Request for Proposal

Facilitating Review of the CPSA’s Strategic Plan

October 2015
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Purpose

The College of Physicians & Surgeons of Alberta ("the College") is seeking proposals for a review of our Strategic Plan approved in 2011.

College of Physicians & Surgeons of Alberta

Our Organization

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

- Registering physicians
- Investigating and resolving physician-related complaints
- Providing clinical review
- Accrediting health facilities
- Guiding professional conduct and ethical behavior
- Contributing to public policy affecting health care delivery

The College’s web site is cpsa.ca

The College currently operates under the authority of the Health Professions Act and applicable regulations and bylaws.

The College’s governing Council includes physician members, public members and representatives from Alberta’s medical schools. Physician members are elected annually by Alberta doctors, while public members and medical school representatives are appointed. College staff, all located in Edmonton, number approximately 110. The Chief Executive Officer, who carries the title Registrar, is Dr. Trevor Themain.

Our Vision

Albertans are healthier because the College of Physicians & Surgeons of Alberta:
- ensures that physicians are competent throughout their careers;
- supports physicians in providing compassionate, caring and ethical services to the people of Alberta;
- fosters quality health care for all Albertans through innovation, collaboration and cooperation with other key stakeholders; and
- advocates for public policy that contributes to the health of Albertans.

Our Mission

Serving the public by guiding the medical profession.
Project Definition

Introduction

The College of Physicians & Surgeons of Alberta completed a strategic planning exercise in 2011. 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 College remains relevant in today’s health care environment. College Council determined that a formal review of the strategic plan be conducted in 2016.

Deliverables

Key deliverables of the project will include:

- Review of the current strategic plan focusing on a ten year horizon
- Engagement of regulated members, key interest groups and the public
- A facilitated process to engage Council and the College’s management team in developing and supporting an updated strategic plan
- An updated public document, written in plain language, outlining the Strategic Directions of Council, and internal work plans to build upon them
- Coordination with the College’s communications staff, to derive maximum benefit from this exercise

Governance

A three-person Strategic Planning Review Committee, working with the Registrar and/or his designate will provide direction and oversight to the consultant.

Major Activities

Updated Environment Scan

A comprehensive environmental scan was conducted in 2011. The major activities that are required to update this environment scan include:

- Focus on external environment, in particular:
  o Medical regulation in Canada and internationally
  o The medico-political environment in Alberta and Canada
- Report to the steering committee and Council
Review of Plan and Setting Directions

The major activities that are required to design and implement a process for a review of the Plan include taking actions to:

- Determine, with the review committee, time available from Council and the College’s management team to conduct these activities. Two full-day meeting dates have been budgeted for the Council to align with the current Council schedule. Four ½ day steering committee meetings have been planned in 2016.
  - Council meeting schedule for 2016:
    - March 3 & 4
    - May 26 & 27
    - September 8 & 9
    - December 1 & 2
  - There is some flexibility for the meeting times with the full Council.

- Schedule those activities in a cost-effective way
- Design an agenda to ensure appropriate engagement of Council and the College’s management team
- Interpret the environment scan, determine the key issues and concerns as well as strengths and weaknesses that must be addressed in the next ten years
- Facilitate discussions/workshops for Council and the College’s management team regarding review of a vision, mission and mandate for Council; (including some key indicators of performance)
- Develop and produce materials (visuals, pre-reading, activities, etc.) to conduct the meetings/workshops
- Analyze the information and use the results of the analysis to write in plain language a draft strategic plan document outlining the strategic directions of Council for public consumption

Validation Phase

The major activities that are required to communicate and validate the draft document for strategic directions of Council include:

- Confirm, with the review committee, what set of activities should be conducted and which parties to send out the draft document for feedback
- Establish a work plan and process to implement the validation activities across Alberta
- Organize and conduct activities
- Process information and prepare a report to Council
Communications

A fundamental element of success for this project is a clear communications strategy and plan to ensure the Project is perceived by all internal and external participants in the most positive light. The College’s communications staff will plan and conduct this communications, but will require the consultant to coordinate closely with them.

