



**Request for Proposals
for
Ontario College of Pharmacists
Governance Review**

Issued: January 6, 2025

Closes at: January 31, 2025 at 5:00 PM

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A General Information and Instructions

A.1 About the Ontario College of Pharmacists

- With a mandate to serve and protect the public interest, the Ontario College of Pharmacists (OCP) is the regulatory body that oversees pharmacists, pharmacy technicians and pharmacies in Ontario.
- OCP regulates registered pharmacy professionals by holding them accountable to OCP's governing legislation, and the standards of practice, Code of Ethics and policies and guidelines relevant to pharmacy practice that OCP has developed. In order to carry out professional regulation, OCP administers a quality assurance program, including practice assessments. OCP also conducts investigations, resolutions and prosecutions of registrants, with respect to professional misconduct, incompetence and incapacity.
- OCP also accredits and regulates hospital and community pharmacies in Ontario, holding them to relevant legislation, and the operational standards and policies developed by OCP.
- The objects of OCP are set out in section 3 of the [Regulated Health Professions Act, 1991](#).
- OCP is governed by a Board of Directors.
- Standing committees include the Finance and Audit Committee, Governance Committee, the Screening Committee, the Drug Preparation Premises Committee, and the specially-appointed Governance Review Committee.
- Statutory committees include the Executive Committee, the Registration Committee, the Quality Assurance Committee, the Inquiries, Complaints and Reports Committee, the Accreditation Committee, the Patient Relations Committee, the Discipline Committee and the Fitness to Practise Committee.
- See OCP's website and By-law 6 for more information.
- The Registrar and CEO is the most senior staff member, and reports to the Board of Directors
- OCP divisions are each overseen by a Director who reports to the Registrar and CEO, including Corporate Services (Finance, IT, Facilities); Policy, Engagement and Strategy Implementation; Communications and Knowledge Management; Conduct; and Quality.

A.2 Invitation

- In issuing this Request for Proposals (RFP), OCP invites qualified proponents to make proposals for the services described below.
- The purpose of this RFP is to enable the OCP to review and evaluate proposals and proponents to identify the successful proponent who will carry out this project in their capacity as a consultant.

- This RFP document sets out the requirements for the proponents' proposals and specifies the evaluation criteria and consultant selection process for this project. Proponents must be able to demonstrate a thorough understanding of project requirements, including their approach and methodology, project plan and work plan.

A.3 Contracting Authority

- The contracting authority (Contracting Authority) for this RFP is:

Susan James

Acting Registrar

The Ontario College of Pharmacists

483 Huron Street

Toronto, ON

M5R 2R4

416-962-4861 ext. 2206

sjames@ocpinfo.com

A.4 Project Authority

- The project authority (Project Authority) for this RFP is:

Angela Bates

Director, Conduct

The Ontario College of Pharmacists

483 Huron Street

Toronto, ON

M5R 2R4

416-962-4861 ext. 2226

abates@ocpinfo.com

A.5 Terms and Conditions

A.5.1 Glossary of Terms

Agreement: The consulting services agreement that the successful proponent will enter into with OCP at the conclusion of the RFP process.

Consultant: The individual or company that is selected as the successful proponent in this RFP process.

Consultant Team: All team members of the Consultant who will participate in the Project.

Contracting Authority: The senior staff person responsible for execution of the Agreement with the Consultant. Note that the identity of the specific Contracting may

change during this RFP process and the project. OCP will notify proponents and the Consultant of any such changes.

Evaluation Criteria: The criteria used to rate the proposals of proponents, contained in the scoring rubric described in this RFP.

Key Personnel: Key Personnel are the critical Team members that carry the responsibility for Project delivery. They are individuals that will have a direct and substantial involvement in the work and whose roles and responsibilities will be crucial to the successful completion of the project.

Ontario College of Pharmacists (OCP): The issuer of this RFP, who will enter into a consulting services agreement with the successful proponent at the conclusion of the RFP process.

Project: The external governance review described herein, including planning, execution and reporting.

Project Authority: The senior staff person who will act as a point person during both the RFP process and the Project. Note that the identity of the specific Project Authority may change during this RFP process and the project. OCP will notify proponents and the consultant of any such changes.

Proponent: Entities who submit a proposal. The entity that will execute the contract with OCP will become the Consultant, who has full contractual responsibility for the delivery of the required services.

Proposal: The submission made by the Proponent, in response to OCP's RFP, outlining the Proponent's qualifications, approaches, etc.

Request for Proposal (RFP): The document that commences the formal procurement process, which sets out Project requirements allowing Proponents to compete for the contract.

