Date: May 23, 2019

TO: The Board of Directors of Bruyère Continuing Care Inc., (the “Board”)

FROM: Guy Chartrand
President & CEO
Bruyère Continuing Care Inc.

RE: BPSAA Compliance Attestation Form - April 1, 2018 to March 31, 2019

On behalf of the Élisabeth-Bruyère Hospital and the Saint-Vincent Hospital (the Hospital), to the best of my understanding, knowledge and belief, I attest to:

- the completion and accuracy of reports required of the Hospital pursuant to section 6 of the Broader Public Sector Accountability Act, 2010 (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 11.1 of the BPSAA by the Management Board of Cabinet;

- the Hospital's compliance with any applicable procurement directives issued under section 12 of the BPSAA by the Management Board of Cabinet, (the “Procurement Directive”), during the Applicable Period.

Prepared in accordance with section 15 of the Broader Public Sector Accountability Act, 2010 (BPSAA)
In making this attestation, I have exercised care and diligence that would reasonably be expected of a hospital President & CEO in these circumstances, including making due inquiries of Hospital staff that have knowledge of these matters.

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

Dated at Ottawa, Ontario this April 26th, 2019.

[Signature]
Guy Chartrand
President & CEO
Bruyère Continuing Care Inc.

Dated at Ottawa, Ontario this May 23rd, 2019.

I certify that this attestation has been approved by the board of Bruyère Continuing Care Inc on May 23rd, 2019.

[Signature]
Barbara Kieley
Chair of the Board
Bruyère Continuing Care Inc.
Date: May 23, 2019

TO: The Board of Directors of Bruyère Continuing Care Inc., (the “Board”)

FROM: Guy Chartrand
President & CEO
Bruyère Continuing Care Inc.

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- 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 11.1 of the BPSAA by the Management Board of Cabinet;

- the Hospital’s compliance with any applicable procurement directives issued under section 12 of the BPSAA by the Management Board of Cabinet, (the “Procurement Directive”), during the Applicable Period.
SCHEDULE A

Following my review, I certify that the Hospital has been engaged in ongoing efforts to bring itself into full compliance with the requirements of the Procurement Directive. Over the past years, the Hospital has implemented, and modified, processes surrounding procurement and supply chain activities. In particular, we have developed and approved new policies, revised existing competitive document templates and processes, updated internal operating procedures, and engaged in ongoing education and training of staff.

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

No exceptions to report.

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

No exceptions to report.

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 exceptions to report.

Exceptions to the Hospital's compliance with the perquisites directive issued under section 11.1 of the BPSAA by the Management Board of Cabinet.

No exceptions to report.

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

No exceptions to report.
**APPENDIX A – HOSPITAL REPORT ON CONSULTANT USE**

**Hospital Report on Consultant Use**

Name of Hospital: Bruyère Continuing Care

**LHIN:** Champlain

**Reporting Period:** April 1, 2018 to March 31, 2019

<table>
<thead>
<tr>
<th>No.</th>
<th>Consultant Firm Name(s)</th>
<th>Name and Title of Consulting Contract</th>
<th>Contract Term</th>
<th>Procurement Value (A) Original value plus (B) Value of amendments and (C) Total procurement value ($) / Total Paid</th>
<th>Consultant Selection Process (Open Competitive, Invitational Competitive, Non-competitive)</th>
<th>Modifications to Agreement (Yes/No) If Yes, did the procurement documents permit modifications to the term or value of the agreement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Huron Advisors LTD. (Studer Group Canada)</td>
<td>Strategic Planning Development Services</td>
<td>October 1st, 2018 until March 31st, 2019 (6 months)</td>
<td>$78,842</td>
<td>Sole Source (see attached non-competitive procurement form)</td>
<td>None</td>
</tr>
<tr>
<td>2.</td>
<td>Huron Advisors LTD. (Studer Group Canada)</td>
<td>Coaching Services and Resources</td>
<td>October 1st, 2018 until Sept 30th, 2021 (3 years)</td>
<td>$798,589</td>
<td>Sole Source (see attached non-competitive procurement form)</td>
<td>None</td>
</tr>
<tr>
<td>3.</td>
<td>Workforce Edge</td>
<td>RFP# 2018-07-17 Workforce Scheduling Deployment Assessment Project</td>
<td>Phase 1 was for 6 months (September 2018 to February 2019), with two optional extension years for subsequent phases if required.</td>
<td>$99,924</td>
<td>Open (MERX)</td>
<td>None</td>
</tr>
<tr>
<td>4.</td>
<td>Quantum Transformation Technologies</td>
<td>Personalysis Workshops</td>
<td>January 1st, 2018 until Sept 30th, 2018 (9 months)</td>
<td>$47,130</td>
<td>Sole Source (see attached non-competitive procurement form)</td>
<td>None</td>
</tr>
</tbody>
</table>
NON COMPETITIVE
PROCUREMENT FORM
Procurement and logistics

Single/sole sourced purchases are acceptable only under circumstances defined by the Broader Public Sector (BPS), and must be executed in accordance with the Agreement on Internal Trade.

