



**COLLEGE OF
KINESIOLOGISTS
OF ONTARIO**



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INVITATION TO SUBMIT PROPOSAL

Request for Proposals to

DEVELOP A COMMUNICATIONS STRATEGY AND IMPLEMENTATION PLAN

FOR

THE COLLEGE OF KINESIOLOGISTS OF ONTARIO

DATE: December 6, 2024

1. Background

The College of Kinesiologists of Ontario (“the College”) became a statutory regulatory body under the *Regulated Health Professions Act, 1991* (RHPA) on April 1, 2013. While kinesiology is practiced across North America and in many other jurisdictions of the world including South Africa, the United Kingdom and Australia, Ontario is the first jurisdiction in the world to regulate the practice of kinesiology as a health care profession. The College regulates kinesiologists to ensure the safe, competent and ethical delivery of kinesiology services in Ontario.

The regulatory framework for health care professionals in Ontario is now three decades old and the *Regulated Health Professions Act, 1991* has undergone numerous amendments. The Ontario Ministry of Health has signaled its intentions to modernize the regulation of health care professions in order to strengthen public accountability, increase efficiency and reduce costs. More recently, the government’s focus has been on workforce planning due to the COVID-19 pandemic and to increase the number of health care workers in Ontario by removing barriers for registration of health care workers in the province.

To respond to these and other new and emerging issues pertinent to the regulation of kinesiology in Ontario, the College has developed its new Strategic Plan. This Strategic Plan includes the following strategic themes, which will guide the College’s operational planning and decision-making for the five-year period from 2025-2030:

Strategic Theme #1: Governance & Public Trust
Strategic Theme #2: Engagement & Partnerships
Strategic Theme #3: System Collaboration

The College’s Communications portfolio will have two significant roles in ensuring the College meets its strategic goals. Effective communication is critical to informing the public, membership, and system partners about progress towards the deliverables associated with each of these strategic themes. Also, several deliverables have been identified, particularly associated with strategic themes #2 and #3, that are specifically focused on enhancing the College’s Communications activities.

2. College Profile

The College currently has approximately 3,000 registrants. This places the College in the small to mid-size range for regulators in Ontario. Sixteen universities across Ontario provide degree programs in kinesiology. Other universities offer other programs whose graduates may have received an education deemed to be substantially equivalent to a four-year university degree in Kinesiology in Ontario.

The College’s board of directors (Council) is composed of

- (a) at least seven and no more than nine persons who are members elected in accordance with the by-laws;
- (b) at least six and no more than eight persons appointed by the Lieutenant Governor in Council who are not,
 - (i) members,
 - (ii) members of a College as defined in the *Regulated Health Professions Act, 1991*, or
 - (iii) members of a Council as defined in the *Regulated Health Professions Act, 1991*;
- (c) one person selected, in accordance with a by-law made under section 10, from among members who are members of a faculty or department of kinesiology of a university in Ontario.

The CEO of the College is the Registrar who reports to Council. There are 9 staff reporting to the Registrar, which includes 1 dedicated Communications Officer.

The College's overall direction for any given time is determined by its strategic plan. Each year an operational plan is approved by Council which addresses the strategic goals and initiatives identified in the strategic plan.

3. Objectives/Scope

The College of Kinesiologists wishes to engage a Consultant to develop a Communications strategy and implementation plan for 2025-2030. The objective is to align the College's Communications activities over the next 5 years with the strategic goals and deliverables set out in the Strategic Plan for 2025-2030.

The resulting Communications strategy and implementation plan should set out a framework for how specified strategic projects and routine Communications will support the achievement of strategic goals over a 5-year period. The Communications strategy and plan will guide the development and implementation of yearly operational plans to be implemented by College staff, with external supports as required, under the direction of the Registrar & CEO.

4. Deliverables

Implementation Plan:

- I. The Consultant will provide a project plan including methodology and timeframe.
- II. The Consultant will be required to meet with the Registrar & CEO or their designate(s) in a kick-off meeting for further direction concerning specific strategic and operational goals, challenges and opportunities to be pursued.
- III. To develop an evidence-based strategy, the consultant will be asked to conduct environmental scans, which will include, at a minimum:
 - a Interviews with key people, who may include representatives of the profession, other health regulators, government policymakers, thought leaders in education or the profession. The number of individuals to be interviewed will be discussed and confirmed as part of the kick-off meeting.
 - b Targeted research and/or literature review to summarize key trends and best practices in Communications in the health professional regulatory and not-for-profit contexts.
 - c Analysis of the Strengths Weaknesses Opportunities and Threats relevant to the College's Communications strategy
 - d Analysis of Political, Economic, Sociological, Technological, Legal and Environmental factors that may impact the Communications strategy.
 - e An analysis of the College's strategic plan as it pertains to the College's Communications portfolio.
- IV. The Consultant will provide a report on their research as background materials to support the Communications strategy.

