

Prepared in accordance with section 15 of the Broader Public Sector Accountability Act, 2010 (BPSAA)

TO: The Board of Trillium Health Partners, (the “Board”)
FROM: Michelle DiEmanuele
President & Chief Executive Officer
Trillium Health Partners
Date: June 30, 2021
RE: April 1, 2020 to March 31, 2021

On behalf of Trillium Health Partners (the Hospital) I attest, with best efforts, to:

- the completion and accuracy of reports required of the Hospital pursuant to section 6 of the BPSAA on the use of consultants;
- the Hospital’s compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds;
- the Hospital’s compliance with any applicable expense claims directives issued under section 10 of the BPSAA by the Management Board of Cabinet;
- the Hospital’s compliance with any applicable perquisite directives issued under section 15(1)(c.1) of the BPSAA by the Management Board of Cabinet; and
- the Hospital’s compliance with any applicable procurement directives issued under section 12 of the BPSAA by the Management Board of Cabinet,

during the Applicable Period.

In making this attestation, I have exercised care and diligence that would reasonably be expected of a Hospital President and Chief Executive Officer in these circumstances, including making due inquiries of Hospital staff that have knowledge of these matters including THP’s Chief Financial Officer, Senior Leadership, Controller, and Legal Counsel.

I further certify that any material exceptions to this attestation are documented in the attached Schedule A.

Dated at Toronto, Ontario this June 3, 2021.



Michelle DiEmanuele
President and Chief Executive Officer
Trillium Health Partners

I certify that this attestation has been approved by the Board of Trillium Health Partners on June 3, 2021.



Michele Darling
Chair of the Board
Trillium Health Partners

SCHEDULE A to Attestation

1. Exceptions to the completion and accuracy of reports required in section 6 of the BPSAA on the use of consultants;

No Known Material Exceptions

Please see THP Hospital Reporting on Consultant Use.

2. Exceptions to the Hospital's compliance with the prohibition in section 4 of the BPSAA on engaging lobbyist services using public funds;

No Known Material Exceptions

3. Exceptions to the Hospital's compliance with the expense claims directive issued under section 10 of the BPSAA by the Management Board of Cabinet;

No Known Material Exceptions

4. Exceptions to the Hospital's compliance with the perquisites directives issued under section 15(1)(c.1) of the BPSAA by the Management Board of Cabinet;

No Known Material Exceptions

5. Exceptions to the Hospital's compliance with the procurement directive issued under section 12 of the BPSAA by the Management Board of Cabinet,

Please see Shared Service West BPS Attestation reporting package for exceptions to Procurement Directives including 3rd party BPS attestations from THP's Supply Chain partners, HealthPRO, Plexxus, Mohawk/Medbuy Corporation, Kinetic GPO, St Joseph's Health System and OECM.

Hospital Reporting on Consultant Use

Name of Hospital:

LHIN:

Reporting Period:

Trillium Health Partners

Mississauga Halton LHIN

April 1, 2020 to March 31, 2021



No.	Consulting Firm (Name)	Contract Number	Name & Title of Consulting Contract	Contract Terms (Original plus renewals / amendments)	Procurement Value (Originals Plus renewals / amendments and TOTAL PAID)	Consulting Selection Process (Invitational competitive, open competitive, or non-competitive)	Any modifications to the agreement (Yes/No)? If "yes" - please indicated whether the procurement documents allowed for this (Yes/No)? If modification not permitted, ensure modification is captured on the BPS Non Compliance and Exceptions Reporting Form
1	Bass Associates; Emond Harnden LLP	165762	Labour Relations Strategic Support (Multi-award)	March 1, 2019 to February 28, 2024	Total Procurement Value: \$500,000 plus tax Total Paid to Date: \$115,972 plus tax	Open competitive	No Modifications
2	HH Angus & Associates Ltd.	165598	ICAT Advisory Services (Broader Redevelopment Project)	December 20, 2018 to September 30, 2021	Total Procurement Value: \$1,238,577 plus tax Total Paid to Date: \$524,934 plus tax	Open competitive and non-competitive	Amendment #1 was done to include additional scope of \$76,701
3	BA Consulting Group Ltd.	165469	Transportation Consultant	October 1, 2018 to September 30, 2028	Total Procurement Value: \$1,064,872 plus tax Total Paid to Date: \$762,196 plus tax	Open competitive	No Modifications
4	Protiviti	166370	Cyber Security - Phase II	June 1, 2019 to January 31, 2020	Total Procurement Value: \$89,700 plus tax Total Paid to Date: \$90,385 plus tax	Invitational competitive and non-competitive	Limited tender Amendment #1 was done to extend the contract to January 31, 2020.
5	Healthtech Inc.	166090	Harmonizing Financial Materials Management Modules	January 18, 2019 to February 28, 2021	Total Procurement Value: \$230,800 plus tax Total Paid to Date: \$224,370 plus tax	Open competitive	Amendments were done to extend the contract to February 28, 2021.
6	Canadian Health Services Research Group, Inc.	161665	HSFR Planning & Advisory Services	May 31, 2017 to December 31, 2021	Total Procurement Value: \$350,100 plus tax Total Paid to Date: \$16,833 plus tax	Open competitive	Amendments were done to extend the contract to December 31, 2021.
7	Deloitte	167064	Utilities Rebate Review (Contingency) Agreement	August 2, 2019 to August 1, 2020	Total Procurement Value: \$1,017,245 Total Paid to Date: \$1,017,245 plus tax	Non-competitive	No Modifications. Value of contract dependent on identified savings realized by Hospital.
8	Selectpath Benefits and Financial Inc.	159833	HR Benefits Consulting Services	November 1, 2016 to October 31, 2021	Total Procurement Value: \$331,080 Total Paid to Date: \$154,447 plus tax	Open competitive	Option year was extended until October 31, 2021
9	Overlap Associates Inc.	200620	Children/Youth Co-Design Mental Health Initiatives	September 6, 2019 to March 31, 2021	Total Procurement Value: \$39,700 plus tax Total Paid to Date: \$19,850 plus tax	Invitational competitive	No Modifications
10	Safe Haven Consulting Ltd.	201193	Operational Audit	December 20, 2019 to June 30, 2021	Total Procurement Value: \$44,750 Total Paid to Date: \$21,393 plus tax	Non-competitive	No Modifications. Sole source exemption pertains to services involving long term care.
11	3Terra Inc.	201335	BI Analytics Support	February 1, 2020 to January 31, 2023	Total Procurement Value: \$225,000 Total Paid to Date: \$31,759 plus tax	Non-competitive	Renewal option was exercised
12	Santis; Counsel Public Affairs; Rivet; & StrategyCorp	166282	Crisis & Corporate Communications Services (Multi-award)	November 1, 2019 to October 31, 2024	Total Procurement Value: \$309,307 (includes consulting & non-consulting services) Total Paid to Date [Counsel Public Affairs]: \$13,674 plus tax (consulting)	Open competitive	No Modifications
13	Towers Watson Canada Inc.	161104	Benefits Consulting	May 3 2017 to Jan 26 2021	Total Procurement Value: \$116,095 plus tax Total Paid to Date: \$114,488 plus tax	Open competitive and non-competitive	Amendments done due to change in regulation. Longer duration required
14	Deloitte Inc.; Healthtech Consultants; Tectonic Advisory Services; & BlueTree Network, Inc.	166699	HIS Advisory Services for Epic (Multi-award)	December 2, 2019 to December 1, 2021	Total Procurement Value: \$500,000 (includes consulting and non-consulting) Total Paid to Date [Deloitte]: \$318,423 plus tax (consulting)	Open competitive	No Modifications
15	Privacy Horizon	200900-1	Privacy Impact Assessment for OneTHP	January 16th 2020 to June 4th 2020	Total Procurement Value \$44,240 plus tax Total Paid to Date: \$44,240 plus tax	Invitational competitive	No Modifications
16	Cycura Inc.	200992	Threat Risk Assessment for OneTHP	December 30, 2019 to April 30, 2020	Total Procurement Value \$66,372 plus tax Total Paid to Date: \$46,460 plus tax	Invitational competitive	No Modifications
17	Dialog Ontario Inc	165188	Municipal / Urban Planning Advisory Services (Broader Redevelopment Project)	August 23, 2018 to August 22, 2028	Total Procurement Value: \$4.67M plus tax (includes consulting and non-consulting) Total Paid to Date: \$72,810 plus tax (consulting)	Open competitive	No Modifications

