



**Request for Expressions of Interest**

*for*

**Fee-For-Service Chiropractors in Waterloo, Wellesley, Woolwich and Wilmot**

Submission Deadline: **Sunday, March 14, 2021 at 11:59 p.m. (EST)**

[health2work.ca](http://health2work.ca)

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# PART 1 – OVERVIEW

## Introduction

This Request for Expression of Interest (RFEI) is issued by the Region of Waterloo (ROW) and the Ontario Chiropractic Association (OCA), for the purposes of identifying chiropractors to deliver musculoskeletal (MSK) care through the Health2Work program. Successful respondents will be contracted to fill the role of “local chiropractor” in the Health2Work program.

## About the Health2Work Program

[Health2Work](#) is an employment program that provides musculoskeletal (MSK) care to an underserved demographic in the Region of Waterloo. People receiving Ontario Works (OW) and nondisabled family members of Ontario Disability Support Program (ODSP) participants are eligible for this unique program, which helps to remove barriers to workforce participation and/or employment related training by providing functional assessment and chiropractic care at no cost to the patient.

MSK conditions are leading causes of disability in Canada<sup>1</sup> and are one of the key reasons people are prescribed opioids.<sup>2,3</sup> Clinical practice guidelines emphasize non-pharmacological management of pain as the first line approach for chronic non-cancer pain including MSK conditions.<sup>6,7</sup> However, cost presents a significant barrier for those without insurance coverage. Furthermore, OW recipients currently do not receive job-related pain or functional ability assessment by a healthcare professional as part of their employment readiness planning.

Health2Work addresses these critical gaps in health and social services by providing assessment, diagnosis and MSK care including education, exercise and manual therapy as well as mental health care referrals. Early evaluation results have shown there is significant demand for the program. To date some 70 people on social assistance have received MSK assessments, 16 people found, maintained or increased their level of employment and 5 people entered education or career retraining.

Health2Work was developed by The Region of Waterloo, Community Service, Employment & Income Support (EIS) team in partnership with the Ontario Chiropractic Association, local Community Health Centres, and local chiropractors. The OCA has contracted a third-party research consultancy firm to provide an arms length evaluation. The evaluation will report on how assessment and management of MSK conditions can help get people ready for employment or (re)training and will open doors for other people to receive the same type of care across the province. For more information about the Health2Work program please visit the [Health2Work page of the OCA website](#).

## Eligibility Criteria

Applicants should meet the following eligibility criteria:

- Minimum 4 years of clinical experience following completion of an accredited chiropractic program (required)
- Experience working collaboratively with other health care providers (required)
- Valid and current malpractice insurance coverage (required)
- Member in good standing of College of Chiropractors of Ontario (required)
- Member of Ontario Chiropractic Association (strongly preferred)

In addition to the above eligibility criteria the ideal respondent is a skilled clinician, with an interest in working with complex patients who understands and takes a biopsychosocial approach to patient management. The ideal respondent is also someone who has experience with, and a desire to work collaboratively with other health and/or social services professionals. Experience working with vulnerable populations or equity seeking groups is an asset.

Successful respondents will have the opportunity to be involved in the delivery of a new and innovative program that addresses critical gaps in current health and social services delivery in Ontario. They will work collaboratively with primary care professionals such as physicians, registered nurses, and psychologists to provide a circle of care for an underserved population. Successful respondents will also be contributing to a research project which seeks to assess the impact of the program and inform decisions about how it could be expanded to other parts of the province.

### **Components of the Expression of Interest**

To respond to this RFEI you will need to submit:

- A cover letter
- An up-to date resume
- A completed copy of the RFEI form provided in Appendix A

Further details on these documents can be found in Part 3; details of how to submit are found in Part 4.

