



REQUEST FOR PROPOSALS

Consulting Services

Development of a Quality Assurance and Quality Improvement Program

ISSUE DATE: October 3, 2025

Introduction

The College of Physicians and Surgeons of Newfoundland and Labrador (The College) is inviting proposals for Consulting Services relating to the Development and Implementation of Quality Assurance and Quality Improvement Programming as described herein.

It is expected that the successful consultant will complete all deliverables by January 15, 2026, with the possibility of extension. The College reserves the right not to extend.

Background

The College of Physicians and Surgeons of Newfoundland and Labrador regulates the practice of medicine in the public interest. It is governed by a 16-member Council which includes the Registrar and Deputy Registrar. The objects of the College include:

- the promotion of:
 - high standards of practice, and
 - continuing competence and quality improvement;
- the registration and licensing of medical practitioners, learners and physician assistants;
- the establishment, maintenance and development of standards for the practice of medicine and the practice of physician assisting;
- responding to and managing complaints and discipline related to the practice of medicine and the practice of physician assisting;
- establishing and maintaining a quality assurance program;
- the enforcement of standards of conduct; and
- ensuring that the public interest is protected in all matters relating to the practice of medicine and the practice of physician assisting.
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- The College has a legislated mandate to develop and administer a peer assessment program that shall include:
 - a) assessment standards of practice for medical practitioners including
 - i. standards for the clinical assessment and care of patients, and
 - ii. standards for the maintenance of records of care administered to patients;
 - b) procedures and requirements for the selection and education of assessors;
 - c) standards and methods of communication with physicians to be assessed;
 - d) budgetary and expense arrangements;
 - e) requirements and methods respecting the preparation of assessment reports;



- f) the development of policies and procedures for the peer assessment committee and the delegation of these to subcommittees, assessors or employees as the peer assessment committee considers appropriate; and
- g) the determination of further activities including the establishment of other committees and subcommittees to better administer the peer assessment program.

Deliverables and Responsibilities

The consultant will work closely with the College and where appropriate, in consultation with stakeholder partners, to develop a long-term and sustainable quality improvement and quality assurance program. The development of this program will involve direct stakeholder engagement, review of jurisdictional scans, review of program options already under consideration, consideration of the Newfoundland and Labrador specific context, and other key factors.

As part of this engagement, the consultant shall:

- Review the existing PPR-NL program
- Complete a literature review
- Review and/or supplement an extant jurisdictional scan
- Gather stakeholder feedback, and
- Provide a final report on findings and recommendations

Program recommendations must consider:

- Reaching the greatest number of physicians possible, including family physicians and specialist physicians with the resources available
- Clear, robust, evidence-based factors to ensure identification of high-risk practitioners who are then followed and supported accordingly
- Allowance for different approaches for different practitioners in different circumstances and with different levels of risk
- An emphasis on learning and improvement for all physicians
- Opportunities for peer interaction, through the peer review process, particularly for those who do not have the opportunity in their clinical practice
- Training for College Assessors which will enable them to act as agents of the College across multiple Quality programs
- A robust orientation to Quality programs
- A feedback and reporting review process for physicians involved in quality processes
- Budgetary considerations
- Data collection and reporting needs in consultation with Corporate Services staff
- Branding and communication material, including a program roll-out plan, in consultation with the College's Communications Officer



Adequate documentation shall be maintained and regular communication with the Deputy Registrar is required for periodic project status reports. The consultant must ensure data is transmitted securely.

Response Format

Proposals should be concise (up to a maximum of 10 pages in length) and consist only of the following information:

- Name, qualifications, expertise, experience, and a brief profile of the proposed consultant (resume)
- Two references from clients for whom the consultant has completed similar work, and
- An estimate of cost for services:
 - rate per hour
 - estimated travel costs, if applicable

Proposals must demonstrate the following eligibility requirements:

- Strong understanding of regulated health professions, including the regulatory public protection mandate and program offerings
- Strong understanding and leadership experience within large-scale health systems
- Experience with evaluation and implementation of health profession programs as a proactive approach to ensuring safe care, including Just Culture
- Strong understanding of Quality Improvement and Quality Assurance
- Analytical and problem-solving skills

Please note, if the proposed resource has successfully completed consulting engagements for the College in the past, a list of the engagements and the associated College contact(s) may be provided in place of the resume and references.

Proposals not clearly demonstrating these requirements will be disqualified.

Evaluations

The following factors will be considered in these evaluations:

- Consultant capability (60%)
- Cost to perform the work (25%)
- References (10%), and
- Completeness and presentation of proposal (5%)

Proposal Deadline



To be eligible for consideration, consultants **must** provide a signed and dated proposal as follows:

- One (1) electronic copy of the proposal delivered via email to: corporate.services@cpsnl.ca

Proposals must be clearly marked with CPSNL-2025-002 and “The College of Physicians and Surgeons of Newfoundland and Labrador - Consulting Services - Quality Programming.” Proposals must be delivered no later than 4:00 PM Newfoundland Standard Time (NST) October 24, 2025.

Questions

Questions can be directed to Dr. David Carroll at (709) 690-7707. The deadline for questions is 2:00 PM NST on **October 17, 2025**.

Subsequent Phases of Work

Should the College require additional work to be performed (that fits the overall spirit and intent of the work performed under this contract), it reserves the right to retain the successful consultant awarded this contractual service to complete additional work under separate contract or purchase order (if performance matches expectations).

Additional Considerations

Prior to submitting a proposal, all respondents must consider any potential conflicts of interest that may arise in relation to fulfilling the scope of this proposal.

The successful consultant will not have exclusive rights to complete work at the College. The College reserves the right to engage other consultants for the completion of any work at its discretion.

The College reserves the right to review and evaluate service delivery throughout the relationship period. Poor or inadequate performance will be noted, and repeated incidents of such performance may be grounds for dissolving the contractual relationship.

The College is committed to building and maintaining a diverse workforce and an inclusive work environment. We are a proud equal opportunity employer, and all qualified consultants will receive consideration for contractual arrangements without regard to race, color, religion, sex, national origin, age, disability, genetic information, or any other protected characteristic that makes us unique.

Confidentiality Agreement

Proposal acceptance is contingent on the consultant(s) signing College confidentiality agreements.