18	LOH Architects Associates Inc.	165512	Retail Strategy (Broader Redevelopment Project)	December 1, 2018 to December 31, 2025	Total Procurement Value: \$330,550 (includes consulting) Total Paid to Date: \$163,876 plus tax (consulting)	Open competitive and non-competitive	Amendment #1 was done to include additional scope of \$75k
19	Canadian Health Services Research Group Inc.	163764	Data Projection & Analysis Services (Master Plan Stage 2 Work)	December 11, 2017 to December 10, 2021	Total Procurement Value: \$351,360 plus tax Total Paid to Date: \$187,330 plus tax	Open competitive and non-competitive	Amendment #1 renewal option was exercised, amendment #2 was done to include additional scope of \$164k
20	Colliers Project Leaders (Equipment Planning Associates Ltd.)	165217	FF&E Planning & Consulting Services (Broader Redevelopment Project)	June 1, 2018 to May 31, 2026	Total Procurement Value: \$4,741,392 plus tax (includes consulting and non-consulting) Total Paid to Date: \$1,623,382 plus tax	Open Competitive	No Modifications
21	Hanscomb Limited	164930	Cost Consulting Services (Broader Redevelopment Project)	August 15, 2018 to December 31, 2022	Total Procurement Value: \$550,000 (includes consulting and non-consulting) Total Paid to Date: \$221,544 plus tax	Open Competitive	No Modifications
22	KPMG Corporate Finance Inc.	165063	Advisory Assistance for Financing Requirements	June 11, 2018 to June 10, 2023	Total Procurement Value: \$1.924M plus tax Total Paid to Date: \$283,390 plus tax	Open Competitive	No Modifications
23	KPMG LLP	157041	KPMG - Tax Advisory Services - Regional	June 01, 2015 to May 31, 2020	Total Procurement Value: \$300,000 Total Paid to Date: \$329,814 plus tax	Open Competitive	Yes. Amendment 1 is to exercise the Extension Option at \$60,000 annually potential spend (term of 2 years). The new expiry date of the Prime Agreement shall be May 31, 2020.
24	Agnew, Peckham and Associates Ltd	162198	Pre-Functional & Functional Programming Services	July 27, 2018 to December 31, 2020	Total Procurement Value: \$4,432,200 (incl.taxes) (includes consulting and non-consulting) Total Paid to Date: \$626,373	Open Competitive	No Modifications
25	Cushman & Wakefield ULC, Brokerage	165095	Commercial Real Estate Advisory Services	November 1, 2018 to October 31, 2025	Total Procurement Value: \$1,009,700 plus tax (includes consulting and non-consulting) Total Paid to Date: \$Nil	Open Competitive	No Modifications
26	Beacon Environmental Limited	CE1415 MQ119	Environmental Consultant for THP Master Plan		Total Procurement Value: \$34,500 plus tax Total Paid to Date: \$24,460 plus tax	Invitational Competitive	No Modifications
27	Stantec	163773	Scheduling and Advisory Services	February 16, 2018 to February 15, 2024	Total Procurement Value: \$1,413,690 plus tax Total Paid to Date: \$484,254 plus tax	Open competitive	No Modifications
28	Blackstone Energy Services Inc.		Energy Marketer Regional Consulting Services	November 1, 2016 -October 31, 2021	Total Procurement Value:\$10,487,865 plus tax (includes consulting and non-consulting) Total Paid to Date: \$356,548 plus tax (consulting)	Open competitive	No Modifications
29	S&H Realty Corporation	156054	Realty Services	May 1, 2015 to April 30, 2025	Total Procurement Value: \$1,797,560 plus tax Total Paid to Date: \$1,411,922 plus tax	Open competitive	Amendment # 3 was done to exercise option years and additional updates for leasing projects
30	Deloitte Inc.	204095	THP Local Share Plan Consultant	December 11, 2020 to December 31, 2025	Total Procurement Value: \$469,000 plus tax Total Paid to Date: \$Nil	Open competitive	No Modifications
31	Bessant Pelech Associates Inc.	204525	Functional Programmer and Business Advisor for the LTCH accelerated build program by advising on programming and development of the LTCHs, and providing operational, business and regulatory expertise	September 22, 2020 to March 31, 2022	Total Procurement Value: \$301,785 plus tax Total Paid to Date: \$188,980 plus tax	Non-competitive	No Modifications
32	P1 Consulting Inc	200869	Facilities Management (FM) Consultant, including advisory services on the LTCH's design, recommending improvements from a facilities and equipment management capacity	October 1, 2020 to December 31, 2021	Total Procurement Value: \$100,000 plus tax Total Paid to Date: \$Nil	Invitational competitive	No Modifications
33	KPMG LLP	206047	Work From Home Cost Benefit Analysis	February 24, 2021 to October 23, 2021	Total Procurement Value: \$99,243 plus tax Total Paid to Date: \$Nil	Open competitive	No Modifications
34	Ernst & Young LLP	204250	COVID-19 - Consulting services for Financial Forecasting and Business Case Analysis for impacts of COVID-19	June 25, 2020 to November 27, 2020	Total Procurement Value: \$123,290 plus tax Total Paid to Date: \$123,290 plus tax	Non-competitive	Yes. Amendment #1 extended the contract to November 27, 2020 and increased the procurement value by \$24,240
35	Dr. Evelyn Williams	204273	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	July 13, 2020 to December 31, 2020	Total Procurement Value \$61,134 plus tax Total Paid to Date: \$41,000 plus tax	Non-competitive	No Modifications