Services: The activities outlined in the Proponent's submission, required to achieve the goals of and complete the Project.

Submission: A Proponent's proposal made in response to the RFP, drafted in accordance with the terms of the RFP.

A.5.2 Mandatory and Advisory Clauses

- Mandatory clauses during the procurement are those containing the word "must", "will" or "shall". These clauses must be observed at all times, unless otherwise authorized by OCP. Proponents not respecting these clauses will be disqualified and their proposals will not receive any further consideration. Advisory clauses during the procurement are those containing the word "may" or "should". Proponents not respecting these clauses may be scored lower.

A.5.3 Acknowledgement and Legal Compliance

- By virtue of making a Submission, the Proponent acknowledges that OCP has the right to verify any information contained in their Submission, and that false,

erroneous, or inadequate information may require that the Proponent provide corrected information, at the Proponent's own expense, for the approval of OCP.

- Proponent assumes responsibility for compliance with all laws and regulations concerning its eligibility to provide a Submission and to perform the Services in the Province of Ontario and is aware that this RFP is governed by the laws of the Province of Ontario.

A.5.4 Consultant Team Key Personnel

- Proponents are advised that the Key Personnel named in their submission shall remain in their designated roles throughout the RFP period and for the duration of the Project.
- If the Key Personnel named in a Proponent's proposal leave or become unavailable or unable to perform their duties for circumstances beyond the Proponent's reasonable control, the Proponent shall promptly notify the Project Authority and submit resumes of proposed replacement personnel. Proposed replacement personnel should possess professional qualifications and comparable experience equivalent to the Key Personnel being replaced.
- Should any of the Proponent's replacement personnel be considered in any respect unsatisfactory, alternative replacement personnel shall be proposed by the Proponent within 14 days of receipt of the notice of dissatisfaction from the OCP.
- No payment shall be made for fees incurred by Consultant Team members who were not approved by OCP prior to work taking place.

A.5.5 Queries During the RFP Solicitation Period

- The Proponent will base their proposal on OCP's RFP documents. It is the responsibility of the Proponent to obtain clarification of any terms, conditions or technical requirements contained in the RFP.
- Any questions or requests for clarification during the solicitation period must be submitted in writing by the primary contact of the Proponent to the Project Authority identified on the front page of this RFP document.
- Questions and requests for clarifications will be answered if received in writing by the Project Authority at least seven days prior to the date stipulated for making the proposal.
- OCP will only respond to the primary contact of the Proponent, who will be responsible for further internal distribution as required.

A.5.6 Amendments to the RFP

- The answer to all questions or requests will be responded to by an addendum which will be issued to all Proponents.
- Proponents are advised that only the written information issued by OCP in this RFP document, and any appended documents and any associated amendments shall be contractually binding.

A.5.7 Right to Initiate or to Terminate Negotiations

- OCP shall have the sole right to initiate or to terminate negotiations.

A.5.8 Right to Request Clarifications / Confirmations

- OCP reserves the right to request clarifications and/or confirmations from any or all Proponents regarding any aspect of their proposals. In the event such clarifications and/or confirmations are requested, the Project Authority will make the request, to be directed to the individual named as the Proponent's contact in their proposal. A written response to each such communication is required from the Proponent.

A.5.9 Payment for Proposal

- There will be no direct payment by OCP for the document preparation and submission in response to this RFP.

A.5.10 Privacy and Access Legislation

- Proponents are advised that OCP is subject to the provisions of all applicable privacy and access to information legislation. Information submitted may be eligible for disclosure in accordance with the corresponding legislation. Information is not released without consultation with the Proponents, unless there is an order made under the applicable act.

A.5.11 Selection of Successful Proponent (Consultant)

- During the RFP phase of this procurement the basis of selection will be the Evaluation Criteria included in this RFP.

A.6 Form of Contract

- OCP's standard consulting services agreement template will be used as the contract template.

A.7 Insurance

- The successful Proponent (Consultant) agrees to purchase and maintain in force for the duration of any agreement for services resulting from this RFP the following insurance.

Liability Insurance:

- Consultant to be insured for errors and omissions arising out of the performance or non-performance the Services under a liability policy with a minimum liability limit of not less than \$250,000 for each claim, and \$500,000 in the annual aggregate in respect of any one project.
- Should OCP wish to increase the amount of insurance that the Consultant currently carries or obtain special insurance coverage, then the Consultant shall cooperate with OCP to obtain such increased amount or special insurance at OCP's expense, at such time as the identity of the successful proponent is determined.