Procurement Initiative Information

Requested by: Guy Chartrand Date: Aug 24, 2018
Telephone No.: 

Total Estimated Contract Value (inclusive of contract extensions): $877,481

1. Name of service provider: Studer Group

2. Description of equipment/good/service.
   What is it? How is it used? Why is it necessary?
   Describe the circumstances that lead to the decision to go with this particular process.
   Describe potential risks or repercussions.
   Explain clearly why the non-competitive process is necessary and justified and why an exception is required.

   Studer Group has a unique and exceptional capability to assist management. Studer's core focus is on the Health sector. Studer has developed specific tools and methods to ensure consistency of practice and performance, to improve outcomes. As well, they provide and integrate a suite of technologies and tools. Studer's support for implementation and the creation of solutions and unavailable elsewhere in the market. Over 27 Ontario partners such as William Oden, Collingwood Memorial Hospital, Royal Victoria, Montfort, Toth, and Aquarena Management believe it would be unfair and unethical to invite prospective bidders when they have no probability of success.

3. Identify the type of non-competitive procurement.
   Please specify if this is a sole or single source and check the appropriate justification.

   ☐ Sole Source (only one available supplier capable of delivering the goods or service).
     - To ensure that compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;
     - Where there is an absence of competition for technical reasons and the good and services can be supplied only by a particular supplier and no alternative or substitute exists;
     - For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly;
     - For the purchase of goods on a commodity market;
     - For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor;
     - For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work;
     - For a contract to be awarded to the winner of a design contest;
     - For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases;
☐ Sole Source (only one available supplier capable of delivering the goods or service).
   (cont…)
   ○ For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy
     or receivership, but not for routine purchases;
   ○ For the procurement of original works of art;
   ○ For the procurement of subscriptions to newspapers, magazines or other periodicals; and
   ○ For the procurement of real property.

☐ Single Source (more than one supplier capable of delivering the equipment, goods or services but
where an unforeseen situation of urgency exists and the equipment, goods or service cannot be
obtained by means of open procurement procedures).
   ○ Where an unforeseeable situation of urgency exists and the goods or services cannot be obtained in time
     by means of open procurement procedures.
   ○ Failure to plan and allow sufficient time for a competitive procurement process does not constitute
     an unforeseeable situation of urgency.
   ○ Where goods or services regarding matters of a confidential or privileged nature are to be purchased
     and the disclosure of those matters through an open tendering process could reasonably be expected
     to compromise government confidentiality, cause economic disruption or otherwise be contrary to the
     public interest.
   ○ Where a contract is to be awarded under a cooperation agreement that is financed, in whole or in part,
     by an international cooperation organization, only to the extent that the agreement between the entity and
     the organization includes rules for awarding contracts that differ from the obligations set out in the Directive.
   ○ Where construction materials are to be purchased and it can be demonstrated that transportation costs
     or technical considerations impose geographic limits on the available supply base, specifically in the case
     of sand, stone, gravel, asphalt, compound and pre-mixed concrete for use in the construction or repair
     of roads.
   ○ Where compliance with the open tendering provisions set out in the Directive would interfere with the
     entities’ ability to maintain security or order or to protect human, animal or plant health; and
   ○ In the absence of a receipt of any bids in response to a call for proposals or tenders made in
     accordance with the directive.

4. This non-competitive procurement form expires: ______________________________
   with flexibility exit clauses
   ☐ Single source  ☐ For the duration of the contract  ☐ 1 yr  ☐ 2 yrs  ☐ 3 yrs  ☐ 4 yrs  ☐ 5 yrs

Department’s Director approval — I formally confirm that I support this process.

Signature: ___________________________  Name: ___________________________  (Please print name)
Title: ___________________________  Date: ___________________________

Vice-President of department’s approval (if the value of the contract exceeds $100,000 before taxes)
— I formally confirm that I support this process.