36	Katherine Smith	204358	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	July 21, 2020 to December 31, 2020	Total Procurement Value: \$43,813 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$37,820 plus tax		
37	JP & LB Consulting	204360	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	July 21, 2020 to December 31, 2020	Total Procurement Value: \$15,284 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$29,141 plus tax		
38	Susan Deering	204414	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	August 17, 2020 to December 31, 2020	Total Procurement Value: \$44,000 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$17,875 plus tax		
39	Bradley Birmingham Medicine Professional Corporation	204486	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	August 31, 2020 to December 31, 2020	Total Procurement Value: \$32,000 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$32,000 plus tax		
40	Lynne Sinclair	204549	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	September 18, 2020 to December 31, 2020	Total Procurement Value: \$7,642 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$7,500 plus tax		
41	Pamela Hudak	204550	Long Term Care advisory services to develop a quality review framework and complete a comprehensive structured review	September 18, 2020 to December 31, 2020	Total Procurement Value: \$7,642 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$7,500 plus tax		
42	Ontario Shores Centre for Mental Health Sciences	205563	Youth Mental Health Review	October 05, 2020 to December 15, 2020	Total Procurement Value: \$18,000 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$2,700 plus tax		
43	KPMG LLP	205820	Procure-to-Pay Internal Audit Report	February 1, 2021 to March 31, 2021	Total Procurement Value: \$4,972 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$Nil		
44	KPMG LLP	166542	Tax Advisory Services	June 1, 2020 to June 30, 2021	Total Procurement Value: \$50,945 plus tax	Non-competitive	No Modifications
					Total Paid to Date: \$Nil		



SSW
Integrating for Value
Leaders in Service

May 19, 2021

Michelle DiEmanuele,
President & CEO
Trillium Health Partners
2200 Eglinton Avenue West,
Mississauga, ON L5M 2N1

Dear Ms. DiEmanuele:

Compliance with the Broader Public Sector Procurement Directive and applicable trade agreements

We provide this letter in connection with compliance of **Trillium Health Partners' ("you", "your" or "Hospital")** procurement contracts administered and completed by **Shared Services West ("SSW" or "us")** from **April 1, 2020 to March 31, 2021 ("the Applicable Period")** with the Broader Public Sector Procurement Directive issued under Section 12 of the *Broader Public Sector Accountability Act* by the Management Board of Cabinet and the applicable trade agreements (i.e., Canada Free Trade Agreement and Canada-European Union Comprehensive Economic and Trade Agreement), all jointly referred to hereinafter as the "**Procurement Directive**".

For procurements (including redevelopment contracts) partly managed by SSW during the Applicable Period, this attestation applies only to the portion of the work performed by us. For contracts that you participated in, completed by HealthPro and other shared services and procurement organizations ("**Other SSO**"), the attestations of HealthPRO and the Other SSOs relating to such contracts are attached at Appendix 2 to 5.

In making this attestation, we have exercised care and diligence that would reasonably be expected of a **President & CEO, Vice President, Corporate Services & Systems Integration, and CFO, and Vice President, Operations**, in these circumstances, including reviewing our internal compliance framework, making due inquiries of staff that have knowledge of these matters, internal attestations received from our sourcing management staff, and the results of an internal review conducted by us of a sample drawn from all contracts completed by SSW during the Applicable Period ("**the Review**").

