

Request for Proposal

Consultant Governance Review



November 24, 2021

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Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking proposals for a consultant to perform a Governance Review and make recommendation to Council.

The purpose of the Governance Review is to identify best practice governance principles, structures and processes necessary to update and strengthen the CPSA's governance framework. These governance best practices will focus on CPSA's mandate to govern its regulated members in a manner that protects and serves the public interest. 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 January 4, 2022 at 4pm MDT. 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

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 physician assistants
- Support continuing competence
- Investigate and resolve complaints
- Contribute to public policy affecting health care delivery
- Accredite health facilities
- Guide professional conduct and ethical behavior
- Support and monitor regulated members whose ability to practise may be affected by a health issue.

CPSA's web site is 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 number approximately 155.

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

As of January 4, 2022, all CPSA contractors will be required to provide an attestation their staff are fully vaccinated.

"Fully vaccinated" means the individual providing services to CPSA is considered fully vaccinated by the public health authority in Alberta, which currently requires that the individual has received all required doses of an accepted COVID-19 vaccine, in all cases

with a 14-day period having passed since the individual received their final dose of the applicable COVID-19 vaccine.

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

The Governance Review will identify best practice governance principles, structures and processes necessary to update and strengthen the CPSA's governance framework. These governance best practices will focus on CPSA's mandate to govern its regulated members in a manner that protects and serves the public interest.

The Governance Review will be conducted under the guidance and authority of the Governance Review Committee and its Terms of Reference included below.

Project completion must be no later than May 30, 2022.

Project Sponsor

The Governance Review Committee is an ad hoc committee of Council of the College of Physicians & Surgeons of Alberta.

The Governance Review Committee will consists of 4 CPSA Council members. The Terms of Reference below states the required objectives and deliverables.

Business Sponsor

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

Scope of Work

The Terms of Reference (TOR) for the Governance Review Committee will outline the purpose, objectives and scope of the Governance Review. The TOR is not exhaustive as its intent is to set a review framework with the following themes:

- Council/Board composition
- Scope and decision making process for Council committees
- Delegation of authority from Council to CEO
- Governance structure of Council, Committees and CEO
- Evaluation of measurable performance outcomes for Council
- Best practice governance process for regulatory bodies

Terms of Reference – Governance Review Purpose

The purpose of the Governance Review is to identify best practice governance principles, structures and processes necessary to update and strengthen the College of Physicians and Surgeons of Alberta (CPSA) governance framework. These governance best practices will focus on CPSA's mandate to govern its regulated members in a manner that protects and serves the public interest.

Objectives

- Identify, develop awareness and understanding of governance structures and decision making processes of similar organizations including governance structures most appropriate for a medical regulator.
- Identify and develop recommendations of best practice governance structures and processes for regulatory Boards/Councils. Recommend policies, procedures and processes regarding high performing Boards/Councils and governance structures that can be accomplished within the current legislative framework.
- Identify best practices, structures and processes to promote an effective transparent relationship between Registrar/CEO and Board/Council.
- Develop awareness of best practices including characteristics of high performing Boards/Council and committees including processes to populate those boards. Create awareness of appropriate term lengths, competencies and reporting structure.
- Assess external environment, which may include societal pressures, and other external pressures which influence a medical regulator's ability to be viewed as effective and accountable to its mandate.
- Recommend a governance structure which will allow CPSA to effectively influence and respond to anticipated activity in the external environment.
- Identify and recommend best practices regarding Board/Council development and assessment of Board/Council member effectiveness individually and as a collective.

Although CPSA desires the objectives to be reviewed in a comprehensive manner the CPSA considers the review to be a "limited" Governance Review that is specific to the objectives only and not a full scope Governance Review of the entire organization. CPSA will provide clarity on the "limited" scope during the submission phase.

Scope

The Governance Review Committee will conduct its work in three phases.