- V. The Consultant will develop the Communications strategy and implementation plan based on their report regarding the environmental scan(s) and any other research conducted and informed by best practices in not-for-profit and health professional regulatory Communications.
- VI. The Consultant will provide a summary written report describing Communications strategy, including a description of the planning process.
- VII. The Consultant will also prepare and deliver a presentation to the Patient Relations Committee and to Council describing the Communications strategy and implementation plan.

5. Proposal Requirements

Milestones and associated payment schedules:

Consultant should specify any requirements related to payment of fees for services.

The Consultant's specific responsibilities:

- The consultant will be responsible for preparing for, facilitating and providing a formal report on the Communications strategy and implementation plan on a date to be determined.

Communications and Reporting

The Consultant shall meet with the Registrar and any designated staff support(s) for a kick-off session and communicate with the College during the Assignment Term, at minimum weekly, to provide status reports or to obtain approval for Deliverables.

Destruction of Information

The Consultant shall destroy all information contained on any media, if requested to do so by the College.

Disclosure of Information

The Consultant agrees to and understands that confidential information supplied to the College may be disclosed by the College where the College is obliged to do so under the *Freedom of Information and Protection of Privacy Act* (FIPPA), by an order of a court or tribunal otherwise required at law.

6. Submission Requirements and Deadline

Consultants are asked to provide the following in response to this request for proposals:

- a) Evidence of relevant experience in not-for-profit and regulatory Communications strategy and planning;
- b) Qualifications and directly related experience of those who will be engaged in this assignment.
- c) Outline of knowledge and understanding of the health professions regulatory field.
- d) Rates per hour and per day;
- e) Expected time to complete each phase of the project. Five phases include:
 - Kick-off
 - Research and environmental scans
 - Analysis of research and environmental scans
 - Preparation of Communications strategy and implementation plan
 - Preparation of final report
- f) Three references from clients for whom similar services have been provided in the last five years.

Submissions must be received electronically by 5:00 PM February 28, 2025

If required, interviews for potential Consultants will be arranged to occur during the week of March 17, 2025

Kick-Off meeting between the selected Consultant and the College will be arranged at a mutually convenient time.

7. Evaluation Criteria – To be addressed in consultant submission

Proposals will be evaluated based on the following criteria:

60%

- Experience & Qualifications (30)
- Proven Track Record (References) (30)

Consultants must obtain 42 points or better out of 60 (minimum 70%) on the non-price evaluation criteria for their bid to be considered further.

40%

- Price – Consultants to quote on hourly and daily rate for deliverables.

8. Conflict of Interest

“Conflict of Interest” includes, but is not limited to any situation or circumstance where:

- (a) in relation to the RFP process, the Consultant has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having or having access to information in the preparation of its proposal that is confidential and not available to other Consultants; (ii) communicating with any person with a view to influencing preferred treatment in the RFP process; or (iii) engaging in conduct that compromises or could be seen to compromise the integrity of the open and competitive RFP process and render that process non-competitive and unfair; or
- (b) in relation to the performance of its contractual obligations in a Client contract, the Consultant’s other commitments, relationships or financial interests (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations;

The Consultant must declare: (1) there was no Conflict of Interest in preparing its proposal; and (2) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, the Consultant must declare that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the Consultant foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the Consultant declares an actual or potential Conflict of Interest, the Consultant must set out details of the actual or potential Conflict of Interest in its proposal.

9. College Representative and Receipt of Notices

College's address:
1881 Yonge Street, Suite 200
Toronto, Ontario
M4S 3C4

College Representative:
Nancy Leris
Registrar & CEO
College of Kinesiologists of Ontario

Email: nancy.leris@coko.ca
Telephone number: 416-961-7000 ext. 100

Proposals may be submitted by email or via the MERX portal.

10. Agreement, Deliverables, Payment and Process

A. Letter of Agreement

To be completed by the College when a Consultant is selected to provide the Services for the Assignment.

B. Term of Letter of Agreement

The Letter of Agreement shall expire when all Deliverables are provided under the Letter of Agreement. For certainty, the Letter of Agreement will continue until all Deliverables are provided under the Letter of Agreement (which shall not extend beyond one year from the expiry of the Term of the Agreement).

C. Deliverables, Rates and Payment Process

The Consultant agrees to provide the Deliverables to the College as described in the Letter of Agreement.

D. Payment

Note that payment for this Assignment will be made in accordance with the terms set out in the Letter of Agreement, provided the Deliverables are satisfactory to the College. The College may hold back payment or set off against payment if, in the opinion of the College acting reasonably, the Consultant has failed to comply with any requirements of the Letter of Agreement.

E. Consultant to provide:

- (i) Contingency Plan for assignment;
- (ii) List of staff who will be performing the work and all backup staff; and
- (iii) Price for completing the Assignment