Procurement Directive compliance:

- We have completed procurement contracts for goods and services, including consulting services, on your behalf in accordance with the Procurement Directive to the extent of its applicability to our work, and will be providing you a list of all our findings resulting from the Review. **The scope of the Review and material exceptions to the Procurement Directive** noted are comprised in the attached Appendix 1. Wherever applicable, the Review also identified areas of improvement as well as the impact of evolving Provincial agenda and the ongoing COVID-19 pandemic.

Policy compliance:

- We acknowledge that we are responsible for ensuring that your contracts are executed in compliance with the Procurement Directive and your specific policies, and have designed and implemented an internal control framework to prevent and detect deviations therefrom.
- We have taken steps to retain all material documentation, information, and communication related to the procurement processes, in a recoverable format, in accordance with the Procurement Directive and your policies.

Communications from Government authorities:

- There have been no communications from the Ministry of Finance or any other regulatory or government agency concerning non-compliance, or potential deficiencies in compliance, with the Procurement Directive or any other related legislated directive or policy.

Potential legal disputes:

- In relation to the procurements completed by us on your behalf, we've informed your Chief Financial Officer of any significant bid disputes or other matters which could potentially expose you to legal risk or contingent liabilities immediately upon learning of the same. All of them were satisfactorily resolved during the Applicable Period.

The following listings are provided in the attached appendices:

1. Material exceptions – Appendix 1;
2. Attestation from HealthPRO - Appendix 2;
3. Attestation from Plexxus - Appendix 3;
4. Attestation from MMC - Appendix 4; and
5. Attestation(s) from other agencies - Appendix 5

A list of consulting services contracts has been provided to you separately.

Yours truly,


Karen Belaire (May 19, 2021 08:44 EDT)

Karen Belaire
President & CEO


Rohit Tandon (May 18, 2021 20:58 EDT)

Rohit Tandon
Vice President, Corporate Services
& Systems Integration, and CFO


Tammy Quigley (May 18, 2021 20:41 EDT)

Tammy Quigley
Vice President, Operations

Appendix 1

Material Exceptions

Note: Terms used in this Appendix are either defined herein or in the accompanying attestation letter.

Scope - Defined

We conducted an internal review (“**the Review**”) of a sample comprising 60 contracts drawn from all the contracts managed and completed by us during the Applicable Period. The contracts comprised in the sample were selected based on their spend value and complexity, and in terms of the audit plan approved by our Board. Results of the Review are provided in Part-A below.

Scope - Exclusion

The scope of the Review excluded testing compliance with the following Mandatory Requirements (MR), since the accountability of all the aspects thereof do not fully vest in SSW:

MR #1 – Hospital Segregation of Duties:

- Organizations must segregate at least three of the five functional procurement roles: Requisition, Budgeting, Commitment, Receipt and Payment. Responsibilities for these roles must lie with different departments or, at a minimum, with different individuals. Where it is not feasible to segregate these roles, i.e., for smaller organizations, adequate compensating controls approved by an external auditor must be put in place.

MR #2 – Establishment of the Approval Authority:

- Organizations must establish an approval authority schedule (AAS) for procurement of goods and non-consulting services. The AAS must be approved by the Board of Directors of the organization or its equivalent prior to commencement of procurement.

MR #22 – Contract Management:

- Payments must be made in accordance with provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Any overpayments must be recovered in a timely manner.
- Establish expense claim and reimbursement rules compliant with the Broader Public Sector Expenses Directive and ensure all expenses are claimed and reimbursed in accordance with these rules.
- Ensure that expenses are claimed and reimbursed only where the contract explicitly provides for reimbursement of expenses.

Appendix 1

Material Exceptions

General Observations

In a few cases, the Review found some documents had not been retained by SSW after completion of the procurement process. Corroborating evidence was however found elsewhere to support compliance of such contracts with the Procurement Directive.

Procurements conducted in the following circumstances were so conducted for compelling business reasons and have not been individually listed herein:

1. In terms of the evolving Provincial agenda, several shared services organizations in Ontario are working collaboratively to consolidate contracts for certain high-value products. SSW too has aligned the end date of some of its agreements with the expected start dates of these consolidated contracts, resulting in exceptions to MR #18 (term of agreement modifications) for such contracts identified during the Review. Such harmonization has generally preserved the current pricing and supply continuity to the participating hospitals (including you).
2. In order to secure critical COVID-19 related supplies, services and equipment for the Hospital, SSW and its hospitals established certain expedited processes that may have resulted in procurements being non-compliant with MR #2 (approval authority) and/or MR #3 (competitive procurement thresholds), in the latter case principally due to acquisition and securing of supplies that could have otherwise been lost to other worldwide buyers in the time taken to conduct competitive procurements. Appropriate documentation to facilitate compliance of these procurements, monitored for compliance by us with the established expedited processes, with the Procurement Directive will be subsequently established, in Fall of 2021.
3. Primary focus by SSW and the Hospital on pandemic related procurements necessitated deferral of competitive procurement process of several agreements expiring during this period. These agreements were extended to allow for such processes to be completed subsequently, sometimes resulting in exceptions to MR #18 (term of agreement modifications).
4. The Canadian Free Trade Agreement requires public posting of award notice for Limited Tender procurements. In certain cases, including the foregoing, such posting was delayed beyond the prescribed time periods.