Signature: ___________________________  Name: ___________________________  (Please print name)
Title: ___________________________  Date: ___________________________

Procurement and Logistics Director’s approval — I formally confirm that I support this process.

Signature: ___________________________  Name: ___________________________  (Please print name)
Title: ___________________________  Date: ___________________________

Executive Approval (if the value of the contract exceeds $250,000 before taxes)

Signature: ___________________________  Name: ___________________________  (Please print name)
Title: ___________________________  Date: ___________________________
Non Competitive Procurement Form

Procurement and logistics

Single/sole sourced purchases are acceptable only under circumstances defined by the Broader Public Sector (BPS), and must be executed in accordance with the Agreement on Internal Trade.

Procurement Initiative Information
Date: Sept 4, 2018
Requested by: Jan Charest
Telephone No.: 
Total Estimated Contract Value (inclusive of contract extensions): $47,000

1. Name of service provider: Quantum Transformation Technologies

2. Description of equipment/good/service.
   What is it? How is it used? Why is it necessary?
   Describe the circumstances that lead to the decision to go with this particular process.
   Describe potential risks or repercussions.
   Explain clearly why the non-competitive process is necessary and justified and why an exception is required.

CEO has mastered Quantum’s tool, process and frameworks and utilizes them all the time. Moving to a different set of capacity building tools would require an enormous investment of CEO time. 
CEO had seen and used other tools/consultants and knew Quantum has more effective tools and methodologies for capacity building for transformation at a lower price.
It would be unfair to put a competitive procurement, the most ethical and cost effective approach is a sole source contract.

3. Identify the type of non-competitive procurement.
   Please specify if this is a sole or single source and check the appropriate justification.

☐ Sole Source (only one available supplier capable of delivering the goods or service).
   ○ To ensure that compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;
   ○ Where there is an absence of competition for technical reasons and the good and services can be supplied only by a particular supplier and no alternative or substitute exists;

☐ For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly;

☐ For the purchase of goods on a commodity market;

☐ For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor;

☐ For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work;

☐ For a contract to be awarded to the winner of a design contest;

☐ For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases;
☐ Sole Source (only one available supplier capable of delivering the goods or service).
   (cont...)
   ○ For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases;
   ○ For the procurement of original works of art;
   ○ For the procurement of subscriptions to newspapers, magazines or other periodicals; and
   ○ For the procurement of real property.

☐ Single Source (more than one supplier capable of delivering the equipment, goods or services but where an unforeseen situation of urgency exists and the equipment, goods or service cannot be obtained by means of open procurement procedures).
   ○ Where an unforeseeable situation of urgency exists and the goods or services cannot be obtained in time by means of open procurement procedures.
   ○ Failure to plan and allow sufficient time for a competitive procurement process does not constitute an unforeseeable situation of urgency.
   ○ Where goods or services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise be contrary to the public interest.
   ○ Where a contract is to be awarded under a cooperation agreement that is financed, in whole or in part, by an international cooperation organization, only to the extent that the agreement between the entity and the organization includes rules for awarding contracts that differ from the obligations set out in the Directive.
   ○ Where construction materials are to be purchased and it can be demonstrated that transportation costs or technical considerations impose geographic limits on the available supply base, specifically in the case of sand, stone, gravel, asphalt, compound and pre-mixed concrete for use in the construction or repair of roads.
   ○ Where compliance with the open tendering provisions set out in the Directive would interfere with the entities' ability to maintain security or order or to protect human, animal or plant health; and
   ○ In the absence of a receipt of any bids in response to a call for proposals or tenders made in accordance with the directive.

4. This non-competitive procurement form expires: [Signature] [Name] [Other option available]

☐ Single source For the duration of the contract ☐ 1 yr ☐ 2 yrs ☐ 3 yrs ☐ 4 yrs ☐ 5 yrs

Department's Director approval — I formally confirm that I support this process.

Signature: ___________________________ Name: ___________________________ Date: _____________

Title: ___________________________ (Please print name)

Vice-President of department's approval (if the value of the contract exceeds $100,000 before taxes)
— I formally confirm that I support this process.

Signature: ___________________________ Name: ___________________________ Date: _____________

Title: ___________________________ (Please print name)

Procurement and Logistics Director's approval — I formally confirm that I support this process.

Signature: ___________________________ Name: ___________________________ Date: _____________

Title: ___________________________ (Please print name)

Executive Approval (if the value of the contract exceeds $250,000 before taxes)

Signature: ___________________________ Name: ___________________________ Date: _____________

Title: ___________________________ (Please print name)