



## REQUEST FOR PROPOSAL: A REVIEW OF THE INVESTIGATIONS AND HEARINGS PROCESS

The College of Physiotherapists of Ontario ("College") is inviting proposals to complete a review of processes involved in the College's Professional Conduct team. The Professional Conduct team receives concerns regarding physiotherapists' practice, conduct or competence, investigates them, supports Committee decision making, facilitates decision drafting and release which could result in a discipline hearing or outcomes overseen in compliance monitoring. The program area also investigates reports of individuals holding themselves out to be physiotherapists. On average the College receives 300+ concerns a year.

Proposals must be received by **October 25, 2024, at 5:00 pm ET.**

### The College

The College is the self-regulatory authority responsible for licensing and governing physiotherapists in Ontario. Its authority comes from the [Regulated Health Professions Act, 1991\(RHPA\)](#) and the profession-specific [Physiotherapy Act, 1991](#). There are 26 similar bodies in Ontario that regulate other health professions.

The mandate of the College is to protect the public interest by ensuring that members of the profession are qualified, competent, and ethical practitioners. One of the key ways the College fulfils this mandate is by receiving and investigating concerns about physiotherapists' practice or issues impacting their practice.

Members of the public, including patients, colleagues, family members, third party payors and others can raise these concerns with the College.

Once a concern is reported to the College, it then works its way through the intake and investigation process, which can have multiple phases, depending on the nature of the concern and the outcome of each phase:

- **Early resolution:** Some low-risk concerns can be resolved by staff where both the physiotherapist and the complainant agree to an appropriate and satisfactory way to resolve the concern. The Registrar may also consider matters which are resolved through its office as opposed to an investigation.
- **Investigation:** All formal complaints are investigated. The Registrar may also appoint an investigator for other concerns if they believe it is warranted. The Inquiries, Complaints and Reports Committee (ICRC) is a screening committee that determines whether a complaint or Registrar's Inquiry is serious enough to refer to the Discipline Committee or can be resolved through another type of outcome, some of which are educational in nature.



- **Hearings:** The Discipline Committee conducts hearings about the most serious concerns to determine whether a physiotherapist has committed professional misconduct or is incompetent, and to determine appropriate penalties and sanctions.
- **Compliance Monitoring:** In cases where a physiotherapist agrees to or is ordered by a committee to complete additional educational activities, their learning is supported by external service providers and the cases are monitored by College staff to ensure the physiotherapists understand and complete those activities.

Individuals or organizations interested in submitting a proposal are strongly encouraged to review information on the College's website at [www.collegept.org](http://www.collegept.org) to better understand the College's mandate and the complaints and investigations processes.

### **Background and Description of the Project**

A timely and efficient Professional Conduct area helps the College to effectively protect patients and the public interest. The investigations and hearings process is complex, involves numerous legal and procedural requirements, involves many participants and decision-makers, and can take a long time to work through.

The College would like to review our current investigations and hearings process to:

- Explore operational efficiencies which may improve its timelines,
- Consider how equity, diversity and inclusion principles can be incorporated into the process, and
- Explore how compassionate regulation principles can be incorporated into the process.

The review should consider all possible factors that affect the process, such as procedural factors, human factors, technology factors, resource factors, etc.

Due to the complexity of the process that is under review, the College wishes to conduct the review in multiple phases:

**Phase 1:** A review of the process from the time that a concern is reported to the College, to the time when a decision is released by the Inquiries, Complaints and Reports Committee (ICRC).

The College would like this phase of the review to be completed by no later than **March 31, 2025**.

- **Phase 2:** A review of the process from the time that a concern is referred by the ICRC to the Discipline Committee, to the time when a decision is released by the Discipline Committee. This phase of the review will begin after April 2025.



- **Phase 3:** A review of the process from the time that a case enters the Compliance Monitoring process to when the physiotherapist has completed all of the required activities and the Compliance Monitoring file is closed. This phase of the review will begin after April 2025.