Appendix 1
Material Exceptions

Exceptions Noted

Part A: Following material exceptions were identified as a result of the Review of the sample referred to above:

Contract ID	Contract Description	Procurement Type	Vendor Name	Term + Option (years)	Estimated Non-compliance	MR #	Comments
166955	Electric Patient Beds	Open competitive - piggyback	Hill-Rom Canada	One time purchase	\$1,256,000	2, 3	Certain contract items procured were not financially evaluated as part of the original competitive procurement that was piggybacked onto.
200862	Training Venue for New Hospital Information System	Invitational competitive	Courtyard Marriott Toronto	One time purchase	\$786,000	3, 21	Training venue providers do not participate in open competitive process, hence service was received through an invitational competitive process.
160532	Medical Intelligent Console PBX	Non competitive	Spok Inc	1+1 years	\$750,000	2	While CFO's approval was obtained, aggregate spend for this non-competitive contract required CEO's approval.
166699	HIS Advisory and Professional Services for "at the Elbow"	Open competitive	Deloitte	2 years	\$576,000	3, 21	Certain items procured under this contract were not part of the original competitive procurement.
201509	General Medical Surgical Distribution	Non competitive	Cardinal Health	9 months	\$270,000	18, 21	Non-competitive contract was signed to allow more time for the upcoming competitive process.
204510	Arms for computer monitor	Non competitive	POI Business Interiors	One time purchase	\$176,000	3, 21	The required open competitive process was not pursued in order to complete this procurement to meet the deliverables of the OneTHP project.

Appendix 1

Material Exceptions

Part-B: To maximize value for money and for the hospital's benefit, purchases under the following contracts commenced after all the terms and conditions of the contract had been finalized but before it was formally signed and/or terms and conditions of the expiring contracts were maintained while procurement process was being conducted for the new contract (MR#15: Executing the contract). Contracts with significant gaps between first purchase and formal execution are provided in the table below:

Contract ID	Contract Description	Vendor Name	Contract Completion Year (Actual/Estimated)	Estimated Current Year Spend Until Contract Signature
160469	Advanced Bipolar & Ultrasonics	Medtronic, J&J & Olympus	FY20/21	\$1,093,000
200956	Endomechanical Products	Medtronic & J&J	FY20/21	\$666,000
156231	Trauma Products	J&J, Wright Medical, Stryker & Zimmer Biomet	FY20/21	\$388,000
201339	Linac Service Agreement	Varian Medical Systems	FY20/21	\$296,000
157228	Food Services Provider	Extendicare	FY20/21	\$276,000
166439	Suture Products	J&J & Medtronic	FY20/21	\$242,000
200670	Office and Stationary Supplies	Grand and Toy & Ariva	FY20/21	\$195,000
158069	Neurosurgery Products	J&J, Integra & Stryker	FY20/21	\$177,000
166706	IOL & Cataract Surgery Accessories	Labtician Ophthalmics	FY20/21	\$163,000
165847	Access Control Systems and Camera Systems	Johnson Controls	FY20/21	\$124,000
200717	Mechanical, and Plumbing On-Call Services	AC Mechanical, Maven Plumbing and Heating & Mattina Mechanical	FY20/21	\$114,000
166555	On Call-Electrical Services	Resolvetech, Danik Electrical & Smith and Long	FY20/21	\$114,000

Abbreviations:

MR#2: Approval authority

MR#3: Competitive procurement thresholds

MR#15: Executing the contract

MR#18: Term of Agreement Modifications

MR#21: Non-competitive procurement



April 13, 2021

Michelle DiEmanuele
President and Chief Executive Officer
Trillium Health Partners - All Sites
2200 Eglinton Ave. West
Mississauga, ON L5M 2N1

Dear Michelle:

Re: Ontario Ministry of Finance Broader Public Sector (BPS) Procurement Directive

Thank you for your continued support of HealthPRO and your participation in our contracts. As your national group contracting provider for healthcare, we understand it is important that our contracting processes comply with national and provincial agreements.

We have reviewed our contracting processes and documents and can attest to HealthPRO's compliance to the Ontario Broader Public Sector Act Procurement Directive for the fiscal year 2020/21.

To support our category management approach to procurement, some HealthPRO contract extensions were taken to align expiry dates and be positioned to deliver maximum value for the membership. This was an approved business decision; however, the Broader Public Sector (BPS) Procurement Directive requires that such extensions be reported as exceptions. A list of these contracts is included on Appendix A.

If you require additional information, please contact Ms. Kendra Frey, Vice President of Materials Management (905-568-3478, ext. 1320) or Ms. Christine Donaldson, Vice President Pharmacy (905-568-3478, ext. 1243).

Yours sincerely,

A handwritten signature in black ink, appearing to read "Renato Discenza".

Renato Discenza
President & CEO
HealthPRO Procurement Services Inc.

cc: Mr. Rohit Tandon, VP Corporate Services & CFO, Shared Services West

Contract No.	Contract Name	Original Expiry Date	Revised Expiry Date	TRILLIUM HEALTH PARTNERS (FORMERLY: THE CREDIT VALLEY HOSPITAL)	TRILLIUM HEALTH PARTNERS
01965	Chest Tubes	31-05-2020	30-11-2020	X	X
02393	Surgical Masks, Disposable	31-05-2020	30-11-2020		
02394	Procedure Masks, Disposable	31-05-2020	30-11-2020		
023963M	N95 Respirator, Disposable (3M Canada)	31-05-2020	30-11-2020	X	X
02400	Procedural Trays, Disposable	31-05-2020	30-11-2020	X	X
02412	Patient Basinless Skin Bathing & Protection System	31-05-2020	30-11-2020		
02413	Patient Oral Care Cleansing System	31-05-2020	30-11-2020	X	X
01970	Petrolatum	31-05-2020	30-11-2020	X	X
02396CD	N95 Respirator, Disposable (Cardinal Health)	31-05-2020	30-11-2020	X	X
02928_CLPH	Neonatal Supplies	31-05-2020	30-11-2020		
02680	Sterilization Wrappers, Disposable	31-05-2020	31-05-2021	X	X
02744	CO2 Monitoring (Capnography)	30-11-2020	30-11-2021		
02849	CO2 Detector Colormetrics	30-11-2020	30-11-2021	X	X
CL146CA	Elastic Stretch Bandages	31-05-2020	30-11-2021	X	X
02679	Sterilization Rolls & Pouches, Disposable	30-11-2020	31-05-2022		
01678	Infusion Set, Integrated Automated Inserter and Transparent Film Dressing	31-05-2020	30-11-2022		
02458	Manual Wheelchair	30-11-2020	31-05-2023		



TO: Rohit Tandon, VP, Corporate Services and CFO
Shared Services West (SSW)

FROM: Tara Bal, Chief Financial Officer

DATE: May 14, 2021

**RE: Broader Public Sector Procurement Directive
for the Period April 1, 2020 to March 31, 2021**

In accordance with Section 15 of the Broader Public Sector Accountability Act, 2010 ("BPSAA").

