call of the Chair to carry out its Roles and Responsibilities as specified in these Terms of Reference.

### **Procedures**

- The Working Group members may attend meetings in person or through video- or teleconference

### **Decision Making**

- Quorum shall be a simple majority of Council members on the Working Group
- Decisions will be made by consensus.

### **Records of the Committee**

- Notes of each meeting will be kept with a focus on action items and to inform next steps/agenda for the Working Group

## Confidentiality

- The Confidentiality and Non-disclosure Agreement signed annually by all Council members extends to their work and actions on Council Committees.

## Subcommittees

- Subject to sections 19 and 20 of the Health Professions Act, the Committee may, at its discretion, appoint a sub-committee to assist in the fulfillment of the Committee's roles and responsibilities.
- A sub-committee will have specific, defined tasks and deliverables as defined by the Strategic Planning Working Group.

## Committee Resources

- Council approves the budget for the Strategic Planning Working Group.
- Strategic Planning Working Group members are paid an honorarium and are reimbursed for their expenses as per CPSA's [Honoraria and Expense Policy](#).
- The Registrar and Chief of Staff attend all Strategic Planning Working Group meetings.
- Others may attend the meetings as needed to provide specific knowledge or expertise on matters before the Working Group.
- The Executive Assistant to the Chief of Staff, or designate, will act as Recording Secretary for the Working Group.
- As required, the Strategic Planning Working Group may engage the services of an external consultant based on CPSA procurement policies.