B Project Description

B.1 Project Purpose and Background

- At its September 15, 2024 meeting, the OCP Board of Directors directed that an independent governance review be completed.
- In order to implement this direction, the OCP Board of Directors approved Terms of Reference, at its November 6, 2024 meeting.
- The Terms of Reference provide for the appointment of a special committee, the Governance Review Committee, which would report to OCP's standing Governance Committee.
- The Governance Review Committee was mandated by the Board to ensure completion of the governance review and report.
- The Governance Review Committee's purpose is to work directly with a Consultant to draft a report which will be presented to OCP's Board of Directors.
- The report shall consider the relationship between OCP's Board of Directors and the OCP's Registrar and CEO from a legislative and best practices perspective.
- The report shall include recommendations that will inform and enhance the Board in its duty to manage and administer OCP's affairs, including its duty to provide OCP with its overall policy and strategic direction, and OCP's duty to regulate the profession of pharmacy and carry out its statutory objects in the public interest.
- This Project consists broadly of two components:
 - a governance review, as described below; and
 - a report with recommendations.

B.2 Scope of Services

- The required Services are aligned with the Terms of Reference that OCP's Board of Directors approved for the special Governance Review Committee.
- Throughout, it is expected that the Consultant is to work closely with the Governance Review Committee, including monthly meetings as set out under Project Timelines, below.
- In particular, the final report of the Project must address the following two issues:
 - 1) the relationship between the College's Board of Directors and the College's Registrar and CEO from a legislative and best practices perspective;*
 - 2) recommendations that will inform and enhance the Board in its duty to manage and administer the College's affairs, including its duty to provide the College with its overall policy and strategic direction, and College's duty to regulate the profession of pharmacy and carry out its statutory objects in the public interest.*

- To complete the final report, the Consultant may consider all, some or none of the following review activities.
 - A general review of the College’s governance **against external standards of Good Governance**, such as the Professional Standards Authority Standards of Good Regulation; the BC Office of Professional Governance Standards; and Standards from Canada’s Institute of Governance
 - A review of the College’s **governance structures and processes**, possibly including a review of OCP by-laws and /or the Board policy manual or financial framework; a review of election and appointment policies; a review of the governance model itself, decision-making procedures, etc.
 - A review focused on **relational issues** such as human dynamics, decision-making, communication, authentic conversations, conflict management, EQ, etc.
 - A review focused primarily on an evaluation of whether and how effectively the College is **meeting its public interest mandate**.
 - Specific activities to support such reviews may include interviews, document and video review, research regarding external standards and governance best practices, and review of OCP by-laws, governance model and policies.
- Once the Consultant’s review is completed, the Consultant will draft a report (of no more than 25 – 35 pages, plus appendices) that addresses the two issues set out above under Scope of Services. The final report will outline a summary of the Consultant’s review, with recommendations.

B.3 Project Timelines

- The following timeline is anticipated for the delivery of this project:

ACTIVITY	DATE DUE
Terms of Reference approved by the Board	November 6, 2024
Governance Review Committee (GRC) requests draft RFP from College staff	November 29, 2024
GRC to consider draft Timeline/Workplan, Terms of Reference and proposed RFP	November 29, 2024
GRC meets with the Governance Committee (GC) to discuss status update for Board meeting on December 9, 2024, including proposed RFP	December 5, 2024
GC status update to the Board including proposed RFP	December 9, 2024
Publish RFP	January 6, 2025
RFP vendor submission deadline	January 31, 2025
GRC completes evaluation of RFP proposals and drafts shortlist	February 10, 2025
GRC vendor interviews and selection of consultant	February 11-17, 2025
GRC's selection of consultant to GC for approval	February 19, 2025
GC reports to Board/Executive Committee for approval of consultant selection	February 24, 2025
Vendor contract negotiations completed	March 10, 2025
Project Kick-off, GRC meets with consultant	March 18, 2025
GRC meets with consultant and reports to GC	March 2025
GC status update to the Board	March 24, 2025
GRC meets with consultant and reports to GC	April 2025
GRC meet with consultant and reports to GC	May 2025
GRC meets with consultant and reports to GC	June 2025
Consultant's initial draft report due; GRC meets with consultant and reports to GC	July 2025
GRC meets with consultant and reports to GC	August 2025
Consultant meets with GRC re: Final Report	August 14, 2025
GRC to present Final Report to GC	September 4, 2025
GC to present Final Report to Board for inclusion in Board package	September 11, 2025
Board meeting	September 22-23, 2025

B.4 Project Budget

- The budget for this project is \$50,000 CAD, including expenses and excluding all taxes.
- In making their proposal, the Proponent may provide details of any additional and/or value-added services that may be of benefit to OCP.

