



**College of Alberta
Dental Assistants**

Request for Proposal

Governance Review 2024

Contents

- Introduction** 3
 - About the College 3
 - College Mission..... 3
 - College Vision..... 3
 - Our Values 3
- Background** 4
- The Review** 4
- Expectations** 5
 - Research 5
 - Consult & Facilitate Input..... 5
 - Prepare Final Report & Recommendations 5
- Budget** 5
- Proposal Content** 6
 - Cover Letter 6
 - Proposed Project Plan 6
 - Project Resources 6
 - Costs and Charges 6
- Proposal Submission** 6
- RFP Schedule** 7
- Process Overview** 7
- Terms and Conditions** 8
 - Eligible Proponents 8
 - Proposals..... 8
 - Late Proposals..... 8
 - Debriefing 8
 - Expenses..... 8
 - Conflict of Interest..... 8
 - Ownership of Proposals..... 8
 - No Commitment to Contract 8
 - Confidentiality 9
 - Compliance 9
- Organization Structure** 10

Introduction

This Request for Proposal (RFP) is to solicit proposals for a review of our College governance.

About the College

The College of Alberta Dental Assistants (the College) is the regulatory body for over 6,600 dental assistants in Alberta. We regulate dental assistants in the public interest as required in the *Health Professions Act*. We do this through our registration processes and monitoring continuing competence for dental assistants, so Albertans are assured of safe, quality oral health care.

We are governed by a Council of five public members appointed by the Government of Alberta and five dental assistants appointed by our Council using a merit-based process.

Our Council has one employee, the Registrar & Chief Executive Officer (CEO) and 10 additional staff hired and managed by the Registrar and CEO.

College Mission

The College regulates its members in the public interest, promoting the delivery of safe, quality oral health care.

College Vision

We champion regulatory excellence, innovation, and trust among our communities.

Our Values

We commit to being:

Accountable [taking responsibility for the work we do]
We deliver an effective regulatory framework and answer to Albertans.

Ethical [acting with personal and professional integrity]
We do the right things for the right reasons.

Inclusive [honouring human diversity]
We embrace equality in the delivery of our mandate and encourage differing perspectives in decision-making.

Innovative [leading by learning]
We pursue opportunities to collaborate, grow, and improve our systems and processes.

Background

The College of Alberta Dental Assistants is established by the *Health Professions Act* (the Act) and our mandate is clearly defined in legislation.¹ We are mandated to regulate dental assistants in the public interest. To do that we set standards for entry to practice, and establish and enforce a code of ethics and standards of practice. We must also establish and enforce a continuing competence program. In addition, the legislation gives us the authority for program approval. The College is also responsible to address professional conduct of dental assistants within the parameters of the Act.

The Council is established and given its authority in the Act.² The Council consists of five public members appointed by the Government of Alberta and five regulated dental assistants appointed by Council through a College-developed application and interview process.

The last major review and restructuring of our governance framework happened in 2013-14. Since that time, the public interest and perceptions of it (or them) has evolved, the legislation has changed and the standards for regulatory excellence have advanced.

The Review

By requesting a governance review, we mean a review of our governance framework, including the culture and environment of the organization. Governance encompasses decision-making, rule-setting, risk management and enforcement mechanisms which guide the functioning of the College.

We would like to engage a consultant or group to research currently accepted best practices, as well as promising emerging trends in regulatory organization governance within the context of our legislation. Within that context, we want you to assess our current governance culture, structure, tools, processes and supports and, based on appropriate research, make recommendations including actionable items and the evidence to support the recommendations.

¹ Health Professions Act (2000) s. 2 and Schedule 4; and s. 3

² Health Professions Act (2000) s.5 and s.6

Expectations

Research

- Develop and implement a plan for researching current best practices for regulatory governance as well as emerging trends in regulatory excellence.
- Observe Council meetings and committee meetings.
- Review governing documents and assess within our regulatory context and the legislation under which we operate.
- Observe the Council appointment process.
- Engage Council members, staff and others as deemed necessary and relevant to ensure successful review outcomes.
- Assess our current governance for gaps and missed opportunities.

Consult & Facilitate Input

- Engage with Council members, staff, committee members and potentially others, one to one or in groups to create a baseline for organization culture and current governance effectiveness.
- Review Council and committee meeting packages, agendas and scheduling and evaluate outcomes of associated meetings.
- Review organization performance measures and metrics.