### **Contact Information**

For questions pertaining to clinical matters or the roles and responsibilities of chiropractors in the program	Jennifer Nash, DC Lead Chiropractor, Health2Work Chiropractic Consultant Ontario Chiropractic Association <a href="mailto:jnash@chiropractic.on.ca">jnash@chiropractic.on.ca</a>
For application support	Jessica Parish, PhD Health Policy Analyst Ontario Chiropractic Association <a href="mailto:jparish@chiropractic.on.ca">jparish@chiropractic.on.ca</a>
For questions pertaining to legal or contractual matters, or for any other inquiries	Peter Phillips, MSW Partnership Development and Contract Management The Regional Municipality of Waterloo, Employment and Income Service Division <a href="mailto:PPhillips@regionofwaterloo.ca">PPhillips@regionofwaterloo.ca</a>

## **PART 2 – PROGRAM INFORMATION**

### **Objectives of the Health2Work Program**

The [Health2Work](#) program provides patients receiving Ontario Works (OW) or a non-disabled family member on ODSP within the Region of Waterloo access to chiropractic care including assessment and up to 10 visits.

The objectives of the program are:

1. To reduce barriers to employment by addressing underlying MSK conditions through chiropractic assessment and treatment; and to provide additional adjunctive therapy/ treatment, as required, to clients with mental health challenges and/or comorbidities.
2. To notify the Region of Waterloo, Community Services, Employment and Income Support team of the physical capabilities of the client to help inform decisions related to the selection of suitable (re)training programs and employment paths.
3. To integrate and leverage local health and social services for clients receiving support through OW in an effort to increase employment or (re)training

The program is currently offered in Cambridge, North Dumfries and Kitchener, with plans to expand to Waterloo, Wilmot, Woolwich and Wellesley in Spring 2021.

### **Description of the Role: “Local Chiropractor”**

The Region of Waterloo, Community Services, Employment and Income Support team is recruiting chiropractors from the Waterloo, Wellesley, Woolrich and Wilmot of the region of Waterloo. As a chiropractor in the Health2Work program (“local chiropractor”), you will act as the first and primary point of contact for assessment, care and discharge of patients referred by Region of Waterloo, community organizations and/or primary care providers.

The local chiropractor will be responsible for communicating with the patient, referring organization and lead chiropractor, providing timely assessment and management plan (including up to 10 visits) and completing standardized paperwork, from their current practice location, or from the premises of a participating community health center, if and when such opportunities arise.

The local chiropractor will be connected to a lead chiropractor who will provide clinical guidance and approval of treatment plans. The local chiropractor must provide care through a health equity lens and be able to work collaboratively with other health care providers, caseworkers, employment facilitators and community agencies.

The local chiropractor will be expected to follow evidence-based care pathways in their plan of management and use standardized clinical forms to monitor assessment, re-assessment, care plan, employment goals, functionality, progress, discharge and recommendations informing decisions about employment or (re)training programs suitable to the physical capabilities of the patient.

The local chiropractor role is a good fit for someone who wants to be involved in an initiative related to both health care and social change. Many patients seen in this program may have never been to a chiropractor before, and it is important that the entire chiropractic office is welcoming, friendly, and understanding of the patient demographic, with sensitivity to patients who are living in poverty. Flexibility will be required, including with appointment changes, cancellations and lateness. Availability for occasional evening appointments and/or Saturday appointments is an asset.

Please note that successful candidates must complete training in advance of beginning to see patients. The time spent in training will be up to three hours and will include trauma-informed training. Time spent undertaking the training will not be paid.