On behalf of Plexxus, we attest to compliance with the Broader Public Sector Procurement Directive ("BPS Procurement Directive" effective April 1, 2011) issued under Section 12 of the BPSAA by the Management Board of the Cabinet, during the applicable period of April 1, 2020 to March 31, 2021.

In making this attestation, we have exercised due care and diligence that would reasonably be expected of a President and CEO, and a Chief Financial Officer in these circumstances. To ensure due care and reasonable diligence, Plexxus performs quarterly audits of the procurements managed and completed for its hospitals based on the requirements described in the guidelines relating to the BPS Procurement Directive as part of the Broader Public Sector Accountability Act, 2010. Plexxus ensures its staff are knowledgeable about the BPS Directive by delivering regular training.

As Plexxus does not manage a portion of compliance with the Procurement Directive, the scope of review excluded testing compliance from the mandatory requirements identified in Schedule A.

A handwritten signature in blue ink, appearing to read "David Yundt".

David Yundt
President and CEO

A handwritten signature in blue ink, appearing to read "Tara Bal".

Tara Bal
Chief Financial Officer

Schedule A: Sections of the BPS Procurement Directive Excluded from Review

The following requirements of the BPS Procurement Directive were not managed by Plexxus and were excluded from compliance testing:

- Requirement #1 - Segregation of Duties
 - Organizations must segregate at least three of the five functional procurement roles: Requisition, Budgeting, Commitment, Receipt and Payment. Responsibilities for these roles must lie with different departments or, at a minimum, with different individuals. Where it is not feasible to segregate these roles, i.e., for smaller Organizations, adequate compensating controls approved by an external auditor must be put in place.
- Requirement #2 - Approval Authority
 - Prior to commencement, any procurement of goods and non-consulting services must be approved by an appropriate authority in accordance with the AAS of the Organization.
- Requirement #15 - Executing the Contract
 - The agreement between the Organization and the successful supplier must be formally defined in a signed written contract before the provision of supplying goods or services commences.
- Requirement #22 - Contract Management
 - Payments must be made in accordance with provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Any overpayments must be recovered in a timely manner.
 - Establish expense claim and reimbursement rules compliant with the Broader Public Sector Expenses Directive and ensure all expenses are claimed and reimbursed in accordance with these rules.
 - Ensure that expenses are claimed and reimbursed only where the contract explicitly provides for reimbursement of expenses.

May 4, 2021

Tammy Quigley
Shared Services West
Northgate Business Park
1107 Clay Avenue, Unit 500
Burlington, ON
L7L 0A1

Attestation to the BPSAA Supply Chain Secretariat BPS and Canada Free Trade Agreement (CFTA) Directive Compliance

Dear Tammy,

Mohawk Medbuy Corporation fully understands and abides by the Ontario Ministry of Finance Broader Public Sector Supply Chain Directives and the Canada Free Trade Agreement (CFTA) meant to ensure that publicly funded goods and services are acquired by BPS organizations through a process that is open, fair, and transparent.

On behalf of Mohawk Medbuy Corporation, we attest that all contracting services performed on the Members' behalf for the applicable period of April 1, 2020 – March 31, 2021 are in compliance with the Broader Public Sector Supply Chain Directives and the Canada Free Trade Agreement (CFTA). Exceptions, for contracts on which the Member participated occurring during the twelve (12) month reporting period are noted on the attached document with supporting explanations.

In making this attestation, we have exercised care and diligence that would reasonably be expected in these circumstances, including making due inquiries and reviewing results of the self-assessment audits we have completed.

I, Marc Lemaire, Chief Procurement Officer & Vice President Strategic Sourcing and I, Ally Dhalla, Vice President Pharmacy Services and Business Development have the signing authority to make this commitment on behalf of Mohawk Medbuy Corporation.



Marc Lemaire



Ally Dhalla



Attestation Report - February 1st, 2020 to January 31st, 2021
 Shared Services West