Prepare Final Report & Recommendations

- Create a final report that includes an Executive Summary with Recommendations followed by details about the processes, analyses, research findings and resources used and or cited.
- Support best practices citing resources used as benchmarks.
- Ensure recommendations include actionable items and potential strategies for implementing the recommendations.
- Include high-level mapping for implementing the recommendations, identifying priorities such as urgent, soon and suggested for optimum effectiveness.
- Present the final report with recommendations to Council at their November 23, 2024, Council meeting.

Budget

The total budget for this project is \$65,000.00 including all disbursements and contingencies.

Proposal Content

Proposals must include the information described below.

Cover Letter

A covering letter expressing interest in and an understanding of the proposed project, and the deliverables required. Provide an indication of any proposed deviations or exceptions to the terms and conditions in the RFP.

Proposed Project Plan

A proposed project plan, with timelines, that indicates the steps to be taken from the start of the contract to delivery of the final report.

Project Resources

PROJECT TEAM QUALIFICATIONS AND EXPERIENCE

An outline of the team member(s) along with their role, responsibilities, professional certifications, and length and type of experience.

REFERENCES

The contact information for at least two comparable clients we can contact to provide a reference.

Costs and Charges

Provide an all-inclusive, fixed-cost quote. Identify the expected costs and their allocation, professional wages/fees, contingencies, and applicable taxes.

Proposal Submission

You are invited to submit a proposal, via email, in accordance with the terms and conditions detailed in this RFP.

You can submit inquiries and proposals to:

College of Alberta Dental Assistants
Attention: Jennifer Tewes, Registrar & CEO
jtewes@abrda.ca

Deadline for submissions is April 30, 2024, at 11:59 am Alberta Time.

RFP Schedule

We may at any time suspend, cancel, or alter all or any portion of the anticipated RFP schedule below.

Task	Date
RFP release date	April 8, 2024
RFP closing date	April 30, 2024 (11:59 am)
Proposal evaluation and selection	May 1-3, 2024
Potential requests for further information or meetings/calls with prospective service providers	May 6-8, 2024
Final report and recommendations due	November 7, 2024

Process Overview

Our Registrar & CEO will review all proposals for completeness. Only complete proposals will be considered. Eligible proposals will be evaluated based on the proposal content and financial competitiveness.

Our selection committee will consist of our Council Chair, Vice-Chair of Governance, Registrar & CEO, and Operations Director. We will base our decision on qualifications and knowledge; related work experience and depth of experience; overall strength of proposal; reputation; and proposed remuneration.

Proponents may be required to participate in a brief interview prior to awarding the contract.

Our Registrar & CEO will have the final approval for engagement for the governance review, and they will negotiate a contractual agreement with the preferred proponent. If we are unable to negotiate an acceptable contractual agreement with the preferred proponent, then the second preferred proponent may be selected. We may, at any time and without liability, withdraw from negotiations with any potential service provider.

Terms and Conditions

By submitting a proposal, you acknowledge and confirm that you have read, understand, and accept the information contained in this RFP and agree with the following:

Eligible Proponents

We open this RFP to all qualified vendors and individuals.

Proposals

You will provide your proposal in an electronic format.

Late Proposals

We may not accept your proposals if it is received and marked late.

Debriefing

We will notify you when the RFP process has concluded.

Expenses

You are solely responsible for all expenses in participating in the RFP process, including costs in preparing and submitting your proposal.

Conflict of Interest

On or before the closing date, you must fully disclose in writing to us the circumstances of any actual, possible, or perceived conflict of interest in relation to you and the College, including plans to mitigate the conflict. We may reject any proposal where, in our opinion, you are, could be, or could be perceived to be in a conflict of interest.

Ownership of Proposals

Your proposal and accompanying documents submitted to us in relation to this RFP become our property and, subject to the provisions of the *Personal Information Protection and Electronic Documents Act* and this RFP, will be held in confidence. They will not be returned.

No Commitment to Contract

Your submission of a proposal does not create a contract or agreement of any kind between us and will not obligate, nor should it be construed as obligating us to accept any such proposal or to proceed further with the project.

We reserve the right to accept or reject, in whole or in part, any or all proposals. We also reserve the right to suspend, cancel and/or re-issue all or any portion of this RFP at any time for any reason without penalty.

Your proposal will form part of the contractual agreement by attachment and will be incorporated by reference.

Confidentiality

We will securely store and maintain confidentiality of all proposals and communications relating to the RFP process. Notwithstanding the previous sentence, information collected by us through the RFP process may be disseminated to any person or entity responsible for administering the RFP process.

You must identify any information in your proposal that you consider to be confidential or proprietary.

Compliance

We reserve the right to waive minor non-compliance by a proponent with the requirements of the RFP. This will allow us to consider and possibly accept any proposal which is advantageous even though the proposal may be non-compliant in some minor respect.

Organization Structure