C. Submission Requirements

C.1 Proposal Requirements

- Proponents' proposals are to be based solely on the criteria described below and any amendments/addenda issued thereto. Proponents are advised to present the

requested information clearly and concisely. The information should be relevant and given in context to this particular project. For the convenience of evaluators, the proposal must be ordered to coincide with the proposal criteria specified herein. Failure to provide the requested information may result in rejection of the proposal.

- Evaluations will be based on the criteria identified below.

C.2 Submission Format and Requirements

- Proposal documents must be formatted as follows:
 - Paper size - 8.5" x 11" (metric equivalent A4) OR as indicated. A 11X17 page may be used to present a plan or schedule. Each 11X17 page will be counted as one page.
 - Point size - 11 point Aptos, Arial, Calibri or equivalent sans serif font.
 - Margins - 25mm (1") left, 19mm (3/4") top, 12mm (1/2") right and bottom
 - Justification – Left-justified
 - Double-sided pages will be counted as two pages, exclusive of cover letter, section dividers and appendices.
 - Appendix A may be reproduced by Proponents in their own format provided that the order of the items and content remains unchanged.
 - Proposals will be evaluated solely on the contents of the material as requested in this RFP. Supplementary material in the form of company brochures etc., if submitted, will not be forwarded to evaluators.
 - The Proponent's proposal is to be signed by the Proponent's signing authority.

C.3 Understanding of the Requirements

- Proponents must describe their understanding of the requirements including a discussion of the anticipated challenges.

C.4 Consultant Team

- Proponents must include the names of all Key Personnel who will be participating in the Project.

C.5 Approach and Methodology

Approach

- Through a discussion of the unique aspects, procedures, benefits, skills and techniques that the Consultant's Team will bring to this project, *demonstrate* your understanding of the activities that will be applied to the successful delivery of this project. Explain the Proponent's proposed approach and methodology to satisfy project requirements.

Approaches to Communication and Issue Resolution Strategies

- Describe the Consultant’s approaches to communications with OCP, stakeholders, and, if the Consultant consists of more than one individual, within the Consultant Team. Also describe the Consultant’s strategy for resolving any issues and conflicts that may arise in the course of the Project.

Quality Assurance

- In order to ensure that the Project results in a high-quality report, Proponents are to describe their quality assurance procedures.

Proposed Schedule and Cost Control Procedures

- Proponents are to discuss their scheduling strategy and any innovative, proactive measures they (and their Team) will adopt to address the project timelines. Highlight any areas to which the Proponent will pay particular attention given understanding of the project scope.

C.6 Project Plan and Schedule

- Provide a detailed project plan including all activities, milestones and dates and provide a narrative work breakdown structure.

C.7 Project Budget

- The budget for this project is \$50,000 CAD, including expenses and excluding all taxes.
- In making their proposal, the Proponent may provide details of any additional and/or value-added services that may be of benefit to OCP.

C.8 Overall Quality of Proposal

- Proposals will be evaluated for quality, presentation and conformance to the prescribed format, and in accordance with the Scoring Rubric set out below.

C.9 Confidentiality

- The Proponent acknowledges that as a potential Consultant to OCP, the Proponent will acquire business information about OCP that is confidential under section 36 of the Regulated Health Professions Act, 1991 (Confidential Information) and which may also include proprietary information of OCP (Proprietary Information). In addition, the Proponent may acquire personal information and/or personal health information of registrants, complainants, patients or other parties, as those terms are defined under the Freedom of Information and Protection of Privacy Act, 1990, and the Personal Health Information Protection Act, 2004 (Personal Information).
- The Proponent agrees to hold all of OCP’s Confidential Information, Proprietary Information and Personal Information in strict confidence and not (directly or indirectly) to disclose, use, copy, publish, or summarize and such information, except during the RFP process to the extent authorized and necessary to make a Proposal; and otherwise only as expressly authorized in writing by OCP.

- The Proponent also undertakes not to use any such information for the Proponent’s own benefit, apart from that which is required to make a Proposal.
- The Proponent acknowledges that if they are successful, and enter into an Agreement with OCP, that the Agreement will contain a more detailed confidentiality provision.

D. Evaluation Process

D.1 Evaluation of Proposals

- Proposals will be evaluated by the members of the Governance Review Committee of OCP. The evaluation process will begin with the review and scoring of the information provided in the Proposal against the criteria noted Scoring Rubric set out below.

D.2 Scoring Rubric

- Proposals will be evaluated in accordance with the following scoring rubric.