### **Key Responsibilities**

1. Communicates with and schedules appointments with people who have been referred to the program and deemed to fit the program's inclusion criteria
2. Conducts a comprehensive assessment including history, physical examination; conducts or orders additional testing when appropriate
3. Assesses patient's functional abilities and provides information to help inform return to work or (re)training plan at initial assessment and at discharge and communicates this information via the standard H2W forms
4. Completes standard program forms including assessment/re-assessment/discharge forms in a timely manner and recommends a plan of management for review and approval by the Lead Chiropractor
5. Communicates a diagnosis to the patient, reviews the report of findings and obtains informed consent
6. Identifies patients who are not an appropriate fit for this program and/or patients who require referral to other health care professionals for concerns outside of the chiropractor's scope of practice
7. Understands the Health2Work care pathways and uses these combined with research evidence, clinical practice guidelines, patient preference and clinical experience to inform decisions, recommendations, plans of management, assessment, referrals etc.
8. Communicates and collaborates as needed and in a timely and professional manner with all Health2Work stakeholders, including: the lead chiropractor, Region of Waterloo administrative staff, caseworkers/employment facilitators, primary health care providers, referring organizations, and researchers/program evaluators
9. Participates in surveys and interviews undertaken by third-party evaluators of the benefits to patients of participating in the Health2Work program
10. Practices in accordance with the standards, regulations, guidelines and policies as set forth by the College of Chiropractors of Ontario
11. Adheres to the Health2Work standards, policies and procedures, including use of centralized referral process, communication procedures and patient-centered approach
12. Demonstrates an understanding of and enthusiasm for the strategic goals and objectives of Health2Work
13. Demonstrates an understanding of and compassion for the Health2Work patient demographic, including flexibility and the ability to accommodate, within reason, lateness and missed appointments
14. Has the ability to deliver chiropractic care virtually and in compliance with relevant guidelines and privacy legislation, when necessary and appropriate

15. Demonstrates flexibility and adaptability in the face of change and disruption including but not limited to that brought by the COVID-19 pandemic and program and policy responses to it

### **Local Chiropractor Fee for Service Rate**

The local chiropractor per patient fee for service rate is \$80 for a 60 minute initial assessment, \$35 for follow-up appointments, and \$50 for re-assessment/discharge. Follow-up includes up to a maximum of 10 appointments per guidelines, unless approval is provided by the lead chiropractor for additional appointments.

## **PART 3 – RESPONSE REQUIREMENTS AND RFEI PROCESS**

### **Response Requirements**

Respondents should include the following in their response to this RFEI:

#### **Cover Letter and Resume**

The cover letter should describe how your professional background and personality demonstrate will contribute to the success of this exciting program. Your resume and cover letter should also include information about your education and experience including but not limited to how you meet the following eligibility criteria:

- At least 4 years of clinical experience following completion of an accredited chiropractic program (required)
- Experience working collaboratively with other health care providers (required)
- Valid and current malpractice insurance coverage (required)
- Member in good standing of College of Chiropractors of Ontario (required)
- Member of Ontario Chiropractic Association (strongly preferred)

The cover letter should also specify the following information:

- The precise address (including postal code) from where you will be providing services
- Your availability for appointments, including whether you are able to take evening or weekend appointments

#### **Respondent Submission Form**

Submissions should include a completed and signed Respondent Submission Form (attached as Appendix A), that acknowledges, among other things, that this RFEI and any respondent submissions shall not create a legal relationship or obligation regarding the procurement of any good or service.

#### **Selection Process**

All applications will be compared using standardized criteria. If you are selected for an interview, you will be contacted. Interviews will be conducted virtually in front of a panel of interviewers using standardized questions that all candidates will be asked.

Successful chiropractors whose responses to this RFEI are accepted pursuant to this RFEI process will be required to enter into a contract with the Regional Municipality of Waterloo, regarding providing the services outlined in this RFEI, with such contract to be to the Regional Municipality of Waterloo's satisfaction.

## **PART 4 – SUBMISSION INSTRUCTIONS**

### **Submission of RFEI**

Responses must be submitted via email to:

[info@health2work.ca](mailto:info@health2work.ca)

Responses by other methods will not be accepted.

If your RFEI is received after the date and time specified the Region of Waterloo will have the option to either accept or reject your submission.

### **Submission Date and Forms**

Respondents are asked to submit their information by **Sunday, March 14, 2021 at 11:59 p.m. (EST)**

Submissions should include a completed and signed Respondent Submission Form (Appendix A, p. 8 below), that acknowledges, among other things, that this RFEI and any respondent submissions shall not create a legal relationship or obligation regarding the procurement of any good or service.

### **Timing of Interviews**

Selected respondents will be invited to a (remote/virtual) interview with members of the Health2Work design team on **March 29<sup>th</sup>, 2021 from 1:00-4:30 PM**. Interested candidates are asked to ensure they are available during this time.



