

Request for Proposal

Registrar & Chief Executive Officer (CEO) Leadership Transition Consultancy



July 2025

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Purpose

The College of Physicians & Surgeons of Alberta (CPSA) invites proposals from qualified individuals or firms to provide professional leadership transition services.

The successful candidate will work closely with CPSA's Registrar & CEO Integration Committee to design, implement, and support an effective onboarding and integration plan for the incoming Registrar & CEO (one role). This includes a focus on leadership transition, cultural integration and relationship building with key stakeholders.

The deadline for proposals is **Friday, July 18, 2025, at 4:00pm MST**. Please send completed proposals in PDF format by email to:

Michael Neth
CPSA Chief of Staff
michael.neth@cpsa.ab.ca

About CPSA

CPSA is Alberta's medical regulator and responsible for overseeing the practice of medicine in Alberta. [Alberta's Health Professions Act \(HPA\)](#) grants physicians and physician assistants the privilege of profession-led regulation, which is carried out by CPSA. Our work to guide the medical profession ultimately protects patients in Alberta.

This work includes:

- Registering physicians, surgeons, osteopaths, and physician assistants
- Supporting continuing competence and performance in practice
- Investigating and resolving complaints related to physicians and physician assistants
- Contributing to public policy affecting health care delivery
- Accrediting diagnostic, psychedelic therapy and non-hospital surgical facilities
- Engaging in evidence-based medical regulation, research and program evaluation
- Guiding professional conduct and ethical behaviour

CPSA is governed by a Council that includes physicians and public members. Public members are appointed by Alberta's Lieutenant Governor in Council, while regulated members are elected by their professional peers. Also on Council are Alberta's two medical school deans, and medical learners who sit as observers.

To learn more about CPSA, please visit cpsa.ca.

Our Vision

Professional, ethical, and competent regulated members providing the highest quality care for all Albertans.

Our Mission

To serve and protect all Albertans, contributing to their health and wellness, by supporting and guiding regulated members to proudly provide high quality care together with healthcare partners and patients.

Our Strategic Directions

- **Highest Quality, Compassionate and Ethical Care** – Towards increasing the provision of excellent, regulated member care for all Albertans
- **Enhanced Partnerships** – Towards informed, engaged partners who help us provide quality care with Albertans
- **Proactive and Innovative Approach** – Towards being recognized as a leader and innovator in self-regulated professions who always strive for excellence
- **Anti-Racism and Anti-Discriminatory** – Towards becoming an anti-racism and anti-discrimination organization
- **Authentic Indigenous Connections** – Towards substantive and authentic connections and relationships that help us provide quality care in partnership with Indigenous Organizations

Project Definition

Introduction

With a new Registrar & CEO joining the organization in mid September 2025, CPSA has established a dedicated Integration Committee to ensure a seamless leadership transition into the CPSA's team, culture, and operations. This Committee has been commissioned by the current Registrar & CEO and is comprised of team members from the Office of the Registrar.

Meeting frequently with the Integration Committee, the Leadership Transition Consultant will be expected to:

1. **Design and guide the integration plan** for the new Registrar & CEO.
2. **Advise on stakeholder familiarization**, including best practice for introductions to CPSA team members, Council members and key external partners.

3. **Support cultural integration** by helping the new Registrar & CEO understand CPSA's mission, values, and brand characteristics.
4. **Identify potential gaps in knowledge or orientation materials** and propose strategies to address them.
5. **Support** the Registrar & CEO in developing strong relationships within the CPSA Leadership Team.
6. **Schedule and conduct regular check-ins** with the Registrar & CEO and advise the Committee of recommended adjustments needed for successful integration.
7. **Support the transition of the outgoing Registrar & CEO** to ensure continuity and knowledge transfer.

All work produced and completed by the individual(s) or firm related to these services shall be the property of CPSA. This work includes, but is not limited to, analysis, reports, correspondence, presentations, or any other material or information connected with the scope of services included in a signed contract.

Major Phases and Activities of the Project

Phase 1: Pre-Arrival Planning and Transition Design

Prior to the arrival of the new Registrar & CEO, the consultant will work with the Integration Committee to develop the key deliverable for this project: a structured onboarding and integration plan, tailored to CPSA's leadership culture and stakeholder landscape. This phase will also include activities to support the smooth offboarding of the outgoing Registrar & CEO, ensuring knowledge transfer, role continuity, and closure of legacy responsibilities.

Phase 2: Post-Arrival Integration and Support

Once the new Registrar & CEO is in place, the consultant will facilitate the execution of the integration plan. The consultant will gather and respond to feedback from both the new Registrar & CEO and team members, working alongside the Integration Committee to refine the process as needed, up until the end of December 2025.

Required Bidder Information

Interested individuals and firms are invited to submit a proposal including the following:

- **Company/Consultant Overview:** Include background, credentials, and relevant experience with executive transitions.
- **Approach & Methodology:** Description of your integration and coaching philosophy, tools, and proposed framework.
- **Team Composition:** Biographies of individuals who will be assigned to this engagement.
- **References:** Include at least two references from similar engagements.
- **Timeline:** Projected start date, schedule of key milestones, and estimated hours.
- **Fee Structure:** Detailed pricing model and any potential additional costs (e.g., taxes and administrative costs).

Proposal Requirements

Proposals should not exceed 6 pages in length, excluding attachments and appendices. Proposals are to be submitted in PDF format directly to CPSA via email, addressed to the person described in this form.

Proposal Schedule

Date	Proposal Review Process
July 10, 2025	RFP will be made available to invited firms.
July 18, 2025	All proposals must be submitted to CPSA by 4 pm of this day.
July 21 – 25, 2025	Internal screening of proposals. CPSA will develop a short list of firms whose references will then be contacted.
July 29, 2025	Selection of the successful firm will be made and negotiation of terms of engagement undertaken.
July 31, 2025	The successful firm will start the project.

Selection Criteria

CPSA will evaluate each response that is properly submitted in accordance with this request, based on the following criteria:

- Relevant experience and qualifications (15%)
- Strength and feasibility of the proposed methodology (40%)
- Understanding of CPSA's mission and mandate (10%)
- Cost-effectiveness (25%)
- References and prior outcomes (10%)

CPSA will not necessarily select the lowest cost proposal. While the order of these factors does not generally denote relative importance, CPSA acknowledges a balanced combination of (1) reasonable rates and the availability of flat fees, blended rates and caps on fees, and (2) strength and feasibility of the proposed methodology.

CPSA reserves the right to consider such other relevant factors as it deems appropriate in order to hire the best value provider. CPSA may or may not seek additional information from respondents prior to making a selection.

Those firms whose proposals are selected for further consideration may be asked to make a personal presentation and/or answer questions in advance of our final selection.

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.

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.

Confidentiality

All submissions will be treated as confidential and used solely for the purpose of evaluating candidates for this engagement.

Contact Information

Please submit proposals via email no later than 4pm (MST) on July 18, 2025. All completed proposals, along with any inquiries related to this RFP, should be directed to:

Michael Neth
CPSA Chief of Staff
michael.neth@cpsa.ab.ca

Shortlisted candidates may be invited to interview with the Integration Committee. Communication on this RFP is restricted to the designated people above and no other member of CPSA, its Council, or affiliated working groups or committees are to be contacted with inquiries.