The College is now calling on qualified individuals/organizations/firms (“vendors”) for proposals to conduct a **process review of the investigations and hearings process** of the College. All three phases of the review as described above should be included in the proposal.

Potential vendors should demonstrate:

1. Expertise and experience in completing process review and improvement projects;
2. Experience in conducting similar reviews for public interest organizations (e.g. regulators, nonprofits, government agencies, etc.);
3. The ability to carry out multi-faceted reviews of processes that consider procedural factors, human factors, technology factors, resource factors, etc.;
4. Understanding of equity, diversity and inclusion principles and compassionate regulation principles;
5. The ability to conduct the review and present findings in an objective and impartial manner; and
6. The ability to communicate their findings to a variety of audiences.

### Expected Project Deliverables

1. A detailed description of the current process,
2. A list of identified sources of inefficiency or delay in the current process,
3. An analysis of how equity, diversity and inclusion principles and compassionate regulation principles are incorporated into the current process,
4. A description of the desired future process,
5. A set of recommended changes to realize the desired future process from the current process, and
6. A report(s) and other materials to communicate the review findings and recommendations.

### Timeline

- Request for Proposals Released: September 11, 2024
- Proposal Submission Deadline: October 25, 2024
- Project Completion (Phase 1 only): March 31, 2025

### Submission Requirements

1. All proposals will be treated in confidence.
2. **Proposals should be succinct yet comprehensive and include:**
  - Demonstration of understanding about the College and the project requirements.
  - An outline of the vendor’s approach to the project.



- Specific resources (such as data, subject matter experts, etc.) that the vendor will need from the College.
- The defined components of the project.
- Time required to complete each part of the project.
- The costs associated with each part of the project.
- Background information on the vendor and project team.
- Description of previous work undertaken of a similar nature.
- A minimum of 3 references, including name, position, organization, phone, and email contact information.

### **Budget Guidelines**

The proposal must include a detailed breakdown of the project budget, including:

- Cost to complete each component of the project, and
- Projection of associated expenses.

### **Consultant Selection Criteria (criteria is subject to change)**

- a) Demonstrated expertise and experience in process review and improvement;
- b) Understanding of professional regulation and the public interest context;
- c) Understanding of equity, diversity and inclusion principles and compassionate regulation principles;
- d) Thoroughness/quality of the submission;
- e) Reasonableness of cost;
- f) Ability to meet timelines as determined;
- g) Consideration of any potential, actual, or perceived conflict of interest and how the vendor proposes to manage it.

### **Exclusions**

Any firm that provides legal counsel to the College or defends registrants before a Committee of the College is excluded.

### **General Terms of Proposal Process**

- The project will be tendered at the discretion of the College.
- Nothing in this request for proposal mandates that the College is obliged to award a contract under this RFP.
- The College will be contracting the phases in the project separately. A decision to proceed with a vendor for Phase 1 of the project is not a commitment to proceed with the subsequent phases of the project.
- The College shall not be responsible for any costs involved in or associated with preparing the submission or any meeting, discussion, or negotiation following submission that could lead to acceptance of the proposal.

### **Deadlines**

Proposals must be submitted by email on or before **October 25, 2024, at 5:00 pm ET** to:



COLLEGE OF  
**PHYSIOTHERAPISTS**  
of ONTARIO

ORDRE DES  
**PHYSIOTHÉRAPEUTES**  
de l'ONTARIO

Joyce Huang, Manager of Strategy  
[jhuang@collegept.org](mailto:jhuang@collegept.org)  
College of Physiotherapists of Ontario

All enquiries related to this RFP should be directed to Joyce Huang, [jhuang@collegept.org](mailto:jhuang@collegept.org).

As part of the College's commitment to equity, diversity and inclusion, we aim to work with diverse vendors and suppliers that reflect our communities.

Please let us know if you require any accommodations to participate in this proposal process.

We look forward to receiving your response.