College Resources

The College will provide the following:

- Access to our Communication staff.
- Recent College research material (example stakeholder surveys)
- Meeting space for meetings with Council and the steering committee.

The consultant is expected to work from their own office.

Proposals

To be considered, each proposal must contain:

- A work plan outlining in sufficient detail the methodologies to be considered for completion of each phase of work. Ideally, a range of methodologies, with pros and cons, will be identified
- An estimate (or range) of the costs associated with each phase of the work

Work on the project will start early January 2016. The chosen consultant will work closely with the Registrar and the steering committee to choose the specific elements and processes within each phase.

Success will be a plan that:

- lays the groundwork for the College’s work over the next decade
- is understood and endorsed by key partners in Alberta’s health system
- identifies key measurable outcomes that will achieve the College’s mandate

The budget for this project is $200,000, which must include all professional fees, subcontract fees (if applicable), expenses and taxes. Expenses are to be billed at cost to the College. The College is not exempt from GST. This budget excludes any Council or steering committee expenses. Completion must be no later than March 31, 2017.
Required Bidder Information

The following information should be included in your (your firm’s) proposal to the College:

Firm Expertise

Describe the 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.

Firm Resources

Describe the expertise, qualifications and experience of each person who would be providing services to the College, including the proposed role of each individual. Please include the biographies of individuals who will be assigned to work on the project.

Describe any project management or administrative support that would be part of the firm’s services to the College. If any portion of the project is to be done by subcontractors, please include in the pricing information.

General Firm Information

Please provide:

- Firm name and contact information
- Description of the firm’s size and structure and the general services it provides
- Names and contact information for the key personnel who would serve as the primary contacts for the College

Pricing Information

Proposals must include a detailed description of the basis for charging of fees and expenses associated with this project. Bids should specify the maximum price to be charged.

Conflicts of Interest

Proposals must identify any potential conflicts of interest known to the firm that may affect the provision of services to the College.

References

Please include three references including names, telephone and email address. References for similar projects and/or organizations similar to the College are preferred.
Proposal Process

Schedule

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<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>October 26, 2015</td>
<td>RFP will be made available to invited firms.</td>
</tr>
<tr>
<td>November 20, 2015</td>
<td>All proposals must be submitted to the College by 4 pm of this day.</td>
</tr>
<tr>
<td>November 23 – December 15, 2015</td>
<td>Internal screening of proposals. The College may develop a short list of at least two firms whose references will then be contacted.</td>
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<tr>
<td>December 18, 2015</td>
<td>Selection of the successful firm will be made and negotiation of terms of engagement undertaken. Other short listed firms will be notified.</td>
</tr>
<tr>
<td>January 4, 2016</td>
<td>The successful firm will start the project.</td>
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Proposal Requirements

Proposals must not exceed 15 pages in length, including all attachments and appendices.

Proposals are to be submitted in PDF format directly to the College via email, addressed to Dr. Trevor Theman, Registrar at trevor.theman@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 the College and the environment in which it operates.
- Demonstrated ability of the consultant to work cooperatively with diverse groups and individuals.

The College will not necessarily select the lowest cost proposal.

Proposal Conditions

Contingencies

This Request for Proposals (RFP) does not commit the College to award a contract. The College reserves the right to accept or reject any or all proposals.

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. The College 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 the College.

**Modifications**
The College 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 the College 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**
The College 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 the College.

**Contact Information**

All inquiries should be directed to the following individual:
Dr. Karen Mazurek, Deputy Registrar
karen.mazurek@cpsa.ab.ca
780-969-4957

College of Physicians & Surgeons of Alberta
2700, 10120 – 100 St NW
Edmonton, AB
T5J 0N3
Appendix

CPSA 2011 Strategic Plan

CPSA 2014 Annual Report