Phase one: Guide and approve the RFP for the Governance Review, and select the successful vendor in collaboration with Registrar and staff.

Phase Two: Work with the Consultant, guide the Governance Review to ensure all objectives are accomplished. Review the Consultant report and guide the Consultant's development of recommendations to Council. Update Council on progress of the review.

Phase Three: Work with the Registrar and staff, present recommendations to Council for consideration regarding implementation.

Membership

The Governance Review Committee members serve on the Council subcommittee Working Group until it is dissolved.

Members are:

- 4 voting Council members consisting of 2 public members and 2 physicians
- President of Council 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

Council Bylaws section 17.1 stipulates the authority for Council to create a subcommittee, thus the Governance Review Committee is an ad hoc group created by Council for a period and frequency to be determined by Council as part of the Governance review process.

Roles and Responsibilities

As noted in Scope the roles and responsibilities would focus on the oversight of the creation of an RFP, selection of a preferred vendor, guidance, in collaboration with the Registrar and staff, of the work undertaken by the Consultant, the review of the submitted work and the development of the recommendations presented to Council.

Meetings

As determined by the Chair and Council and based on the needs of achieving the deliverables as outlined in Scope under the three phases.

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

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 and decisions will be made by consensus.

Confidentiality

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

Committee Resources

Office of the Registrar will supply executive, secretariat and administrative support for the duration of the committee.

Term

Subcommittee would be dissolved at the conclusion of the project as determined by Council.

Major Phases and Activities of the Project

Work on the project will start February 1, 2022 with a kick off meeting with the Governance Review Committee and the consultant. The consultant will work closely with the Governance Review Committee and Mr. Shawn Knight, to choose the specific elements and processes within each phase.

- Check in point with verbal progress report and project questions March 1, 2022.
- Written project update provided by March 7 in order for CPSA staff to be able to provide Council with progress report at Council meeting on March 17, 2022.
- Written project interim report provided by April 8, 2022 to CPSA Executive team.
- Meeting with CPSA Executive team on April 14, 2022 to review interim report and make review adjustments, seek clarifications and discuss format of final report.
- Written draft final report due May 2, 2022.
- CPSA to provide feedback by May 5, 2022.
- Written final report due May 11, 2022.

Other Resources

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

- Governance Review Committee
- CPSA Executive Assistant support for scheduling meetings
- CPSA Executive Sponsor

Proposals

To be considered, the proposal must contain:

- Title Page and Contact Information (1 page)
- Executive Summary (1 page)
- Scope, Approach, and Methodology (4 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 detailed and itemized pricing should be based on Hourly Rate(s) for each section in the work plan which must include all professional fees, subcontract fees (if applicable), and expenses.

The proposal should also include all miscellaneous expenses (printing, parking, travel) and taxes. CPSA is not exempt from GST.

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 governance review work 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

November 24, 2021	RFP will be made available to invited firms.
Dec 6 – Dec 13, 2021	Chief of staff will be available by phone to answer questions from prospective vendors. Various dates/times available during this window. Please email shawn.knight@cpsa.ab.ca to arrange a call if needed.
January 4, 2022	All proposals must be submitted to CPSA by 4 pm this day.
January 12, 2022	Internal screening of proposals. CPSA will develop a short list of at least two firms whose references will then be contacted.
January 19, 2022	Short-listed firms will present their proposal in a virtual session to Project Sponsor, Business Sponsor and others at the discretion of CPSA.
January 24, 2022	Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified.
February 1, 2022	The successful firm will start the project.

Proposal Requirements

- Proposals must not exceed 12 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.

Selection Criteria

Proposals will be evaluated against the following criteria:

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 including: <ul style="list-style-type: none">• Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals.	25%
Fees and pricing	20%
Quality of the proposal, including approach, timeframes and work plan including: <ul style="list-style-type: none">• Demonstrated understanding of the issues facing CPSA and the environment in which it operates.	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
780-977-7409