# APPENDIX A

## Respondent Submission Form

### 1. Respondent Information

a) Respondent's registered legal business name and any other name under which it carries on business:

b) \_\_\_\_\_  
Name, address, telephone and e-mail address of the contact person(s) for the respondent:

c) \_\_\_\_\_  
Name of the person who is primarily responsible for the submission:

d) Whether the respondent is an individual, a sole proprietorship, a corporation, a partnership, a joint venture, an incorporated consortium or a consortium that is a partnership or other legally recognized entity:  
\_\_\_\_\_

### 2. Terms of Reference

In responding to this RFEI each respondent should submit a completed and signed Respondent Submission Form that, among other things, acknowledges its acceptance of the RFEI Terms of Reference as contained hereunder:

#### **Request for Information Not A Formal Competitive Bidding Process**

This RFEI is issued for information gathering purposes and is not intended to be a formal legally binding "Contract A" bidding process. Without limiting the generality of the foregoing, this RFEI will not necessarily result in any subsequent negotiations, direct contract award, invitational tendering process or open tendering process and does not constitute a commitment by Region of Waterloo to procure any services.

#### **RFEI Shall Not Limit Pre-Existing Region of Waterloo Rights**

This RFEI shall not limit any pre-existing Region of Waterloo rights. Without limiting the generality of the foregoing, the Region of Waterloo expressly reserves the right, at its discretion:

- to seek subsequent information or initiate discussions with any health care service provider, including health care service providers who did not respond to this RFEI
- to initiate direct negotiations for the procurement of any good or service with any health care provider(s) regardless of whether the health care provider(s) responded to this RFEI
- to contact a limited number of health care provider(s), which may be limited to those who responded to this RFEI, or may include health care provider(s) who did not respond to this RFI, for the purpose of a competitive procurement for the procurement of any good or service
- to elect to proceed by way of open tender call where all potential health care provider(s), including those who did not respond to this RFEI, are eligible to compete for the award of a contract for the supply of any good or service
- to elect not to procure the good or service that is the subject of this RFEI
- These expressly reserved rights are in addition to any and all other rights of Region of Waterloo that existed prior to the issuance of this RFEI.

### **Information in RFEI Only an Estimate**

Region of Waterloo and its advisors make no representation, warranty or guarantee as to the accuracy of the information contained in the RFEI or issued by way of addenda. Any quantities shown or data contained in this RFEI, or provided by way of addenda, are estimates only provided as general background information.

### **Parties Shall Bear Their Own Costs**

Region of Waterloo shall not be liable for any expenses incurred, including the expenses associated with the cost of preparing responses to this RFEI. The parties shall bear their own costs associated with or incurred through this RFEI process, including any costs arising out of or incurred in: (a) the preparation and issuance of this RFEI; (b) the preparation and making of a submission; or (c) any other activities related to this RFEI process.

### **Accuracy of Responses**

The respondent acknowledges that the information provided is, to the best of its knowledge, complete and accurate.

### **Submissions Property of Region of Waterloo**

Except where expressly set out to the contrary in this RFEI or in the respondent's submission, the submission and any accompanying documentation provided by a respondent shall become the property of Region of Waterloo and shall not be returned.

### **Confidential Information of Region of Waterloo**

All information provided by or obtained from Region of Waterloo in any form in connection with this RFEI either before or after the issuance of this RFEI: (a) is the sole property of Region of Waterloo and must be treated as confidential; (b) is not to be used for any purpose other than replying to this RFEI; (c) must not be disclosed without prior written authorization from Region

of Waterloo; and (d) shall be returned by the respondents to Region of Waterloo immediately upon the request of Region of Waterloo.

A respondent may not at any time directly or indirectly communicate with the media in relation to this RFEI without first obtaining the written permission of Region of Waterloo.

The respondent hereby agrees to the terms set out in the Terms of Reference and in the RFEI.

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Signature of Respondent Representative:

\_\_\_\_\_  
Name of Witness:

\_\_\_\_\_  
Name and Title:

Date of Signature:

I have authority to bind the respondent.