Criteria	Description	Weight	Score (1-5)	Weighted Score
Relevant Experience	Consultant’s experience with health regulatory colleges’ legislative scheme; and with conducting governance reviews, especially with boards of similar size, industry, or complexity.	20%		
Has the consultant worked with similar organizations?				
What is the consultant’s level of understanding of and experience with the regulated health colleges’ legislative scheme?				
How many governance reviews have they conducted?				
Expertise in Governance Best Practices	Knowledge of best practices in health regulatory governance, compliance, risk management, board effectiveness, and leadership.	20%		
Is the consultant well-versed in current governance trends and regulations?				
Do they have recognized				

Criteria	Description	Weight	Score (1-5)	Weighted Score
qualifications or certifications in governance?				
Methodology & Approach	The proposed approach for conducting the review, including tools, techniques, timelines, and stakeholder engagement.	20%		
Does the consultant provide a clear, structured approach?				
Is the methodology aligned with the Board-approved terms of reference for the governance review?				
Communication & Reporting Skills	Ability to draft clear, concise reports for the Board, including actionable recommendations.	20%		
Does the consultant offer clear reporting and transparency?				
Can they facilitate discussions with the Governance Review Committee and present complex issues understandably?				
References & Reputation	Feedback from past clients on the consultant's performance, professionalism, and results.	10%		
Are references consistently positive about their governance review services?				
Does the consultant have a strong reputation in the field?				
Can the consultant cite examples of positive impacts of their reviews on other clients?				
Cost & Value for Money	The overall cost of the service relative to the expected value and quality of outcomes.	10%		
Is the cost reasonable for the scope of work?				
Does the proposed cost align with the				

Criteria	Description	Weight	Score (1-5)	Weighted Score
Board's budget?				

D.3 Evaluation Process

- The Governance Review Committee of the OCP will review all Submissions.
- Based on its review, the Governance Review Committee will select a shortlist of Proponents for an interview in early February 2025.
- Following interviews in mid- to late-February 2025, the Governance Review Committee will recommend a Proponent to the OCP's Governance Committee, which will in turn make a recommendation to OCP's Board of Directors.
- Communication to the successful Proponent will take place near the end of February 2025.
- In the event that any of the Proponents decline the invitation to participate further in the selection process, OCP reserves the right to invite the next most highly-evaluated Proponent to participate in the selection process.

D.4 Interview

- Those Proponents who are selected to proceed and who agree to proceed to an interview with members of the Governance Review Committee and select OCP staff (Interview Panel) will meet with the Interview Panel in mid- to late-February 2025.
- The determination of whether the interviews will be virtual (via MS Teams or a similar meeting platform) or in person rests with the Interview Panel, who will advise the Proponents of this determination at the same time the Proponents selected for an interview are advised of same.
- Instructions will be provided in advance if a presentation is to be required.
- Each Proponent will be allowed a maximum of 3 to 4 participants at the interview. When notified of the interview schedule, Proponents will be asked to name the participants in advance
- The Interview Panel will present a series of questions, some of which will be common to all Proponents, while others will be specific to each Proponent. Time will be reserved for the Proponents to pose questions to the Interview Panel.
- At the conclusion of each interview the Interview Panel will assess the interview with respect to focus, clarity, organization, and overall impact.

D.5 References

- OCP reserves the right to contact any or all project references indicated in the Proponent's submission and to use this information in the evaluation and scoring of submissions.

Appendix A
Request for Proposal - Submission Form

Date: _____

Submitted By: _____
Proponent

To: Ontario College of Pharmacists
Attn: _____

1. Pursuant to the RFP documents listed above, the undersigned Proponent acknowledges their understanding of the RFP and the Project described therein; as well as their understanding of all relevant laws, rules and regulations, licensing and permit requirements and other circumstances which may affect its submission; and hereby submits a proposal to conduct an independent governance review for OCP, and to submit a report for consideration by OCP’s Board of Directors.
2. The Proponent declares:
 - a) that it has complied with the instructions;
 - b) that it accepts all of the terms, provisions, stipulations and requirements set out in the RFP; and
 - c) that all statements and information set out in its RFP Submission Form or otherwise provided to OCP connection with the RFP, including statements and information hereafter provided, are true, accurate and complete, not misleading, and in accordance with the principles of full, true and plain disclosure.
3. The Proponent acknowledges that where that Proponent is comprised of more than one entity, all entities comprising the Proponent shall be jointly and severally liable.

The undersigned has completed this RFP Submission Form.

Signature of Proponent:

Printed Name and Position

Signature

Date