Contract No.	Contract Name	Vendor of Contract	Start Date	Original End Date	Extended End Date	Exception Type	Explanation	THP
C10002	OR VASCULAR PRODUCTS - PERIPHERAL PRODUCTS 2017 - MERIT	MERIT MEDICAL	2017/01/01	30/06/2020	2022/01/31	Extended	Shifted timelines to support resourcing of pandemic response	\$4,566
C8857	OR VASCULAR PRODUCTS - GRAFT AND ACCESSORIES 2016 - LEMAITRE	LEMAITRE VASCULAR	2016/01/01	30/06/2020	2022/02/28	Extended	Shifted timelines to support resourcing of pandemic response	\$43,340
C8889	OR CLIPPERS, BLADES AND CHARGERS 2016 - 3M	3M	2016/04/01	31/03/2020	2022/05/31	Extended	Shifted timelines to support resourcing of pandemic response	\$25,002
C8904	OR TRAUMA AND BONE FIXATION PRODUCTS - CRANIAL MAXILLOFACIAL PLATE & SCREW SYSTEMS 2016 - JIMP	JOHNSON & JOHNSON MEDICAL PRODUCTS	2016/04/01	31/03/2020	2023/12/31	Extended	Alignment of Mohawk Medbuy Corporation contracts in support of Strategic Sourcing Provincial harmonization initiative.	\$3,593
C8907	OR TRAUMA AND BONE FIXATION PRODUCTS - CRANIAL MAXILLOFACIAL PLATE & SCREW SYSTEMS 2016 - ZIMMER	ZIMMER BIOMET CANADA INC.	2016/04/01	31/03/2020	2023/12/31	Extended	Alignment of Mohawk Medbuy Corporation contracts in support of Strategic Sourcing Provincial harmonization initiative.	\$29,276
C8920	OR TRAUMA AND BONE FIXATION PRODUCTS - ARTHROSCOPY FIXATION SCREW SYSTEMS 2016 - SMITH & NEPHEW	SMITH & NEPHEW	2016/04/01	31/03/2020	2021/12/31	Extended	Alignment of Mohawk Medbuy Corporation contracts in support of Strategic Sourcing Provincial harmonization initiative.	P-ND
C8929	OR MASKS, BOUFFANT CAPS & SHOE COVERS 2016 - CARDINAL	CARDINAL HEALTH CANADA INC	2016/07/01	30/06/2020	2024/06/30	Extended	Alignment of Mohawk Medbuy Corporation contracts in support of Strategic Sourcing Provincial harmonization initiative.	\$3,195,381
MMC-1965	MILR LAB CONSUMABLES 2017 - SOMAGEN	SOMAGEN DIAGNOSTICS INC.	2017/12/01	30/11/2020	2022/03/31	Extended	Alignment of Mohawk Medbuy Corporation contracts in support of Strategic Sourcing Provincial harmonization initiative.	\$7,118
C10304	PH INJECTABLE PHARMACEUTICALS ASP 2018	ASPEN PHARMACARE CANADA INC	01/10/2018	30/09/2021		Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	P-ND
C10677	PH INJECTABLE PHARMACEUTICALS BAX 2018 THP	BAXTER CORPORATION	01/10/2018	30/09/2021		Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	P-ND
C10832	PH INJECTABLE PHARMACEUTICALS FRK 2018 THP	FRESENIUS KABI CANADA LTD.	01/10/2018	30/09/2021		Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	P-ND
Bulk Buy #1	Level 2 Masks	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$83,850
Bulk Buy #10	Bouffant Caps & Shoe Covers	MEDLINE CANADA INC.	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$3,251
Bulk Buy #11	Exam Gloves (THP)	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$275,925
Bulk Buy #12	Hand Sanitizer (1L)	PIF	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$124,584
Bulk Buy #13	3M N95 Masks	STEVENS CANADA	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$927
Bulk Buy #14	Isolation Gowns	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #17 a&b	Ear Loop Masks	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #18	Surface Wipes	MAXILL INC	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #19	Surgical masks w/ties	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #2	Level 3 Masks	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$80,378
Bulk Buy #23	Shoe Covers	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #26	Paeds Masks	SOL-MILLENIUM	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #3	Level 3 Gowns	CC GLOBAL	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #4	Level 2 Gowns	MEDLINE CANADA INC.	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #5	Exam Gloves (June)	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #6	Exam Gloves (Nov)	PRIMED	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #7	Exam Gloves	MEDLINE CANADA INC.	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$136,243
Bulk Buy #8	Non Rated Gowns	MEDLINE CANADA INC.	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0
Bulk Buy #9	Hand Sanitizer (4L)	XEROX	One time buy			Limited Tender	If strictly necessary, and for reasons of urgency brought about by events unforeseeable by the procuring entity, the goods or services could not be obtained in time using open tendering	\$0

* Reported Spend indicates Member provided data for the Attestation Period. Note that contracts may have started or ended at various points within the Attestation period. Data compiled from February 1st 2020 to January 31st 2021
 P - ND indicates Member participation on contract, however spend data not provided/available.

March 26 2021

Shared Services West
Manager, Compliance and Financial Analytics
Finance and Business Support
T: 905-287-7870

Dear Tawfique Aziz,

Kinetic GPO is a cooperative purchasing organization established in 2017 to provide public sector entities across Canada with access to contracts that have been publicly tendered in compliance with the minimum standards of the Canadian Free Trade Agreement (CFTA) and the Comprehensive Economic and Trade Agreement (CETA).

Our practices, policies and protocols have been prepared and reviewed by renowned Canadian procurement lawyers to ensure everything Kinetic does conforms with Canadian Common Law, CFTA and CETA. Kinetic GPO employs senior procurement professionals with decades of experience working in the public sector, who prepare and review documents, and who oversee each procurement process to ensure compliance with the rules.

Because Kinetic GPO's membership spans all of Canada, we are unable to confirm compliance with each member's local policies and trade agreements. Kinetic GPO is open to supporting our members who wish to learn more or to verify whether our policies, protocols and practices comply with the requirements of their own legal and policy framework.

As you may have seen, the provincial government recently announced their plan to deliver a Centralized Procurement Initiative for Ontario Public Service and Broader Public Service (BPS) organizations. You may have also received a memorandum from your funding Ministry announcing Interim Measures that are now in effect.

The Interim Measures and supporting information and guidance are available on the [Doing Business with the Ontario Government](#) website.

Due to questions we have been fielding regarding these new interim measures we would like to take this opportunity to clarify and make note of the following:

- Kinetic GPO's procurement process is fair, open, and transparent. Our contracting policies and procedures are publicly available at: www.KineticGPO.ca
- ✓ Per the Interim Measures, Kinetic's Master Agreements are an existing Vendor of Record (VOR) arrangement. This means you can use our contracts, along with other Group Procurement organizations, in addition to the Ministry of Government and Consumer Services (MGCS) VOR arrangements.
- ✓ Furthermore, Kinetic members can utilize any of our contracts without restriction for the full term of the existing Kinetic contract.
- ✓ Participation as a Member of Kinetic GPO is voluntary. We do not require any fee, spend or any quantity commitment to participate, and membership is not an exclusive agreement. Furthermore, there is not a commitment to the length of term for our membership.
- ✓ All Kinetic Master Agreements, along with our contracting processes, are compliant with the Canadian Free Trade Agreement (CFTA), the CETA, as well as the Interim Measures. Therefore, BPS entities that utilize existing Kinetic agreements will not be required to complete Procurement Rational Reports. This includes Kinetic GPO agreements that have terms in excess of two years.

What Types of Procurements are In-Scope for the Interim Measures?

- ✓ Procurements above \$25,000 initiated after March 18, 2019 are in-scope, except for procurements that:
- ✓ Are related to construction; and/or
- ✓ Are for goods acquired solely for the purpose of resale.

Expectations for In-Scope Procurements

For all in-scope procurements:

- ✓ Use an existing applicable Vendor of Record (VOR) arrangement, including Group Procurement and Shared Services Organizations such as Kinetic GPO, where possible and appropriate; and,
- ✓ Ensure all new contracts have a term not exceeding two years, including any extensions.

Under the interim measures the Ministry of Government and Consumer Services has published a FAQ document. This FAQ document highlights questions and answers regarding Vendor of Record (VOR)

arrangements, and use of Group Procurement: [Ministry of Government and Consumer Services \(MGCS\) FAQ](#). We have populated a few questions from the MGCS FAQ that are most relevant to Group Purchasing:

Question 4. Our organization has access to contracts through Shared Services Organizations, Group Purchasing Organizations and other co-operative purchasing groups. Can we continue to use those contracts?

- ✓ Yes, current contracts available to your organization through Shared Services Organizations, Group Purchasing Organizations and other co-operative purchasing groups can still be used by your organization. If you are entering into new contracts based on these agreements, the interim measures will apply.

Question 19. Are BPS organizations required to use a shared service organization or a bulk buying agreement?

- ✓ Note that funding ministries will inform BPS organizations how the interim measures will apply to them “please refer to question 14. If the interim measures apply;
BPS organizations should use available OPS VOR arrangements. Shared Services Organizations (SSO) contracts, Group Purchasing Organizations (GPO) contracts or other bulk buying arrangements often provide excellent value for money. If an SSO or a GPO offers a contract that is not available through the OPS VOR program, BPS organizations are encouraged to use them to maximize efficiencies of process and value for money.

Question 12. Are all types of procurement covered by the interim measures?

- ✓ The interim measures apply to:
New procurement of goods and services (consulting and non-consulting) valued at \$25,000 or higher.
- ✓ The measures do not apply;
Where procurement is related to construction (which means construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement.
- ✓ For the OPG and IESO, where procurement is directly related to the delivery of electricity or electrical systems. This includes any consulting services that are included in the procurement for the delivery of electricity or electrical systems.
- ✓ Where procurement is related to goods acquired solely for resale.



MGCS has a website [Doing Business with the Ontario Government](#) with details related to Interim Measures. They will be hosting online Information Sessions about the Interim Measures and registration information for those sessions will be available on the website soon.

If you should have any questions, or require further information, please don't hesitate to contact me directly at gerald@kineticgpo.ca or 226-972-2787.

Sincerely,

Gerald Ford



April 30, 2021

Tawfique Aziz
Manager, Compliance and Financial Analytics
Finance and Business Support
Shared Services West
Northgate Business Park
1107 Clay Avenue, Unit 500
Burlington, ON
L7L 0A1

Re: St. Joseph's Health System Group Purchasing Organization ("GPO") and the Broader Public Sector Procurement Directive (the "Directive")

The GPO is a "Group Purchasing Organization" as defined in the BPS Procurement Directive Implementation Guidebook and in that capacity the GPO acts on behalf of Ontario public hospitals in facilitating their competitive public procurements.

Specifically, the procurement documents and related agreements entered into by the GPO, when applied by an Ontario public hospital in accordance with their terms, permits such Ontario public hospital to comply with the Directive.

Yours truly,

John Aldis
Senior Vice President, Finance and Corporate Services
St. Joseph's Health System

April 13, 2021

Tawfique Aziz
Manager, Compliance and Financial Analytics
Shared Services West
Northgate Business Park
1107 Clay Avenue, Unit 500
Burlington, ON L7L 0A1

Dear Mr. Aziz,

As requested in your email dated April 12, 2021, the enclosed letter serves as an attestation that OECM conducts all sourcing initiatives in compliance with the Broader Public Sector (BPS) Procurement Directive as well as other trade agreements.

OECM, and the customers we serve, including SSW's member and customer hospitals, (Trillium Health Partners, Halton Health, William Osler Health System, Baycrest Health Sciences, Collingwood General and Marine Hospital, Georgian Bay General Hospital, Haldimand War Memorial Hospital, Headwaters Health Care Centre, West Park Healthcare Centre and Runnymede Healthcare Centre) follow the BPS Procurement Directive. The directive sets out rules for designated BPS entities on the purchase of goods and services using public funds.

The purpose of the directive is:

- To ensure that goods and services, including construction, consulting services, and information technology are acquired by BPS entities through a process that is open, fair, and transparent;
- To outline responsibilities of BPS entities throughout each stage of the procurement process; and,
- To ensure that all BPS entities in Ontario are consistently managing their procurement processes.

In addition, OECM's sourcing initiatives are undertaken within the scope of Chapter 5 of the Canadian Free Trade Agreement ("CFTA"), Chapter 19 of the Comprehensive Economic and Trade Agreement ("CETA"), and within the scope of the Trade and Cooperation Agreement between Quebec and Ontario.

I also enclose a link to the Ontario Tender's Portal (OTP) website where all of OECM's RFPs are posted: <https://ontariotenders.bravosolution.com/esop/nac-host/public/home.html>

Should you have any questions, or require further information, please don't hesitate to contact our Customer Support Team at customersupport@oecm.ca or 1-844-OECM-900 (1-844-632-6900).

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen Owen', written in a cursive style.

Karen Owen
Vice President, Supply Management and Customer Relations